



CERALE-EGADE Business School 2020 Conference

New technological, managerial and social dynamics for a sustainable Europe-Americas relationship

Monterrey TEC, Santa Fe campus, Mexico, 27-29 May 2020

The CERALE-EGADE Business School 2020 Seminar will take place in a context characterised by the omnipresence of new technologies which, over the course of a few decades, have transformed the workings of the economy and markets, governance modes and politics, the dynamics of organisations and the very lives of individuals. Virtuality, by overcoming the barriers of space, has profoundly reshaped the operating and interaction methods of businesses, which, driven by the desire and need to develop, are seeking to generate value through integrated dynamics.

At the same time, the spread of technology has been far from homogeneous across continents and within countries, leaving regions and populations lagging behind in terms of growth. And where it has expanded unbounded among hyperconnected individuals, it has even become intrusive, raising the question of individual freedoms.

In the international arena, this era is characterised by trade tensions and geopolitical uncertainties, in addition to rising nationalism in the Americas and Europe. In spite of this, new free trade agreements have been signed in recent years between both continents, with the EU-Mercosur most recently, while others are currently being revised and reinforced (EU-Mexico Agreement and EU-Chile Agreement). This represents major challenges for large and small businesses, as, exposed to the international market, they must overcome hurdles such as environmental issues, the social and educational gap, and impoverishment, and at the same time, the growth of the new middle classes

and their expectations in terms of consumption, well-being and inclusion, etc. The intensity of these challenges varies according to the level of development in the countries concerned.

The aim of this conference is to examine the impact of the abovementioned changes on our way of innovating, managing, producing, engaging in business, distributing, consuming, procuring and hiring, etc., by comparing and contrasting the European and American environments. The event will give rise to an interdisciplinary dialogue on management in its broadest sense. By bringing together professors and researchers in management sciences from both sides of the Atlantic, its goal, in continuity with previous editions, is to continue to forge a scientific community eager to share new theoretical approaches, revise existing paradigms and confront them with the new European and American realities. Fostering research in management fuelled by these realities, the 2020 Conference seeks to provide a space for dialogue and learning between researchers and business leaders, and to go beyond academic frontiers and contribute to the strategic approaches of economic, institutional and social stakeholders on both continents.

Previous seminars have demonstrated the usefulness of these scientific meetings for higher education institutions; they contribute to current thinking on the relevance of research and academic content and to the creation of conceptual and empirical responses to the challenges faced by both regions. See the CERALE-UniAndes 2018 scientific report at: <http://cerale.eu/wp-content/uploads/2019/05/Relator%C3%ADa-coloquio-Cerale-18.6.2018.pdf>

The CERALE 2020 Conference will take place in Mexico, at the Santa Fe campus of EGADE Business School-Monterrey TEC. It follows on from the IdA-EULAC-CERALE 2016 Conference, organised in Paris around the theme “Elective affinities between Europe, Latin America & the Caribbean to promote sustainable development” and the CERALE-UniAndes 2018 Conference held in Cartagena on “Innovation, entrepreneurship and sustainable development. Re-thinking the Europe-Americas relationship in a changing world”. It is accredited in the framework of Latin America Week. The theme for 2020 is “**New technological, managerial and social dynamics for a sustainable Europe-Americas relationship**”. As the conference will be held in Mexico, a key economic partner of the USA and member of the USMCA (United States-Mexico-Canada Agreement), it was deemed highly relevant to examine the topic from its continental and American perspective.

This central theme will highlight the impact of new technologies on organisations (factory of the future, Industry 4.0, artificial intelligence and big data, etc.), on markets and on consumer trends (the transition from a possessive economy to a participative economy), in addition to their effects on the social, solidarity-based and inclusive economy. A key objective is to illustrate the role of new technologies in the narrowing or widening of the digital gap between and within countries and to discuss the role of the individual in the context of the ongoing digital revolution.

DATES and PROGRAMME

As with the previous editions, the 2020 Conference will run from **27 May 2 pm to 29 May afternoon**, with:

- academic sessions coordinated by research professors from Europe and Latin America and
- plenary conferences and roundtable discussions. The latter will be a special occasion for exchanges between academic, business and institutional communities.

PhD students are encouraged to participate in the event by submitting their papers and thus potentially benefiting from the presence of researchers from the Americas and Europe to present their research progress.

The best papers will be submitted to *International Management*, the indexed journal published by HEC Montreal. In addition to its reputation for quality, this journal accepts articles in French, English and Spanish, in keeping with the multilingual approach of the seminar.

Papers are accepted in Spanish, English, French and Portuguese.

THE ORGANISERS

CERALE (Latin-America-Europe Study & Research Centre) is a networked research centre founded in 2002 at ESCP Europe. It forms part of a bi-regional cooperative movement fostered by academic partnerships between ESCP Europe and Latin American universities. Devoted to the development of applied research in management in the broad sense, it stands out for the way in which it mobilises joint teams of Europeans and Latin Americans, who bring a bi-continental perspective to its research activities (www.cerale.eu).

Its mission is to:

- Contribute to the development of economic ties between Latin America and Europe by analysing their evolution, determinants and obstacles,
- Facilitate intelligence in major macro-economic issues and analyse their impacts on the management of companies in both regions,
- Understand managerial practices in Europe and Latin America by examining their historical, social and cultural specificities.

ESCP Europe is a triple-accredited business school (EQUIS, AACSB y AMBA) founded in 1819. With its 6 urban campuses in Paris, London, Berlin, Madrid, Turin and Warsaw, and an integrated multi-campus curricula, its mission is to inspire and educate tomorrow's international business leaders (www.escpeurope.eu).

ESCP Europe is a member of the Institute of the Americas (www.institutdesameriques.fr).

EGADE Business School del Tecnológico de Monterrey

EGADE Business School at Tecnológico de Monterrey - founded in 1943 - has built a globally recognized reputation as the leading Latin American business education institution, committed to empowering *omnipreneurial* leaders who create shared value and transform society. The school's innovation-led academic model and learning culture, world-recognized programs, distinguished world-class faculty, outstanding global alumni community, and rigorous focus on applying knowledge for impact, have contributed to its standing as the top-ranked Latin American business school by several international rankings organizations, including QS, Eduniversal, Financial Times, and The Economist. EGADE Business School is a member of an elite group of business schools worldwide to hold the acclaimed "triple crown" of global accreditation that recognizes business education excellence: the American Association of Colleges and Schools (AACSB), the Association of MBAs (AMBA), and the European Quality Improvement System (EQUIS). The School is a member of the Global Network for Advanced Management, a leading network of 30 leading business schools from diverse regions, countries, cultures, and economies in different phases of development, committed to contributing, through business education, to the solutions for major challenges that are typically complex and global (www.egade.tec.mx).

SCHEDULE:

- 15 July 2019 launch of the call for papers
- 8 December 2019 submission of draft papers
- 15 February 2020 publication of results and call for submissions

Papers accepted in Spanish, French, English and Portuguese

EXECUTIVE COMMITTEE: co-chaired by

Armida Lozano, EGADE Business School and
Florence Pinot de Villechenon, ESCP Europe

José Ernesto Amorós, EGADE Business School
Martha Sánchez, EGADE Business School
Luz Marina Ferro, Universidad de los Andes
Juan Carlos Montes, Universidad de los Andes
Jorge Walter, Universidad de San Andrés
María Gabriela Paz, EGADE Business School
Lirio Hernández, EGADE Business School

SCIENTIFIC COMMITTEE: co-chaired by

Teófilo Ozuna, EGADE Business School and
Jean-François Chanlat, Université Paris-Dauphine

The session coordinators are members of the Seminar Scientific Committee.

ACADEMIC SESSIONS

Session 1: Back to black? Intercultural management in an increasingly uncertain global economy

Co-chairs:

Robert Wilken, ESCP Europe

Olivia Hernández-Pozas, Tecnológico de Monterrey

Jaime Ruiz, Universidad de los Andes

Amparo Jiménez, UQAM

Hèla Yousfi, Université Paris-Dauphine

Management research in recent years has been based on unrestrained globalization processes: opening economies that make it increasingly easier for companies to establish themselves internationally so that they can serve an ever-expanding variety of country markets (market side) and increasingly organize their value creation processes more globally (supply chain / production perspective). In the context of such a globalizing “arena” questions about consequences for internationally operating companies were raised: Which internal and external factors must be guaranteed in order to be globally successful?

This research focus is offset by recent political efforts by some governments to re-pursue national interests. The introduction of punitive tariffs is just one example of the impact of such developments. It is also alarming that right-wing parties are gaining momentum in a number of countries on all continents, and the overall political sentiment is moving to the right. We see a great danger in such developments because central issues of concern to humanity (especially poverty, hunger, health, and climate) can only be solved through international coordination and joint efforts.

What challenges do international companies face in this context? How can the growing uncertainty of the global context be managed? How can international companies take advantage of globalization to make their contribution to a sustainable future? What role does diversity play in all its facets?

These and related questions will be the object of investigation in our session. The geographical focus is not restricted to an intercultural Latin American / European context, although contributions with this specification are particularly appreciated. Moreover, there is a preference (but not exclusivity) for empirical papers (grounded both on qualitative and/or quantitative methodologies).

Session 2: International dynamics

Co-chairs:

Anabella Dávila, EGADE Business School

Luz Marina Ferro, Universidad de los Andes

This session will deal with the contrasting effects of internationalisation processes at work in Latin American and European businesses. It will present multidisciplinary papers examining all the issues which organisations face when operating in new environments, including in emerging markets: governance, internalisation, innovation, cultural & organisational change and training.

Session 3: Finance and macroeconomics

Co-chairs:

René Cabral, EGADE Business School

Jérôme Creel, ESCP Europe

This session will analyse the world of finance and how it is affected by global shifts such as technological, regulatory and stock market changes, foreign direct investment and the capital structure of companies. Particular attention will be given to the themes of FinTech, Blockchain, Machine Learning and Stock Exchanges. Papers dealing with these changes are welcomed.

Session 4: Entrepreneurship

Co-chairs:

José Ernesto Amorós, EGADE Business School

Sergio Postigo, Universidad de San Andrés

Andrés Guerrero, Universidad de los Andes

Martin Kupp, ESCP Europe

The entrepreneurial spirit has gradually acquired increasing significance for organisations of all kinds. Both the individuals leading entrepreneurial actions and the results of these actions have become a key topic of observation and analysis. Innovation and entrepreneurship have become increasingly important not only for academic research, but also for a wide-ranging sector comprising practitioners and policymakers focusing on entrepreneurship.

With this in mind, this session aims to discuss the issues linked to various forms of entrepreneurship, from social and institutional to intrapreneurship. It will also endeavour

to examine issues such as crowdfunding or the way in which new technologies help to improve entrepreneurship. Papers on entrepreneurship education which explore and compare experiences and educational models in teaching in this management field are also welcomed. We also invite contributions that look specifically at entrepreneurial eco-systems.

Session 5: Leadership and Governance: Back to a Contextualized Future!

Co-chairs:

Elliot Kruse, EGADE Business School

Wafa Khlif, Escuela de Negocios TBS (Toulouse Business School)

As part of this call, we consider that corporate governance inevitably develops mechanisms to govern an organization. Back to the origins of this concept and combining the definitions of Fayol (1911) and Daily et al. (2003), the action of governing is akin to the holding of the rudder, that is to say, to give meaning to collective action. From this point of view, one of the core attributes of corporate governance is to "lead" a balanced ecosystem that promotes stakeholders' contribution to the development of the company. Another attribute would be to distribute the created value (not only the financial one) fairly between different contributors.

By its very essence, governance is thus a highly contextualized notion, rooted in a specific social practice. It cannot be underdone in isolation from a contextualized conception of leadership. It is true that the study of leadership is constantly evolving, but with more accuracy nowadays. This rapid transformation in the study of leadership reflects realities marked by institutional changes and, in particular, by technological advances. This session will cover topics such as women's leadership in companies and also within the boards, cross-cultural aspects of leadership, innovative leadership of managers and directors, diversity within the firms and in the boards, flexible and personalized leadership development.

Paradoxically, systems and structures of corporate governance and leadership seem nowadays embedded in dominant Anglo-Saxon frameworks of practice and conceptualisation and nurtured by two unavoidable realities; economic financialization and market globalization. The first has narrowed companies' objective (and now several organizations) to results' maximization and the second has led to a standardization of governance and leadership tools and practices. Leadership and governance have become then and progressively, unable to respond to the complex and diverse realities of companies.

This call invites researchers to build "local" theories and methodologies and to present cutting-edge research and thought leadership on emerging directions for sustainable governance and contextualized leadership.

Session 6: Management of family-run businesses

Co-chairs:

Edgar Ramírez, EGADE Business School

Miguel Palacios, ESCP Europe

Luis Díaz, Universidad de los Andes

In family-run businesses, the embedding of family and company plays a significant role and shapes the principles, values and skills that underpin the decisions and results of the business. For example, the family structure and the roles and relationships between family members have an impact on the company's resources and their use. Standards, activities and their development also have an effect on the family business's entrepreneurial behaviour (such as the identification of opportunities and the decision to launch new businesses) and on results (such as survival or the achievement of economic and non-economic goals). Consequently, the aim of this session is to examine issues linked to responsibility and governance, the psychological foundations of the organisation and cognitive bias, conflicts of interest, family dynamics, behaviour and innovation processes.

Session 7: Social innovation and sustainability

Co-chairs:

Bryan Husted, EGADE Business School

Juan Carlos Montes, Universidad de los Andes

Nancy Matos, ESAN Perú

Over the last two decades, growing attention has been given to sustainable development by the academic community, industry and general government.

One of the key elements of this approach is the role played by social innovation in enhancing sustainability, with constant change brought to our environment and daily life through innovations. The session will present papers dealing with the circular economy, climate change, shifts in the supply chain, innovation, artificial intelligence and governance.

Session 8: Conscious marketing and distribution

Co-chairs:

Jorge Vera and Eva González, EGADE Business School

Olivier Badot, ESCP Europe

Andrés Barrios – Universidad de los Andes

Marketing has the power to improve daily life, strengthen societies, maintain living standards and benefit all individuals. Yet it also has the power to harm consumers, employees, collectives, markets and the environment.

This session seeks to look at the impact of marketing beyond the scope of the financial system and company performance, to illustrate how, through increased responsibility, it can have a positive effect on the world's environment. It will highlight emerging questions such as the protection of consumer privacy, the responsible consumer, the use of big data, innovative technologies in retailing, neuro-marketing and artificial intelligence.

Session 9: Public policy, public management and public services in the digital age

Co-chairs:

Pablo González and Alejandro Barros, Centro de Sistemas Públicos, Universidad de Chile

Jean-Michel Saussois, ESCP Europe

These days, it is difficult to conceive of good management of a public service without the presence of information technology in operations, from back office to front office. The dizzying development of new technologies enables the optimisation of all processes intended to produce public value, with significant potential gains in productivity or quality. At the same time, digitalisation must allow governments to free up time in order to improve services for citizens and rethink the State's response to major challenges such as environmental urgency, education and healthcare, etc.

It is hardly surprising that, in recent years, the modernisation of public management has been led with significant support from information technologies. Nevertheless, this process is often organised from back office to front office, resulting in an inherent risk of "digitalising bureaucracy". The challenge is to transform processes and services via a citizen-based approach, in order to design services centred round the recipient; here, technological support, while admittedly very important, serves as a means but not an end in itself.

This session will present research based on various approaches and disciplines in order to explore the possibilities offered by new technologies in improving the production of public value for organisations and networks on different levels of general government. Papers may deal with a specific sector, such as healthcare or education, etc.

Session 10: Global and local value chains

Co-chairs:

Jorge Walter, Universidad de San Andrés

Jean Ruffier, IAE de Lyon

Hernán Manson, International Trade Centre

Claudia Rebolledo, HEC Montréal

Eric Porras Musalem, EGADE Business School

Global and local value chains are of great importance because exports cannot and must not result in a dearth of supply for domestic markets or their transformation into dumping grounds for substandard products.

In keeping with one of the key themes of the Seminar, i.e. new technologies, the question of food hygiene and traceability is more relevant than ever, given the growing number of health and quality requirements brought by more open and profitable markets such as Europe. This session aims to explore various aspects inherent to this subject. Previous conference focused on the circular economy and its environmental concerns, in addition to the issue of work safety in the framework of outsourcing networks (primarily multinationals which produce in developing countries for local markets and/or developed countries). The question of supply chain resilience, and more particularly that of globalised chains (affected by conflicts such as that opposing the USA and Iran), is also worth examining.

Session 11. Ecosystems of innovation: main managerial and strategic approaches, challenges and opportunities for evolution

Co-chairs:

Erwan Lamy, ESCP Europe

Leonardo Augusto de Vasconcelos Gomes, FEA Universidade de São Paulo

Alfonso Ávila Robinson, EGADE Business School

The notion of lonely innovation actor is definitely vanished: the extant literature indicates that innovation (new products, new services, new business models) is a collective process, involving a vast and diverse set of actors: firms, governments, civil society, regulators, universities, individual entrepreneurs and others. These actors are part of "ecosystems of innovation": a group of interdependent actors that jointly create value. The consistent development of innovations depends on how innovation ecosystems are created, nurtured, expanded and renewed. To effectively operate, the innovation ecosystem demands a broad and complex set of frameworks and capabilities. Although the innovation ecosystem approach has attracted growing attention from academia, policymakers, and organisations, there are many open avenues for further research:

1. How do actors create, nurture and manage the innovation ecosystem? What are the challenges? Approaches?

2. How do actors mitigate the bottlenecks present in the innovation ecosystem?
3. What are the capabilities required for operating in innovation ecosystems?
4. How do actors mitigate uncertainties in the ecosystem?
5. How do actors deal with epistemic issues in innovation ecosystems?