Contributors

EDITORS

Urs Jäger is Associate Professor at the INCAE Business School (Costa Rica/Nicaragua), Research Director of CiC-VIVA TRUST, Associate Professor (Privatdozent) at the Centro Latinoamericano-Suízo de la Universidad de San Gallen (CLS-HSG: University of St Gallen, Switzerland) and the author of numerous articles and five books, including *Managing Social Businesses: Mission, Governance, Strategy and Accountability* (Palgrave Macmillan, 2010).

Vijay Sathe is the C.S. & D.J. Davidson Professor of Management at the Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University, and the author of numerous articles and five books, including *Corporate Entrepreneurship: Top Managers and New Business Creation* (Cambridge University Press, 2003) and *Manage Your Career* (Business Expert Press, 2008, 2nd edition 2015). His latest publication is ‘Managing massive change: India’s Aadhaar, the world’s most ambitious ID project’, *Innovations*, MIT Press Journals, Volume 9, Issue 3–4, Summer–Fall 2014.

FOREWORD

Stuart L. Hart holds the Grossman Endowed Chair in Sustainable Business at the University of Vermont Business School. He is also Samuel C. Johnson Chair Emeritus in Sustainable Global Enterprise at Cornell University’s Johnson School of Management. He is author of numerous books and articles, including the groundbreaking *Harvard Business Review* article ‘Beyond greening: strategies for a sustainable world’ (1997), the classic book *Capitalism at the Crossroads* (3rd edition, Prentice Hall Pearson, 2010) and, with the late C.K. Prahalad, the pathbreaking article, ‘The fortune at the bottom of the pyramid’ (*Strategy + Business*, 2002).

As an entrepreneur and pioneer, Stephan Schmidheiny has written industrial history. Heir of the family’s Swiss Eternit Group, he began to drive
forward the exit from asbestos processing as early as 1976 – a worldwide pioneering achievement. He played a leading role in saving the Swiss watch industry and built up an industrial group in Latin America. Schmidheiny has served as a consultant to the UNO and the OECD, and founded the World Business Council for Sustainable Development. As author and creator of the term eco-efficiency, he has brought important impulses to the debate on sustainable economic, social and ecological development globally.

CHAPTER AUTHORS

**Esteban R. Brenes** is Full Professor of Strategy, Entrepreneurship and Agro-industry at INCAE, and former Dean for Faculty and MBA Programs. Between May 1998 and June 2000 he served as Minister of Science and Technology and Minister of Agriculture for the government of Costa Rica. His most recent publications include a series of articles on ‘Strategic options in the new international enterprises of Latin America’ (Dominguez and Brenes, 1997) and ‘Case studies: new global strategies of international businesses in Latin America’ (Brenes et al., 2000) and two books entitled *Central American Agribusiness Productivity and Environmental Current and Future Challenges* (with Gustavo Sain and Robert Tripp; in Spanish, Litografía e Imprenta LIL, 1994) and *Project Assessment and Environmental Impact* (in Spanish, Litografía e Imprenta LIL, 1995).

**Arnoldo R. Camacho** is Full Professor in the areas of Banking and Finance. He is also the Director of the Finance Specialization Program and of the Banking Training Program of INCAE. He served as Academic Director of the Economic Training Program of the World Bank. He wrote the books *Mercados Financieros en la Encrucijada: la Reforma y Supervisión de la Banca en América Latina* (Ohio State University, 1996) and *Impulso a los Mercados Financieros in Central America* (INCAE, 2001).

**Fernando Casado Cañique** is Founder and Director of the Center of Partnerships for Development (GlobalCAD), a strategic think-tank promoting partnerships for development, and Associate Director of the BoP Global Network (www.BoPglobalnetwork.org). He is the author of several books on partnerships for development with a special focus in Latin America, and has directed several social documentaries on access to development.

**Luciano Ciravegna** is an Associate Professor at King’s College, University of London, and INCAE. His academic background includes a BSc at
the London School of Economics, an MPhil at the University of Oxford, St Antony’s College, and a PhD at the London School of Economics. His research focuses on the strategy of firms based in emerging markets. He has published books with the Financial Times Press, Routledge and Palgrave. His research appears, among other places, in the *Journal of International Business Studies*, the *Journal of Business Research* and the *Journal of Development Studies*. More information at: www.luciano-ciravegna.com.

**John Ickis** is Dean of the Faculty and Professor of Strategy and Organization at INCAE. Author of numerous articles and case studies in Latin America, he is a former president of the international consulting firm J.E. Austin Associates and co-author with James Austin of ‘Managing after the revolutionaries have won’, *Harvard Business Review*, May–June 1986.

**Mark Kramer** is Co-founder and Managing Director of FSG and a Senior Fellow with the CSR Initiative at the Harvard Kennedy School of Government. He is co-author with Michael Porter of multiple articles in the *Harvard Business Review*, including ‘Creating shared value’, January 2011.

**Chris Laszlo** is Associate Professor at the Weatherhead School of Management, Case Western Reserve University, and Visiting Associate Professor at the Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University. He is the author and co-author of many articles and several books, including *Flourishing Enterprise: The New Spirit of Business* (2014) and *Embedded Sustainability: The Next Big Competitive Advantage* (2011), both from Stanford University Press.

**Martin Löffler** is the Director of the California Institute for Social Business (CISB) at the California State University Channel Islands, the first institute in the USA that is fully dedicated to teaching, researching and creating social businesses as defined by Professor Muhammad Yunus. Before this, Martin served as the CEO of Grameen Caldas, a social business incubation fund dedicated to the development of social businesses addressing social issues mainly in Colombia. He is also a former finance director at Allianz Insurance Company near San Francisco and worked as top management consultant with Mercer Management Consulting/Oliver Wyman in Munich.

**Ana María Majano** is Associate Director of the Latin American Center for Competitiveness and Sustainable Development (CLACDS) at INCAE Business School in Costa Rica. Before joining INCAE, she occupied

**Felipe Pérez-Pineda** is Full Professor at INCAE Business School, where he teaches in the MBA and Exec programs courses in Business Analytics, Sustainability Management, and Entrepreneurship and Innovation. He holds a doctoral degree in Agricultural Economics from Purdue University, an MBA from INCAE Business School and a degree in Agricultural Engineering. He is author of various cases and of the articles: ‘Estimating willingness-to-pay and financial feasibility in small water projects in El Salvador’, October 2013, and ‘Village development model: Finca Costa Rica’, March 2011, both published in the *Journal of Business Research*.

**Andrea M. Prado** is Assistant Professor of Management and Organization at INCAE Business School. She has published numerous journal articles, book chapters and case studies on corporate social responsibility, social enterprises and adoption of sustainability standards in developing countries.

**Dane Smith** is a Managing Director of FSG, a consulting firm founded by Professor Michael Porter and Mark Kramer. Dane is the co-leader of FSG’s Shared Value practice. He has consulted to Fortune 500 companies in the consumer goods, pharmaceutical, financial services and mining industries. He has particular expertise in identifying business opportunities that simultaneously address social problems. Dane has advised cabinet ministers on strengthening their economies and has launched national competitiveness councils and more than ten industry clusters. Dane is a lead author on *Shared Value in the Extractives Industry* (2014), *Banking on Shared Value* (2014) and *Shared Value in Chile* (2014), all published by Shared Value Initiative, Boston, and is frequently invited to speak at international conferences.

Keith L. Whittingham is Associate Professor for Sustainable Enterprise and Management Science at the Crummer Graduate School of Business at Rollins College, Florida, where he teaches MBA courses in sustainability and social entrepreneurship. He also serves as Visiting Faculty at INCAE in Alajuela, Costa Rica. He is a founder of the Rollins College Social Entrepreneurship and Sustainability Initiative. He has published research articles in the *Global Business and Finance Review*, the *Decision Sciences Journal of Innovative Education* and the *Journal of Education for Business*, among other journals.

Dennis R. Young is Professor of Public Management and Policy at Georgia State University. He is author and editor of numerous journal articles and books, including the *Handbook of Research on Nonprofit Economics and Management* (edited with Bruce Seaman, Edward Elgar, 2010) and *Financing Nonprofits: Putting Theory Into Practice* (AltaMira Press, 2007). He is the current and founding editor of the journal *Nonprofit Policy Forum*.

OTHER CONTRIBUTORS

Florine Angele holds a BA degree in International Affairs from the University of St Gallen. Having worked, studied and lived in Brazil and Costa Rica for more than two years, she has gained profound knowledge of parts of Latin America.

Carlos Martínez is Research Assistant at INCAE Business School in Nicaragua. He holds an MBA from INCAE and has co-authored several teaching cases in the areas of finance, operations, strategy and sustainable development.

Michaël Tuil holds an MA in Economics from the University of St Gallen and an MSc in International Management from ESADE Barcelona. Michaël has specialized in the emerging markets of Latin America and Africa. He is especially interested in how companies can integrate their social impact into their core business.

Mauricio V. Umaña is a Professor of Strategy and Competitiveness and Strategic Management at the Jesuit Business School in the Master Degree Program of University UCA (El Salvador) and University of El Salvador. He also works as a strategic CSR specialist at Glasswing International, researching multinational companies in El Salvador in a project with private–public alliances of USAID. He has recently finished a PhD on Business Competitiveness and Economic Development from Deusto.
Business School, Spain. Mauricio holds an MBA from INCAE Business School and has been the recipient of scholarships such as IADB in INCAE and the Spanish government.

Pepijn Veling holds an MSc in Innovation Management from Utrecht University, The Netherlands. He specializes in developing profitable and therefore sustainable recycling services for companies’ industrial and post-consumer waste. Companies use these recycling services to comply with environmental laws and to attract new clients. Pepijn now advocates integrating innovative post-consumer recycling opportunities with the initial design of new products and services. His work experience includes innovation and sustainability projects in countries in Western Europe, Southeast Asia and Latin America.