ACADEMIC YEAR 2015/2016

PROGRAMS

MBA
- Full-time
- Executive

SENIOR MANAGEMENT
- Executive Management (AD-2)
- General Management (AD)
- Management Development (D-1)

ACADEMIC DEPARTMENTS
- Decision Analysis
- Economic Environment
- Financial Management
- General Management
- Human Resources Management
- Marketing Management
- Managerial Control and Information
- Operations Management
- Organizational Behavior
- Social and Political Environment

CAMPUSES

PERMANENT
- Mexico City
- Guadalajara
- Monterrey

SATELLITE
- Ciudad Juárez
- Puebla
- San Luis Potosí
- Veracruz
- Villahermosa

FACULTY
- 69 Full-time professors
- 27 Professors with PhDs
- 27 Visiting professors

ACADEMIC SESSIONS
- 6,918

Programs
- 31 Programs

Graduates
- 353 Graduates

More than 35,523 since 1967
We honor another year of hard work and dedication to making the business world an engine of change in our society.

IPADE BUSINESS SCHOOL IS THE LEADING LATIN AMERICAN BUSINESS SCHOOL FOCUSED ON THE ADVANCEMENT OF MANAGERIAL SKILLS IN THE GLOBAL BUSINESS COMMUNITY. FOUNDED IN 1967 BY A DISTINGUISHED GROUP OF MEXICAN BUSINESSMEN, IPADE CURRENTLY HAS THREE FIXED CAMPUSES IN MEXICO CITY, GUADALAJARA, AND MONTERREY. OUR PRESENCE IN MEXICO’S MOST IMPORTANT CITIES HAS ALLOWED US TO BUILD A NETWORKING COMMUNITY OF MORE THAN 35,000 GRADUATES.
I. Message from the Dean

II. IPADE

01 02 03 04 05 06 07 08 09 10 11 12

Senior Management Programs MBA Programs International Agreements Focused Programs In-Company Programs Liaisons IPADE Guadalajara Campus IPADE Monterrey Campus Faculty Research Centers Rankings Social Responsibility

III. Corporate Operations

IV. Corporate Communications
It is my great pleasure to present you with the 2015-2016 Annual Report, which reflects the hard work and achievements of all the members of our beloved institution over the past academic year.

Since its founding, IPADE has pursued a challenging but supremely gratifying mission: to develop managerial skills in the men and women that lead Mexico’s companies. We are committed to instilling a humanistic focus within organizations, because this is the only way that organizations can be competitive and sustainable in the long term, as well as exemplary organizations that embody the ideals of community and have a shared purpose and vision.

Over the past academic year, we have laid the foundations for a number of exciting projects at IPADE. For one, we hosted the Harvard Business School Advisory Committee, whose biannual visit enriches our work by keeping us abreast of the best practices in Top Management training.

We are also preparing a variety of projects that will frame IPADE’s 50th anniversary celebration in 2017. These projects will honor past achievements while simultaneously inspiring the innovation and growth that will lay the foundation for our next fifty years.

I invite you to take a closer look at the academic life of IPADE outlined in this report and learn about the results and achievements of our participants, graduates, professors, and staff.

Sincerely,

Rafael Gómez Nava, PhD
Dean
“It is part of IPADE’s mission to offer relevant content that contributes to the development of companies and the people who lead them.”

Rafael Gómez Nava
Dean of IPADE Business School
During this academic year, IPADE offered Senior Management Programs at the Mexico City, Guadalajara, Monterrey, Villahermosa, Puebla, Veracruz, Ciudad Juárez, and San Luis Potosí campuses and satellite locations, enrolling more than 800 participants. These executives came to IPADE with the intention of honing their management skills in order to better face the new challenges caused by the ever-changing global environment and business trends.

SENIOR MANAGEMENT PROGRAMS

The Senior Management Programs (AD-2, AD, D-1) provide CEOs and entrepreneurs with the tools they need to face the challenges of an increasingly demanding global environment. These programs help them perfect their leadership skills so they can more adeptly manage the most critical elements they face: growth and change in the company.

PARTICIPANTS

AD-2
Ciudad Juárez 43
Guadalajara 52
Mexico City 80
Villahermosa 30

AD
Mexico City 90

D-1
Guadalajara 64
Mexico City 273
Monterrey 87
Puebla 45
San Luis Potosí 36
Veracruz 35

Senior Management Program AD-2
IPADE Mexico City campus
INTERNATIONAL DAYS

In March, more than 800 participants from the Senior Management Programs convened for a three-day event at the Mexico City campus. The theme for the 2016 International Days was “Leading in an Era of Disruption.” Three professors from Kellogg School of Management participated in the event: Sanjay Khosla, Greg Carpenter, and Sergio Rebelo. They were joined by IPADE faculty members Rodrigo de León, Rafael Ramírez, and Carlos Castellanos. The professors reflected on worldwide economic tendencies and growth engines in the global market, as well as growth opportunities for Mexico and the challenges posed by different forms of innovation.

STUDY TRIPS

Senior Management Program participants made two study trips to learn about the business environment in other regions. The first visit was to the IESE Business School campus in New York City, and the second was to Harvard Business School, in Boston. These trips provided participants with the opportunity to experience international business relations at two of the most prestigious schools in business education.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Cities Visited</th>
<th>Schools Visited</th>
<th>Sessions</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Business Program</td>
<td>New York City, USA</td>
<td>IESE Business School NYC</td>
<td>16</td>
<td>55</td>
</tr>
<tr>
<td>Leading Global Growth through Innovation Program</td>
<td>Boston, USA</td>
<td>Harvard Business School</td>
<td>15</td>
<td>62</td>
</tr>
</tbody>
</table>

Greg Carpenter
Professor, Kellogg School of Management
The 2015-2016 Full-time MBA Program session began in September at IPADE’s Mexico City and Monterrey campuses. Eduardo Osuna, CEO of BBVA Bancomer and IPADE MBA graduate, spoke to the incoming participants and shared his experience of both completing the Program and following his career path.

The Full-time MBA offers academic and personal growth focused on developing each participant’s business leadership potential and global understanding of the art of management.

### PARTICIPANTS

- **Mexico City**
  - 164
  - Mexico
  - 1 Australia
  - 1 China
  - 1 Costa Rica
  - 2 El Salvador
  - 1 Germany
  - 1 Guatemala
  - 3 India
  - 1 Poland
  - 2 South Korea
  - 8 Spain
  - 2 Switzerland
  - 12 United States

- **Monterrey**
  - 111
  - 240
  - 2 El Salvador
  - 26 Spain
  - 12 Switzerland

Eduardo Osuna
CEO of BBVA Bancomer
INTERNATIONAL WEEK

This year’s Full-time MBA International Week theme was “Doing Business in Mexico: Emerging Markets.” IPADE invited students from 29 business schools in 19 countries to the Mexico City campus. Entrepreneurs, academics, and managers with expertise in emerging markets facilitated sessions. These included Fernando Pliego, Product Marketing Manager at Google, Fernando Serpa, Vice President of Global Sourcing at Walmart Latin America, Andrés Fabre, Global COO of KidZania, and Fernando Aguirre, CEO of Chiquita Brands International.

- CKGSB, Cheung Kong Graduate School of Business
- Darden Graduate School of Business Administration, University of Virginia
- EBS European Business School
- EDHEC Business School
- ESSEC Business School
- Goizueta Business School, Emory University
- Guanghua School of Management, Peking University
- IAE Business School
- IESA - Instituto de Estudios Sociales Avanzados
- IPADE Business School
- Jones Graduate School of Business, Rice University
- Kellogg School of Management-Northwestern University
- Lagos Business School, Pan-Atlantic University
- MIP - Politecnico di Milano Graduate School of Management
- NHH Norwegian School of Economics
- NUCB Graduate School, Nagoya University of Commerce & Business
- PAD Escuela de Dirección, Universidad de Piura
- Poznan University of Economics
- RMIT University Vietnam
- School of Business, The George Washington University
- Solvay Brussels School of Economics and Management
- St. Gallen University
- UNC Kenan-Flagler Business School, The University of North Carolina at Chapel Hill
- UNIS Business School, Universidad del Istmo
- Università Commerciale Luigi Bocconi
- University of Mannheim Business School
- Universität Witten/Herdecke
- Warwick Business School
- Zagreb School of Economics and Management - ZSEM

PARTICIPANTS

249

SCHOOLS

29

COUNTRIES

19
**STUDY TRIP**

As they do each year, IPADE’s Full-time MBA students participated in their study trip abroad. This activity is extremely important for the Full-time MBA Program, as it strengthens participants’ academic development and enriches their international experience.

<table>
<thead>
<tr>
<th>Cities Visited</th>
<th>Schools Visited</th>
<th>Dates</th>
<th>Companies Visited</th>
</tr>
</thead>
</table>
| Beijing and Shanghai, China    | CEIBS, China Europe International Business School | April 2-15 | The Hutong  
|                                |                                              |             | Curtis, Mallet-Prevost, Colt & Mosle LLP  
|                                |                                              |             | Natural Resources Defense Council  
|                                |                                              |             | Jun He Law Offices  
|                                |                                              |             | Gruma  
|                                |                                              |             | Gao Feng Advisory Company  
|                                |                                              |             | Shanghai Volkswagen  
|                                |                                              |             | BBDO China  
|                                |                                              |             | Caterpillar  
|                                |                                              |             | Stanley Black & Decker  
|                                |                                              |             | Baosteel  
| Ho Chi Minh City, Vietnam and Singapore | RMIT University Vietnam | April 4-15 | HSBC Bank Vietnam  
|                                |                                              |             | DP World and Saigon Premier Container Terminal  
|                                |                                              |             | Olam Vietnam Limited  
|                                |                                              |             | Century Synthetic Fibre Corporation  
|                                |                                              |             | Google Southeast Asia  
|                                |                                              |             | SDV Logistics  
|                                |                                              |             | IBM  
|                                |                                              |             | Citigroup Singapore  
|                                |                                              |             | NEWRI  

**INTERNATIONAL EVENTS**

**IPADE Case Competition**

*Participating Schools:*  
- Darden School of Business  
- IAE Business School  
- IESE Business School  
- Telfer School of Management  
- Tuck School of Business

*Companies Involved:*  
- Deloitte and Novartis  
- 37 Participants (10 international participants hosted at the Mexico City and Monterrey campuses)

**MIT Sloan Latin American Startup Competition**  
- 2 participants from IPADE

**Nespresso MBA Sustainability Challenge**  
- 2 participants from IPADE

**Soccer Tournament at Tuck School of Business**

**Soccer Tournament at the University of Texas at Austin Mc Combs School of Business**
EXCHANGES
IPADE hosted 49 international participants as part of its exchange agreements.

115 Full-time MBA participants studied at various schools around the world as part of the exchange program.

PARTICIPANTS
49
40 MEXICO CITY
9 MONTERREY

COUNTRIES
13
Argentina 1
Croatia 1
France 3
Germany 12
India 5
Italy 4
Nigeria 1
Norway 2
Peru 5
Poland 9
Scotland 1
Switzerland 1
United States 4

CAREER SERVICES
OFFICE (CEDIC)
The Career Services Office (CEDIC) helps Full-time MBA students align their professional aspirations with their abilities and interests and provides with the tools to find the position that is the best fit.

7 Industry Forums
Consumer Products
Technology
Consulting
Banking and Financial Services
Social Innovation
Sports
Pharmaceutical

COMPANIES
PARTICIPATED
IN THE BUSINESS
FORUM
8
8

FULL-TIME MBA
Program
IPADE Mexico City Campus
During the inauguration of the Executive MBA Program Director Rafael Ramírez de Alba emphasized the importance of collaborative learning at IPADE: “Here at IPADE you will not only learn from what you study, but you will also learn from your classmates. Today, the first day of the program, you are entering into a contract with each one of them; everybody contributes, and in the future when your classmates do not adequately prepare their cases, you should demand that they comply fully with this important contract.”

The Executive MBA is a transformative program that boosts participant’s managerial careers by enhancing their decision-making abilities and perfecting the skills required to assume positions with even greater responsibility.
INTERNATIONAL WEEK

As they do each year, a group of entrepreneurs and managers from Executive MBA Programs at 20 schools in 15 different countries around the world came to IPADE to participate in the Executive MBA International Week.

The primary theme of this year's week was “Business Solutions to Poverty.” The event featured a distinguished group of international experts and professors from various countries that came together to share knowledge and experience, enrich management practices, and discover new business models to help people overcome poverty and to create wealth in a sustainable way.

PARTICIPANTS

IPADE

INTERNATIONAL

Canada 4
Chile 1
Colombia 95
Dominican Republic 10
Germany 7
Guatemala 13
Hungary 2
Italy 2
Netherlands 3
Peru 61
United Kingdom 6
United States 40
Uruguay 77
Vietnam 6
<table>
<thead>
<tr>
<th>Theme</th>
<th>Cities Visited</th>
<th>Schools Visited</th>
<th>Dates</th>
<th>Companies Visited</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Business</td>
<td>London, Ontario, Canada</td>
<td>Richard Ivey School of Business</td>
<td>February 14-20</td>
<td>Pax Water</td>
</tr>
<tr>
<td>Innovation</td>
<td>San Francisco, United States</td>
<td>Haas School of Business</td>
<td>February 15-20</td>
<td>Cisco Systems</td>
</tr>
<tr>
<td>Marketing</td>
<td>Chicago, United States</td>
<td>Kellogg School of Management</td>
<td>March 18-April 1</td>
<td>Harley-Davidson</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>Shanghai and Beijing, China</td>
<td>CEIBS, China Europe International Business School</td>
<td>March 28-April 7</td>
<td>JWT China</td>
</tr>
<tr>
<td>Value Investing - Finance</td>
<td>New York, United States</td>
<td>Columbia Business School</td>
<td>March 28-April 1</td>
<td>GE China Technology Center</td>
</tr>
</tbody>
</table>

**Cities Visited**
- London, Ontario, Canada
- San Francisco, United States
- New York, United States
- San Francisco, United States
- Shanghai and Beijing, China
- New York, United States

**Schools Visited**
- Richard Ivey School of Business
- Haas School of Business
- Kellogg School of Management
- CEIBS, China Europe International Business School
- Columbia Business School

**Dates**
- February 14-20
- February 15-20
- March 18-April 1
- March 28-April 7
- March 28-April 1

**Companies Visited**
- Pax Water
- Cisco Systems
- Harley-Davidson
- JWT China
- GE China Technology Center
- China Accelerator
- Volvo Construction Equipment
- Silicon Valley Bank
- Accenture
- JD.com
- Perfect World
- Metalmark Capital Infrastructure Group Inc.
- CFA Institute
**IPADE INTERNATIONAL ACTIVITIES**

**HARVARD BUSINESS SCHOOL ADVISORY COMMITTEE**

At its founding IPADE formed a joint Advisory Committee with Harvard Business School to maintain a strong link between the two institutions. This Committee, consisting of IPADE’s Management Committee and two distinguished Harvard Business School professors, meets every two years to share teaching perspectives on the challenges and opportunities faced by the business schools, and to learn from each other’s experience.

The work done by the Harvard Business School Advisory Committee provides IPADE with an international perspective, and promotes ongoing, cutting-edge collaboration in business education and leadership.

In 2016, IPADE once again welcomed members of the Committee for a two-day visit, during which they tackled diverse issues central to IPADE’s development, including: innovation and technology, globalization, academic and professional development of faculty, and institutional collaboration.

**HKUST PROGRAM**

As part of the various international agreements IPADE has with other business schools around the world, IPADE’s International Office arranged a visit for representatives of the Hong Kong University of Science and Technology (HKUST) from June 6-9. Visitors enjoyed a program of 10 sessions given by IPADE professors Antonio Sancho y Maldonado, Rodrigo de León González, and Rafael Ramírez de Alba.

The visiting group was made up of 13 participants from China, India, and Hong Kong, who came to IPADE to learn more about the institution, to better understand the political and economic environment in Mexico, and to learn about doing business in the country.

**IPADE COSTA RICA AND IPADE PANAMA**

Just as a group of Mexican businessmen decided to create IPADE 49 years ago, two groups of businesspeople –one from Costa Rica, the other from Panama-- recently proposed replicating the same experience in their respective countries.

IPADE Costa Rica and IPADE Panama seek to promote the development of business skills in Central America.

**INTERNATIONAL VISITS**

Representatives from various international business schools visited IPADE to embark on new collaborative projects and create new synergies between their respective institutions and IPADE.

<table>
<thead>
<tr>
<th>School</th>
<th>Country</th>
<th>Visitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGSM Graduate School of Management, Macquarie University</td>
<td>Australia</td>
<td>Ross Hosmann, Director Business Development and Marketing</td>
</tr>
<tr>
<td>Coggins College of Business, University of North Florida</td>
<td>United States</td>
<td>Andrés Gallo, Professor of Economics Timothy Robinson, Director, International Affairs Mauricio González, Vice President for Student and International Affairs</td>
</tr>
<tr>
<td>Teikyo University</td>
<td>Japan</td>
<td>Yoshihito Okinaga, President and Chairman Tsutomu Haeno, Dean, Faculty of Science and Engineering Hiromi Ebara, Dean, Faculty of Language Studies Yanagihara Naohisa, Professor, Department of Biosciences Kawamoto Kiyoshi, Director, Utsunomiya Campus Hirako Hideaki, Adviser, Utsunomiya Campus Nozaki Takunosuke, Manager of Headquarters, International Planning Dep.</td>
</tr>
<tr>
<td>London School of Economics</td>
<td>United Kingdom</td>
<td>Beatriz Lorenzo, Director, Latin American Relations</td>
</tr>
<tr>
<td>Paul J. Hill School of Business, University of Regina</td>
<td>Canada</td>
<td>Vianne Timmons, President Andrew Gaudes, Dean, Business School Livía Castellanos, Chief International Officer Sofia Martinez, International Relations and Partnerships Manager</td>
</tr>
<tr>
<td>Montpellier Business School</td>
<td>France</td>
<td>Yvon Desportes, Dean, International Relations</td>
</tr>
</tbody>
</table>
The International Office is in charge of establishing and maintaining agreements with other business schools throughout the world and now has agreements with 98 other institutions worldwide.

LATIN AMERICA

ARGENTINA: IAE Business School • UAS - Universidad Austral • BRAZIL: FIA - Fundação Instituto de Administração • Instituto COPPEAD de Administração/UFRJ • ISE Business School • CHILE: Escuela de Administración, Pontificia Universidad Católica de Chile • ESE Business School • Facultad de Negocios y Economía, Universidad de Chile • Universidad Diego Portales • COLOMBIA: INALDE Business School, Universidad de La Sabana • DOMINICAN REPUBLIC: Banna Business School • ECUADOR: IDE Business School • GUATEMALA: UNLP Business School • Universidad del Istmo • PERU: PAD Escuela de Dirección, Universidad de Piura • URUGUAY: IEEEM - Instituto de Estudios Empresariales de Montevideo • VENEZUELA: IESA - Instituto de Estudios Sociales Avanzados.

EUROPE

BELGIUM: Solvay Brussels School of Economics and Management • CROATIA: Zagreb School of Economics and Management • CSB - ESTONIA: Tallinn University of Technology • FINLAND: School of Business, Aalto University • FRANCE: EDHEC Business School • EMLYON Business School • EM Normandie • ESCP - Ecole des Ponts Business School • ESILCA Business School • ESSEC Business School • Montpellier Business School • GERMANY: EBS Business School • Faculty of Management and Economics, Witten/Herdecke University • Mannheim Business School, University of Mannheim • Nordakademie University of Applied Sciences • The KLU - Kühne Logistics University • HUNGARY: CEU Business School • RELAND: School of Business, Trinity College Dublin • UCD Smurfit Graduate Business School • ITALY: Graduate School, Università Bocconi • LUISS Business School • APE • Politecnico di Milano Graduate School of Business • NETHERLANDS: Rotterdam School of Management • NORWAY: NHH Norwegian School of Economics • POLAND: Piasek University of Economics and Business • PORTUGAL: AESE Business School • SPAIN: IESA Business School • SWITZERLAND: CERAM School of Business, École de Management St. Gallen • UNIVERSITY OF EDINBURGH BUSINESS SCHOOL • Warwick Business School

AFRICA

EGYPT: University of AUC • IVORY COAST: IHE Business School • KENYA: SBS Business School • MOROCCO: ESCE École de Management • NIGERIA: Lagos Business School • Pan-Atlantic University

OCEANIA

AUSTRALIA: Business School, University of South Australia • Faculty of Business and Economics, Monash University • MSM Graduate School of Management, Macquarie University

NORTH AMERICA

CANADA: Faculty of Business Administration, Université Laval • NEV Business School, Western University • Kenneth Levene Graduate School of Business, University of Regina • Ross School of Management, University of Toronto • Schulich School of Business, York University • Smith School of Business, Queen’s University • Telfer School of Management, University of Ottawa • UNITED STATES: A. B. Freeman School of Business, Tulane University • Coggin College of Business, University of North Florida • Columbia Business School • Cox School of Business, Southern Methodist University • Crummer Graduate School of Business, Rollins College • D’Amore-McKim School of Business – Northeastern University • Darden School of Business, University of Virginia • David Eccles School of Business, The University of Utah • Goizueta Business School, Emory University • Haas School of Business, University of California Berkeley • Harvard Business School • Jones Graduate School of Business, Rice University • Kellogg School of Management, Northwestern University • Mays Business School, Texas A&M University • Michael Foster School of Business, University of Washington • Owen Graduate School of Management, Vanderbilt University • Robert H. Smith School of Business, University of Maryland • School of Business, The George Washington University • Simon Business School, University of Rochester • Tuck School of Business at Dartmouth College • UMBS Boston, The University of Massachusetts Boston • UNC Kenan-Flagler Business School, The University of North Carolina at Chapel Hill • USC Marshall School of Business, University of Southern California • Van Loan School of Graduate and Professional Studies, Endicott College

ASIA

CHINA: CEIBS, China Europe International Business School • CKGSB, Cheung Kong Graduate School of Business • Guanghua School of Management, Peking University • HONG KONG: HKBU School of Business, Hong Kong Baptist University • INDIA: Indian Institute of Management Bangalore • Indian Institute of Management Raipur • Institute of Management Technology • ISRAEL: Racah Business School, Tel Aviv University • JAPAN: NUCB Graduate School, Nagoya University of Commerce & Business • PHILIPPINES: Asian Institute of Management • University of Asia and The Pacific • SOUTH KOREA: School of Business, Yonsei University • VIETNAM: RMIT University Vietnam
“If you only consider the food industry, without even taking into account the beverage industry, it is much larger than the automotive industry in Mexico.”

Eugenio Gómez Alatorre
Academic Director of the Food and Beverage Industry Meeting
FOCUSED PROGRAMS

The Focused Programs were created in response to increasing demand for programs designed to address specific challenges facing particular sectors of the global business environment. Each program thoroughly analyzes the different factors that impact the development of a given business environment in order to generate innovative solutions to existing problems.

Mexico City Campus – 6 Programs
• Management through Services Program: 63
• Senior Management Program in the Agribusiness Chain (ADEA): 66
• Chairmen and Board Members Program: 45
• The Human Side of the Director Program: 56
• innovAD Program (Innovation for Senior Management Program): 43
• Family Business Summit: 107

Guadalajara Campus – 3 Programs
• Management through Services Program: 62
• Senior Management Program in the Agribusiness Chain (ADEA): 47
• Senior Management Program in Private Equity (ADECaP): 40

Houston – 1 Program
• Family Business Summit: 76

FOOD AND BEVERAGE INDUSTRY MEETING

The Food and Beverage Industry Meeting is jointly organized by IPADE and IESE Business School, and brings together experts, academics, and managers to encourage dialogue, promote learning, and to share experiences, keys to success, and best practices regarding pressing challenges.

204 attendees participated in the second-annual Food and Beverage Industry Meeting, discussing the theme of the event, “Innovation for the Global Market,” including strategies for taking advantage of the opportunities offered by increasingly demanding customers, and a focus on innovation as the key to staying competitive.

José Antonio Davila Castillo
Director, Research Center for Business Entrepreneurial Initiative-EY (CiiE-EY)
IN-COMPANY PROGRAMS

Countless public and private organizations have approached IPADE with the goal of addressing particular situations or concerns, including resolving specific problems, creating new strategies, or restructuring their business models or one or more internal business areas. There is a constant demand for In-Company Programs because IPADE works hand-in-hand with companies to provide solutions for specific strategic needs; the company gets a solution tailor-made for its particular staff and needs. There is a 66% repeat purchase rate for the programs.

In-Company Programs are custom-designed for individual companies in response to their specific needs through a program aligned with their strategic visions. Each program is unique because it is tailored to the specific needs of each organization.

PARTICIPANTS

MEXICO CITY CAMPUS
2,630 PARTICIPANTS

PROGRAMS 38
SESSIONS 500
COMPANIES 24

GUADALAJARA CAMPUS
911 PARTICIPANTS

PROGRAMS 8
SESSIONS 94
COMPANIES 4

MONTERREY CAMPUS
631 PARTICIPANTS

PROGRAMS 8
SESSIONS 122
COMPANIES 8

Lorenzo Fernández Alonso
IPADE Monterrey campus Director
Since IPADE’s founding nearly 50 years ago, more than 35,000 participants have passed through its halls. These graduates form the IPADE Alumni Association—the most important community of businesspeople in Mexico and Latin America. At IPADE, we believe that it is of utmost importance to provide our graduates with the tools they need to stay connected with each other and with the business school. It is also important that they continue to develop and perfect their managerial skills. We have designed a series of programs and services to specifically meet this need.

### CONTINUOUS UPDATING MANAGEMENT PROGRAM

- **General Management**
  - Exploring and Re-thinking Borders in the Work of the Manager and Businessperson

- **Human Resources Management**
  - Environment, Strategy, and Culture: Appropriate Talent in the Right Place at the Right Time

- **Financial Management**
  - Innovation in Wealth Management

- **Economic Environment**
  - Growth, Stability, and Competitiveness: Challenges of the Current Economic Environment

- **Managerial Control and Information**
  - Board of Directors Control

- **Social and Political Environment**
  - Democracy in the 21st Century: Decline or Renewal

- **Marketing Management**
  - Marketing Strategy for Mexican Brands and Companies in International Markets

- **Operations Management**
  - Building a Globally Competitive Operations Strategy

- **Organizational Behavior**
  - Handling Incompetence

### PARTICIPANTS

- **Mexico City**: 627
- **Guadalajara**: 215
- **Monterrey**: 267
- **Puebla**: 52

Martha González Pérez-Sandi
Director of the Cognitive Solutions Unit of IBM Mexico
Research presentation “C-suite: Redefining Borders”
INTERNATIONAL CONTINUOUS UPDATING MANAGEMENT COURSE (CICA)

CICA is an effort to maintain an ongoing relationship with the IPADE Alumni Association, promoting contact among members of the largest business networking community in Latin America.

Every year, at the conclusion of the Continuous Updating Management Program, graduates and current students from the most important business schools in Latin America gather at IPADE for a week in July to participate in the International Continuous Updating Management Course (CICA).

Participating Schools
- BARNA Business School
  Dominican Republic
- INALDE Business School
  Colombia
- UNIS Business School
  Guatemala
- IDE Business School
  Ecuador

EXTRAORDINARY SESSIONS

Sessions: 7
Total attendees: 1,190

Corruption and Impunity: Critical Issues to Avoid when Constructing Governance
Juan José Alonso Llera
Visiting Professor in the Social and Political Environment Department

Want to Live Well? Work Better!
Carlos Rossell
Professor Emeritus of the Financial Management Department

Ilusiones, S.A.
Roberto Girault
Filmmaker, writer, and photographer

Orchestral Suite
Gabriel Pliego
Director of the School of Fine Arts at UP

Mexico 2012-2018: A Nation of Constant Challenges
Alfonso Navarrete Prida
Secretary of Labor

Pope Francis Impacts the Global Agenda: Highlights from the “Laudato Si”
Cristian Mendoza Ovando
Professor in the School of Communication at Pontificia Università della Santa Croce

Business Intelligence and Big Data Applied to Control
Raúl Ibáñez Trianteno
Director and Professor in the Control Department at the Instituto Internacional San Telmo

CEO LECTURE SERIES

Sessions: 4
Attendees: 900

José María Zas
President and Regional Director General, American Express

John Rice
Vice Chairman, GE

Alejandro Ramírez
CEO, Cinépolis

Rogelio Velasco
CEO, Cisco México

IPADE ALUMNI SESSIONS

The IPADE Alumni Sessions was established to extend IPADE’s alumni offerings beyond its three permanent campuses to reach the more than 10,000 graduates living all over Mexico, wherever they may be. This activity brings cutting edge research to graduates living in or around a wide array of cities.
Several years ago, Carlos García Ruiz encouraged IPADE to begin construction of a new campus to serve the business community in Guadalajara and surrounding cities. García Ruiz not only provided the first significant donation, but he also encouraged other local businesspeople to do the same, including Horacio Fernández, Ricardo Covarrubias, Juan Lerdo de Tejada, Carlos Valenzuela—all educated at IPADE. This group became the first Board of Patrons at IPADE’s campus.

In February, the current Board of Patrons of the Guadalajara campus celebrated the 2016 IPADE Gala at the facilities that Don Carlos made possible through his initial efforts. The event attracted more than 200 attendees and was intended to honor and acknowledge the generosity of IPADE Guadalajara’s benefactors.

Executive Management Program (AD-2)
The AD-2 Program had 52 participants that directly influence more than 47,700 people. Women make up 15% of the group, managing sales of approximately $13 billion MXN.

Management Development Program (D-1)64 students participated in the D-1 Program, 18 of whom were women, the highest level of female participation in a Senior Management Program at that campus.

Executive MBA
The Executive MBA participants represent 57 companies with accumulated sales of roughly $191 billion MXN, and that generate 260,000 direct jobs.

Senior Management Program in the Agribusiness Chain (ADEA)
47 students participated in ADEA with total sales among the group representing 3% of Jalisco’s GDP, and participants had direct managerial control of 33,600 people.

Senior Management Program in Private Equity (ADECaP)
40 students participated in ADECaP. Total sales among the group represented 2.2% of Jalisco’s GDP, and participants had direct managerial control over 11,800 people.

Management through Services Program
This program enrolled 62 participants, with total sales among the group representing 1.6% of Jalisco’s GDP, and participants had direct managerial control of 23,000 people.

Continuous Updating Management Program
221 graduates participated in the Continuous Updating Management Program, returning to IPADE’s classrooms to stay up-to-date on the latest business trends and proving that business education is an ongoing process.

The IPADE Guadalajara Campus welcomes more than 500 participants per month, from companies whose sales make up approximately 37% of the GDP of the state of Jalisco.

IPADE Gala 2016

Guadalajara Campus
During its recent anniversary celebrations, the IPADE Monterrey Campus welcomed six members of the first graduating class back to its classrooms. The reunion was very special and emotional, as this past year marked the 40th anniversary of the campus.

### REUNIONS

**IPADE Guadalajara**
- Class Years ending in 1 and 6
- Total: 145
- Executive MBA: 38 graduates
- Management Development Program (D-1): 67 graduates
- Executive Management Program (AD-2): 40 graduates

**IPADE Monterrey**
- Class Years ending in 1 and 6, and the Class of 2013
- Total: 300
- Full-time MBA: 13 graduates
- Executive MBA: 117 graduates
- Management Development Program (D-1): 92 graduates
- Executive Management Program (AD-2): 78 graduates

**IPADE Mexico City**
- Class Years ending in 1 and 6, and the Class of 2013
- Total: 1,105
- Executive MBA: 236 Graduates
- Management Development Program (D-1), Innovation and Technology Management Program (ADIT), and Senior Management Program in Private Equity (ADeCaP): 218 graduates
- Executive Management Program (AD-2), and General Management Program (AD): 315 graduates

### PARTICIPANTS

<table>
<thead>
<tr>
<th>Program</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<td>Executive MBA</td>
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<td>111</td>
<td>367</td>
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<tr>
<td>Full-time MBA</td>
<td>267</td>
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<tr>
<td>Management Development Program (D-1)</td>
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<td></td>
<td></td>
<td>87</td>
<td>147</td>
</tr>
<tr>
<td>Continuous Updating Management Program</td>
<td></td>
<td></td>
<td></td>
<td>111</td>
<td>367</td>
</tr>
</tbody>
</table>

During this academic year, the campus welcomed 612 participants in four programs:
“Increase the capacity to generate relevant knowledge, promote business culture in Mexico, and jump-start sustained growth in high-impact companies that contribute to the economic and social development of this country—these goals are the basis for all our work here at IPADE.”

Rafael Gómez Nava
Dean of IPADE Business School
During this academic year the IPADE faculty carried out new research and generated cutting-edge materials to provide participants with relevant information about the current realities of the business world.

The annual IPADE Faculty meeting took place in August, during which professors and directors took time from the daily activities to reflect on the institution’s fundamental mission and values, and the importance of professionalizing managerial work –not just in work environments, but in all aspects of life. This year the theme focused on the role of work, the trends and challenges in the current business environment, and perspectives on the future of the business world.

**INVITED LECTURERS**

Dr. Jeffrey Pfeffer, Graduate School of Business Stanford University  
Dr. Dave Ulrich, Ross School of Business-University of Michigan  
Dr. Martin Schlag, Pontificia Università della Santa Croce  
Dr. Francisco Ugarte Corcuera, Opus Dei Vicar for Mexico

There were also two round table discussions featuring representatives from Endeavor, USEM, COPARMEX, Consejo Coordinador Empresarial (CCE, Mexican Business Coordinating Council), PWC, Deloitte, and EY.
IPADE has created five Research Centers with the objective of encouraging studies that promote economic and business development in Mexico and spurring the constant transformation and evolution of the business world. During this academic year, these centers carried out diverse research initiatives and up-to-the-minute projects to provide solutions to socio-political problems through critical analysis.

**Research Centers**

**Research Center for Women in Senior Management (CIMAD)**

- **Research Projects**
  - Transforming Paradigms, Opening Avenues for Talent
  - Female Entrepreneurs and Executives in Mexico throughout History

- **Events**
  - Book Presentation: El lado femenino del poder (The Feminine Side of Power), Mexico City and Guadalajara
  - General Motors and Management Development Program (D-1)
  - Women’s Day at Telefónica
  - Women’s Day at the Instituto Federal de Telecomunicaciones (IFT, Federal Telecommunications Institute)
  - CIMAD-American Express Agreement signing
  - CEOs American Express
  - Working Mother México Certification

**Programs**
- CIMAD-Santander Program
- CIMAD-HSBC Program

**Strategic Alliances**
- CIMAD-American Express
- CIMAD-Catalyst

**Projects**
As part of the ‘Transforming Paradigms, Opening Avenues for Talent’ project, the center convened focus groups with seven different companies, attracting a total of 240 attendees.

Scotiabank: 30
General Motors: 30
SAP: 30
IBM: 30
MetLife: 30
American Express: 30
PepsiCo: 30
Closing Session: 30 attendees

**Center of Studies for Institutional Governance (CEGI)**

**Projects**
In collaboration with the Center for International Private Enterprise (CIPE), CEGI launched a project called ‘Culture of Integrity: Combating Corruption in Mexico.’ The purpose of this project was to understand the Mexican business community’s experience of corruption. The project involved the following activities:

A survey was developed in order to measure IPADE students’ experiences with corruption in the Mexican private sector.

The pilot survey was distributed to Continuous Management Program participants and received 504 responses.

The final survey was sent to more than 30,000 alumni, and produced 1,060 responses.

25 personal interviews were held with different company presidents to initiate a deeper dialogue about the issue at hand.

Six focus groups were convened at IPADE’s three main campuses, consisting of 45 Senior Management Program participants from 10 states throughout Mexico.

Using the results, CEGI organized three workshops at IPADE’s permanent campuses to provide participants with the tools necessary to actively combat corruption. These workshops attracted 118 participants and generated 17 roundtable discussion groups.

**Research Center for Family Businesses (CIFEM)**

**Research Projects**
- The Family Business: Succession challenges from the founder’s perspective
- Management and governance practices that impact the perception of harmony in the family business
- Are you ready to leave the business?
- Governing Structures in Family Businesses
- C-suite succession from the perspective of the founder of Mexican family businesses

**Events**
- International Family Enterprise Research Academy Regional Forum (IFERA)
- Family Business Colloquium
- Presentation of the study on Communication in Family Businesses
- Forum for Families of Businesspeople

The 13th Family Business Colloquium—the longest running Focused Program to date, drew 125 families and currently has 640 graduates.
RESEARCH CENTER FOR BUSINESS ENTREPRENEURIAL INITIATIVE-EY (CIIE-EY)

Research Projects
• Challenges and opportunities in the nascent FinTech industry
• Profitable business models with social impact at the base of the pyramid
• Corporate Venture Capital

Events
• High Impact Entrepreneurship Summit*
• Global Investor Network*

*Both of these events were undertaken in collaboration with Endeavor.

Strategic Alliance
This academic year, the Research Center for Business Entrepreneurial Initiative-EY (CIIE-EY) forged a strategic alliance with the international corporation Ernst and Young (EY) to promote the development of research on the entrepreneurial ecosystem in Mexico, and to carry out research on themes including: high-impact entrepreneurs, social entrepreneurs, entrepreneurial spirit in businesspeople’s families, entrepreneurial management, and the nature of entrepreneurial initiatives.

PHILOSOPHY AND MANAGEMENT RESEARCH CENTER (CIFE)

The Philosophy and Management Research Center (CIFE) has focused its efforts on the creation of the Focused Program, “The Human Side of the Director: A Stop along the Way.” This Program was designed by professors Alejandro Armenta, Arturo Picos, and Jorge Merodio.

Launched this past year, the program attracted 65 participants. The international impact and demand has been so great that a follow-up seminar was designed, connecting 18 professors in 12 cities across 9 countries via videoconference.

CIFE also collaborated on revising the conceptual framework of IPADE’s Organizational Behavior Department, and supported this department in the development of cases, technical notes, and study guides.

Projects
CIFE continues to develop and revise The Human Side of the Director Program, tackling questions that participants have presented with the purpose of offering a second edition of the Program. The center has considered the creation of colloquiums to be held at the end of these sessions to better understand participants’ main concerns.

CIFE also continues to promote the further development of the International Seminar delivered via videoconference, specifically directed toward professors at Latin American business schools.
This academic year saw the inauguration of the Carlos Llano Chair, a joint initiative of UP and IPADE whose objective is to preserve the legacy and philosophy of one of the founders of both institutions.

The Chair’s activities are focused on an in-depth analysis of high priority issues for the Mexican business environment, such as influence peddling, corruption, the economic crisis, impunity, and corporate social responsibility.

**RESEARCH PROJECTS**

**Examination of the Case Method and Implications for IPADE Programs**
Alejandro Armenta and Julián Sánchez
Philosophy and Management Research Center (CIFE)

**The Business Leader and Additional Support**
María del Rosario Athié Labarri, Eduardo Ruiz Avellán, José Oseas Ramirez Aaad, and Ana Beatriz Preciado Urrea
Universidad Panamericana, Thunderbird School of Global Management, and Universidad de Alicante

**Carlos Llano: Philosophical and Anthropological Foundations of His Decision Theory**
Raúl Ruvalcaba
Doctoral Research at Pontificia Università della Santa Croce

**EVENTS**

**September 10, 2015**
Presentation of the Chair
Universidad Panamericana and IPADE Guadalajara Campus

**October 21, 2015**
Day of Reflection on the Current Reality in Mexico
Universidad Panamericana

**April 7, 2016**
Dialogue on Ethics, Business, and Life
IPADE Mexico City Campus

**June 13-17, 2016**
Citizenship 2016: Citizenship beyond Decadence
IPADE Mexico City Campus
Financial Times

Global MBA Programmes

First place in Latin America
80th overall

Ranked number one for the 9th consecutive year

Expansión
Best MBAs in Mexico 2016
Ranked number one for the 9th consecutive year

Financial Times
The Best MBA Programmes for Entrepreneurship
Best business school in Mexico and Latin America
15th overall

Forbes
The Best International 2-Years Business School
Only Latin American business school mentioned
8th overall

QS Top MBA
Latin American-Top MBA
Global 200 Schools
First appearance on the list
10th place

Financial Times
Executive Education Programs

3rd
10th
10th

Development of New Skills
Facilities
Teaching Methods and Materials
SOCIAL RESPONSIBILITY

The El Peñón Foundation and Colegio Montefalco are two of the social responsibility initiatives closely tied to the IPADE alumni community. The Institutional Development Department coordinates student and alumni activities to benefit these institutions, connecting the IPADE community with these educational organizations to create synergies and projects to benefit the students and families in the communities.

**IPADE Social Responsibility Initiatives**

El Peñón Foundation, I.A.P., and Colegio Montefalco: Each school provides an education for more than 900 students from 12 municipalities in the eastern part of the state of Morelos and nearby areas of Puebla.

IPADE Invitational Golf Tournament Mexico City 2016: organized to benefit the El Peñón Foundation.
- 11th edition
- Held on March 7, 2016
- 194 golfers, including alumni, professors and administrators
- Held at Bosque Real Country Club

**EL PEÑÓN FOUNDATION**

**STUDENTS**

<table>
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<tr>
<th>MIDDLE SCHOOL</th>
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<tr>
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<td>3,060</td>
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<tr>
<td>TOTAL GRADUATES AS OF 2015</td>
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**COLEGIO MONTEFALCO**

**STUDENTS**

<table>
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<td>3,234</td>
<td>165</td>
</tr>
<tr>
<td>TOTAL GRADUATES AS OF 2015</td>
<td>3,474</td>
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Students of Colegio Montefalco
“El Peñón gives us the opportunity to change lives, not only the lives of those that need help, but also the lives of the people that provide help. We become better in that we ‘help ourselves by helping others’.”

Gustavo Hernández
President of the Board of El Peñón
In order to provide participants with a high-quality experience, IPADE is constantly innovating, creating and implementing new projects and strategies to place world-class services, facilities, and infrastructure at our students’ disposal.

**Emphasis on Service**
- Providing academic material to participants appropriately and in advance.
- Monitoring classrooms through the implementation of the 5s Methodology.
- Automating processes for enhanced staff efficiency.
- Utilizing technology to improve our students’ learning experiences.
- Renovating the Full-time MBA building.

**Health-focused**
- Offering food safety and handling training for food service workers.
- Implementing the HACCP to analyze food production processes.
- Renewing Distintivo H health certification.
- Constructing a fitness center for students.

**Ecological, Sustainable, and Socially Responsible**
- Implementing an effective, environmentally safe cleaning system.
- Savings 76% on energy consumption by changing to LED lighting.
- Using a standardized and semi-automatic disposal system based on clean technology.
- Installing an automatized watering system to lower water consumption.
- Weather proofing buildings with ecological thermal material.
CORPORATE COMMUNICATIONS

Istmo

New Editorial Board
During this academic year, Istmo Magazine established a new editorial board, tasked with ensuring congruency between published content and editorial opinion—defined by high standards, a wide range of content, and practical insight, as well as interpreting trends and the creation of a culture that fosters dialogue.

Istmo Forum
This year, IPADE hosted the 8th Istmo Forum. This was the first time that the event was organized by IPADE subsequent to the recent incorporation of the magazine. Focused on the theme “Management 2020,” the event attracted 289 attendees, including current students, alumni, and magazine readers. Attendees focused on the challenges business leaders will face in the remaining years of this current decade.

IPADE’s digital archives
With the goal of organizing, conserving, and managing the many materials produced by IPADE, the institute has begun digitizing thousands of photos, documents, and videos that represent the institution’s historical repository. This archive contains records of important milestones in IPADE’s institutional life going back to the moment it was founded nearly 50 years ago.
This coming year we will celebrate our 50th anniversary, representing 50 years of educating more than 35,000 businesspeople, managers, and entrepreneurs, benefitting thousands of Mexican companies.

As we close another academic cycle, we reflect on the road we have travelled and look towards the future with optimism and a sense of responsibility...
IPADE HAS BEEN OFFICIALLY RECOGNIZED BY TWO WORLD-RENOWNED ASSOCIATIONS RESPONSIBLE FOR ACCREDITING BUSINESS SCHOOLS.

ASSOCIATION OF MBAS (AMBA)
ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS (AACSB INTERNATIONAL)