



Strachan Chair
for Philanthropy & Social Investment

**10 years promoting philanthropy
and social investment in Latin America**





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June 2023

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and social investment
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Create agents of change,
responsible and ethical
leaders who share the desire
to make a lasting impact in
key sectors of society.

Message from the President

For nearly 60 years, INCAE has held the mission to actively contribute to the sustainable development of the countries it serves, with transformative education that seeks to create agents of change, responsible and ethical leaders who share the desire to make a lasting impact in key sectors of society.

In Latin America, a region with multiple challenges and persistent poverty, it is vital to develop leaders with social conscience, equipped with the necessary tools and knowledge to generate positive impact in the most vulnerable communities through social investment and philanthropy.

Coming from a missionary family with a tradition of giving back to society, Harry - with the support of several friends from Bain - decided to create the Strachan Chair for Philanthropy and Social Investment at INCAE in 2013. The chair was established with the objective of developing materials that contribute to shape the altruistic spirit in current and future leaders of the region. The creation of these materials has

also served to inspire leaders of family groups to take a leading role on social investment in their countries and create a culture that encourages philanthropy.

INCAE and Harry's paths have crossed on multiple occasions throughout these almost six decades in different periods and moments. The relationship began in the 1970s when Harry arrived as a professor at our institution and quickly took the lead at the Research Center following the earthquake that destroyed downtown Managua in 1972. He later became President in the years 1981 and 1982, a period of difficult transition during the Sandinista government, which prompted him to initiate the process of opening a campus in Costa Rica. He then moved to Boston for a while to help establish Bain Capital.

Years later, he moved back to Costa Rica, where he has remained actively involved with INCAE. He was a member of the Board of Directors for more than two decades and participated in various support groups and teaching committees.

In 2007, he presented his book on the Memories of INCAE 1970-1982 as a great legacy to motivate other great allies to tell their story about INCAE. He later joined the Presidential Advisory Council at INCAE and the CALI initiative in collaboration with the Aspen Institute, also has participated in and contributed to several fundraising projects in the last decade: the creation of the Chair, the executive residences building, the virtual classroom, and his yearly contributions to INCAE's annual fund.

At the beginning of 2023, he surprised us with a new and momentous offer to create a Scholarship program that will financially support young people with leadership potential to join the master's programs, with the idea of instilling in them the fulfillment of INCAE's purpose, to transform lives for a better future in Latin America. This quote from Harry, taken from his keynote speech at the June 2022 graduation, highlights those qualities of a visionary leader with great intelligence and a big heart that

stand out in him and that he would like to see replicated in these young INCAE scholarship recipients: "Superstars have goals that go beyond their personal success, they always seek to make significant contributions to society, and I suspect that many of you came to INCAE with the purpose of becoming Transformative Leaders."

We are grateful and offer immense thanks to Harry, for always believing in INCAE, in what we do, and in our mission and purpose. Thank you for always being present, for your guidance, your invaluable support, and for this legacy that is so necessary in our region.

With appreciation and recognition,

Enrique Bolaños



Biography

Harry W. Strachan

I was born in 1941 in Costa Rica into the missionary family that founded the Latin America Mission. I went to the United States for High School at Hampden DuBose Academy in Florida, then Wheaton College (Illinois), on to Harvard Law School and finally, after a stint in the Army in Europe, received a doctorate in International Finance at the Harvard Business School.

I've had three overlapping careers, each a decade or more in length. The first began in 1970 as a professor of management for six years helping establish the INCAE Business School. This was followed by three more years teaching at the Harvard Business School. In 1981/2, I took a leave of absence from my consulting career to be Rector of INCAE during the Sandinista period and remained connected to the school as a board member and visiting professor since then.

My second business career as a consultant began full time in 1979 with Bain & Co. I was based in the Boston office through 1992 and

thereafter in Costa Rica. In this period I helped establish in 1983 Bain Capital, a private equity investing company, and in 1998 a Central American offshoot Mesoamerica Partners. Since around 2010, I've been Emeritus to both Bain & Mesoamerica.

My third career began in serious when I moved to Costa Rica in 1993 to focus on helping in the economic and social and political development of the Central America region. While continuing to work with Bain & Co and Mesoamerica Partners, most of my time has been focused on helping the family business groups of Central America become competitive, reinvest in the region and develop the skills needed to play a leadership role in the wider society.

During this I've dedicated a significant amount of my time to public policy issues like Central America Free Trade Agreement (CAFTA), to non-profits like the Hospital Clinica Biblica, ESEN, to speeches, teaching and moderating

with the Central America Leadership Initiative (CALI), sponsored by INCAE and the Aspen Institute.

With my wife Sandy and extended family, we've created the Strachan Foundation to continue the social investment legacy of my missionary ancestors, my grandparents, Harry and Susan Strachan, my parents Ken and Elizabeth Strachan, and my aunt and uncle, Grace and Dayton Roberts. The Strachan Foundation supports local social entrepreneurs and educational initiatives throughout Central America. At INCAE we funded the Cátedra Strachan to inspire future business leaders to exercise responsible leadership and to develop and produce educational materials on how to do effective philanthropy and social investment.

I have two married children, Sarah and Ken, and five grandsons and I am also close to the large Strachan-Roberts Clan numbering 12 in the third generation, 32 in the fourth gener-

ation plus spouses, and 32 kids in the fifth generation. My hobbies are golf, poker, reading, and social events with close friends.

Most of my time has been focused on helping the family business groups of Central America become competitive, reinvest in the region and develop the skills needed to play a leadership role in the wider society.



The Strachan Chair for Philanthropy and Social Investment



In 2013, the Strachan Foundation, together with a group of friends from Bain, gave their financial support for the creation of INCAE's Strachan Chair of Philanthropy and Social Investment. Since its inception, the Chair has remained faithful to its mission of spreading the values of responsible leadership among INCAE students and alumni and those who direct the destiny of our region. Two objectives have guided our work:

- I. Educate current and future leaders in strategic social investment and philanthropy through research, case development, and technical notes, as well as through the design and teaching of modules of our Full-Time MBA, Executive MBA, and Executive Education programs.
- II. Inspire leaders and family groups to become protagonists of social investment and create a culture that encourages philanthropy.

To our Advisory Committee

On behalf of the Strachan Chair of Philanthropy and Social Investment, we want to express our deep gratitude for your invaluable support and guidance during the early years of our work. Without your commitment and expertise, we would not have been able to achieve the goals and significant advancements we have reached thus far.

We hope that this commemorative book, celebrating our tenth anniversary, serves as a testament to the accomplishments and impact we have achieved together. Your involvement has been crucial in our journey, and your legacy will endure in the future generations of transformative leaders shaped by the Strachan Chair.

Once again, we extend our sincere thanks to the entire Advisory Committee for your dedication, and expertise during the early years of the chair. Your contribution was immeasurable, and we are deeply grateful for it.



MEMBERS OF THE ADVISORY COMMITTEE



Harry W. Strachan
Former president of INCAE, partner of Bain, founding member of Inversiones Mesoamerica and founder of the Strachan Foundation



Sabrina Bacal
Producer of “Héroes por Panamá” and CALI fellow



Dania Baltodano
CEO of CISA Exportadora and founder of “Operation Smile”



Arturo Sagrera
Vice President of Operations in the Hilasal Group, President of the Board of ADOC, Director of FUNDEMAS, Director of ¡Supérate! ” and founder of the “Country Project” program

- Strachan Chair Donors**
- Strachan Foundation** (Harry Strachan)
 - JSJN Children’s Charitable Trust** (Steve Pagliuca)
 - Albright Family Charitable Fund** (Bear and Pam Albright)
 - Connaughton Charitable Gift Fund** (John and Stephanie Connaughton)
 - Anne C. Kubik and Michael A. Krupka Charitable Gift Fund** (Anne C. Kubik and Michael A. Krupka)
 - Arrocera Venllano S.A** (Christophe Venghiattis)
 - Poler Family Charitable Gift Fund** (Dwight and Kirsten Poler)
 - Joshua and Anita Bekenstein Charitable Fund** (Joshua and Anita Bekenstein)

Message from the Director of the Strachan Chair

for Philanthropy
and Social Investment



In 2013, Harry Strachan and a group of his friends from Bain founded the Strachan Chair for Philanthropy and Social Investment at INCAE. Harry's vision for the Chair has always been to inspire INCAE students and business leaders to think and act on how to generate positive social impact beyond their families and jobs. My colleague Luis Sanz (R.I.P.) was the Chair's first director. He sought to use his finance expertise towards promoting a better understanding of how to do social investment effectively. Harry and Luis invited me to participate in this endeavor, given my previous experience and interest in social enterprise and sustainability.

Unfortunately, Luis passed away in 2015 suddenly. Thus, Harry invited me to become the Chair's Director. We continued the projects that Luis had started and, together with Harry and the Advisory Board, we reviewed the Chair's strategy for the next years. Through this process and despite his academic background,

Harry focused on actions more than studies. The Chair was meant to generate impact, rather than academic publications. If any research project was to be done, it must have a clear use in the classroom.

Creating value and impacting INCAE students has always come first. In my conversations with Harry, it quickly became clear that the priority of the Chair was the students and their experience at INCAE. We have supported Faculty efforts that contributed towards achieving the Chair's mission of inspiring students to become agents of change in their companies and communities. Harry's openness to experimentation in terms of pedagogy or projects must be acknowledged. His leadership provides a space for innovation, knowing that some initiatives would be more successful than others. Providing such a space throughout the years has helped consolidate the Chair and its impact among INCAE's Faculty, students, and alumni.

Leading the Strachan Chair has given me the privilege to work next to a leader like Harry for 10 years. Our interactions became an endless source of learning and inspiration for me. They reminded me of the need to generate knowledge that is practical and impactful, not a theoretical exercise. The Chair has helped INCAE go beyond studying the business case for sustainability at the firm level, into promoting MBA students to go from a focus in their own professional success to transcendence as agents of change in society.

Our gratitude goes to Harry and his friend from Bain for believing in the transformational capacity of INCAE's MBA programs and the role the Chair could play in them. Thank you also to the Advisory Board for steering the Chair's direction during its first years and the Chair Coordinators for their support in the implementation of all the programs. None of these efforts would have been possible without the business leaders who invested their time to share with the INCAE community their experiences and learnings about social investment. Finally, thank you to the students who signed up to do their management consulting projects with a non-for-profit organization. It has been a great decade for the Chair and our hope is to continue transforming leaders at INCAE classrooms.

Andrea Prado

Director of the Strachan Chair



Teaching modules



The development of transformative leaders requires challenging students in the classroom and providing them with experiences and inspiration that motivate them to get out of their comfort zones and go beyond the search of their individual professional success. The Strachan Chair has supported INCAE's efforts to include courses on sustainability, social enterprise, and social investment in the MBA programs. We have created not only pedagogical material for Faculty to use in these classes, but also experiences where students can meet either business or social leaders and learn directly from their interactions with them.

Live cases

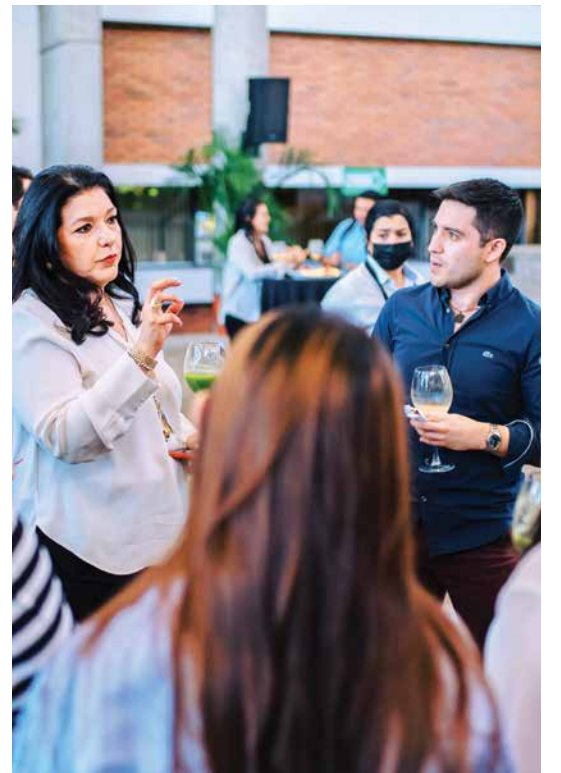
Live cases create a learning space around a series of challenges faced by a company or organization, promoting the analysis of problems for decision-making and the construction of arguments and alternative actions. They are conducted in a session of two to three hours, where

a leader is invited to participate and present a real situation that they have or had to face in their organization. The objective is for students to ask questions and develop their recommendations for decision-making. After hearing the recommendations presented by the group, the protagonist of the case reveals what was done, what effectively worked, and what did not, creating a dynamic learning space with concrete and real-life examples, as well as receiving real-time feedback on the recommendations provided.

Live cases are ideal for working on topics such as decision-making, strategy, organizational change, leadership, marketing, and communication. Additionally, they aim to motivate and persuade MBA students to make a social contribution from the beginning of their careers, as they foster the development of socially responsible leaders.



NETWORKING SPACE
WITH THE LIVE CASE
GUEST SPEAKERS



THE LIVE CASES



Arturo Sagrera
Founder of Proyecto País

Changes to the
intervention model
Project growth
leadership



**Ricardo and
Arturo Sagrera**
*Founder and the CEO of the
¡Supérate! Program*

Changes to the operation model,
Expansion
Structure
Organizational culture
and ethos



Eric Ponçon
*Regional Director at ECOM
for Central America*

Strategic focus
Organizational structure
Leadership
Ethical challenges



Dania Baltodano
*Founder of the School Sponsorship
Program in coffee-growing areas*

Strategic allies,
Organizational
structure,
financial
sustainability,
Succession



**Alfredo Monge
and Byron Salas**
*Chairman of the Board and
CEO of Fundación Monge*

Business consolidation
vs expansion
Measurement philosophy
Philanthropy vs Corporate Social
Responsibility



Gisela Sánchez
*Corporate Relations
Director of FIFCO*

Community-level
distribution
Marketing strategy
Geographical expansion



Alfredo Lacayo
*Co-founder and CEO
of Centrolac*

Strategic focus
Organizational
structure
Leadership



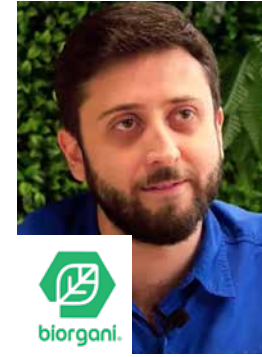
Manuel Zuñiga
CEO of Cuestamoras

Strategic focus
Role in the industry
Leadership



Hans Pfister
*Co-founder, CEO, and Marketing
Director of the Cayuga Collection
of Sustainable Luxury Hotels*

Crisis management
Human resource strategy
Financial sustainability



Juan Gabriel Salazar
Founder of Biorgani

Business model
definition
Value chain
operations
Accessing investors



Ricardo and Arturo Sagrera
*Founder and the CEO
of the ¡Supérate! Program*

Strategic focus
Organizational
development
Identity and
belonging



Hildegard Vásquez
Founder of Hache Uve

Effects of gentrification
Organizational growth
Leadership



María José Canales
*Human Capital Manager for
ECOM Trading in Costa Rica
and Nicaragua*

Data base decision-
making
Financial resource
leverage
Communication
strategy



Mariano Vargas
*Operations Manager at
Beneficiadora Santa Eduvigis*

Sustainability
strategy
Technology adoption
Growth



Philip Wilson
*Founder and CEO
of Ecofiltro*

Strategic focus
Product design
Promotion strategy
Distribution strategy



**Richard Ambrose
and Daniel Granada**
Co-founders of Pomona Impact

Strategy
Organizational
structure
Leadership



Yara Argueta
*Founder of Cambio
de Vida Foundation*

Search for
purpose



TESTIMONIALS FROM THE LIVE CASE GUEST SPEAKER



| Eric Ponçon

Being a beneficiary of the live case 'Sustainable Coffee at Ecom' led by Harry in 2016 had a global impact on what the organization is today. His synthesis of the situation, the strategic framework he formulated, and the governance questions that

arose allowed for the acceleration of implementation processes and organizational commitment, making Sustainability a central axis of the group's corporate strategy today.

| Philip Wilson

It was a great honor for me that INCAE used Ecofiltro as a live case. During my MBA at Wharton, one of the classes I enjoyed the most was when the founder of one of the companies we had been studying came to the classroom, as their presence had a significant impact.

I want to express my gratitude to INCAE for considering the experience and trajectory of an impactful company like Ecofiltro. I loved the interaction I had with the students, and I was thrilled to see students coming from various countries in Latin America. I truly

believe that the work done by Andrea in directing the case and having me there to listen to the students' proposals was enriching and undoubtedly a great experience. I am glad to see that INCAE, as a whole, recognizes the potential of impact entrepreneurship to improve the lives of many populations in Latin America, and providing students with access to a case like Ecofiltro will have a significant impact.

It's wonderful to see this happening in a prestigious business school like INCAE here in our region.



| Yara Argueta

I felt deeply honored to participate in a live case. To BE a live case.

Stepping onto the campus is always an invigorating experience. Being in the classroom activates a myriad of memories, where we learned by discussing the famous CASES of people we knew were real, but whose names we had invented like "Karla" or "Claudia," going through situations we knew were real. Through their challenges, we not only learned the theory, but also learned to avoid the human errors that went beyond theory.

And suddenly... I became "Karla" ... the students put a face to the name... the name was no longer invented... they met the person... and her real name... "Yara"... later they could search on Google for the story... the videos... and they found out more about the CASE... about the person... about life... It was incredibly exciting for me. I felt like an actress, the protagonist of my own Case... I felt like a professor, alongside Dr. Prado...

I felt like a mentor to the students... I believe they internalized a lesson that they will hardly forget... they also lived the movie!!!

I must admit, I felt a bit envious... I would have loved to have had this dynamic when I studied my master's degree! LIVE CASES! And above all, a Philanthropy Chair! But then I thought... I didn't have the Strachan Chair, but I had the honor of knowing and having Harry, which was a gift and an opportunity for invaluable learning, mentoring, and advice.

Thanks to Andrea, Ignacio, and Harry for making this experience possible, for me and for the students!

It seems to me that it is a kind of hybrid education... but not the kind that is talked about now... it is hybrid in time... it is current education, but with a touch of our grandparents' education, where stories were told and the protagonist was around the fire... here in the classroom!

TESTIMONIALS FROM MBA AND EXECUTIVE MBA STUDENTS



Excellent initiative! The presentation of the case by Yara was spectacular, but I was inclined to know the end of the case in the previous question since Yara left us with a very important message! Excellent for the sustainability course and for that teaching methodology initiative by INCAE! Exceeding expectations.



I found it extremely enriching to listen, evaluate, and even ask about aspects of the context in which the live case unfolded. I believe it is a key element to understand the subject matter and become aware that we are analyzing and addressing real issues as leaders within the region.



I loved this initiative because we were able to fully immerse ourselves in this case and contribute. Having the individuals present in real-time provided a better understanding of the context and what happened.

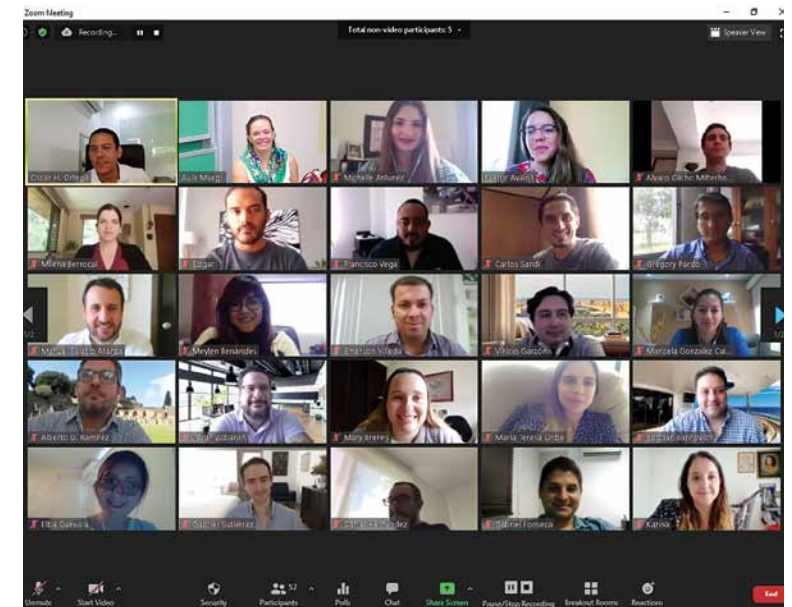


Inspiring! I gained many learnings and a lot of gratitude for the generosity with which Philip shared his experience. In addition, I was able to clearly understand how to contribute more significantly to society through a business.

The firsthand experience shared by a successful business entrepreneur, analyzing the decisions and different stages of the business they have had to overcome, provides invaluable feedback. It motivates me to not stay idle. "This type of participation generates more knowledge and motivation than a traditional teaching method."



The live case with Hans has been a highlight, not only of the course but of the entire master's program. Thank you, Professor, for organizing it!



TEACHING ON HOW TO BUILD LIVE CASES



In our journey to promote the use of live case methodology, the Strachan Chair embarked on a series of workshops with INCAE's Faculty to delve into the art of crafting live cases. These workshops review and discuss the preparation process that takes place with the protagonist previous to the class and how to manage the class

dynamic with the protagonist. We also invite professors to join us in the live case sessions, where they could immerse themselves in the classroom's lively dynamics and witness the professor's skilled leadership in facilitating the discussion among students and the speaker's interventions.

Teaching cases

Teaching cases are materials that present real or fictional situations based on business problems or challenges that require deep analysis, decision-making, and discussion by students. The cases encourage active participation from students, who assume the role of executives or managers and must analyze a context for a specific situation, identify key issues, generate alternative solutions, and defend their arguments in a classroom discussion setting. They are complemented with a teaching note that provides guidance for the instructor on how to use the case in the classroom.

The Strachan Chair has conducted and supported the writing of the following cases:

- Arce, J. and Zúñiga, R. (2021). De PYME a mediana empresa: la dolorosa aceleración de un laboratorio de servicios ambientales. INCAE Business School, N.31367.
- Ávalos, B. and Prado, A. (2021). Filantropía e inversión social: claves para un liderazgo responsable. INCAE Business School, N.31357.
- Colburn, F. and Prado, A. (2021). Managing your own life. INCAE Business School, N.31363.

- Ickis, J. and Pearson, A. (2019). TeenSmart. Harvard Business School Publishing, SKE175-PDF-ENG.
- Ávalos, B. and Prado, A. (2019). Ecofiltro. INCAE Business School, N.31321.
- Lopez, J., Roblero, A. and Killian, B. (2019). Workshop Coffee: the quest for new coffee DNA. INCAE Business School, N.31316.
- Ickis, J., Prado, A.M., and Ávalos, B. (2018).
- Nutrivida. Harvard Business School Publishing, SKE169-ENG.
- Prado, A.M., Pearson, and A. Selva, G. (2018). AMOS health and hope. Harvard Business School Publishing, SKE167-ENG.
- Navichoc, D. and Jager, U. (2018). Collective Impact: The case of Nosara. INCAE Business School, N.31291.
- Prado, A.M., Pérez, F., and Cifuentes, M. (2018). Tecnosol 2017: Bringing solar energy to rural communities in Nicaragua. Harvard Business School Publishing, SKE173-ENG.
- Sauma, M. and Sanz, L. (2014). El futuro de ¡Supérate!. INCAE Business School, N.31086.
- Sauma, M. and Sanz, L. (2014). Proyecto País: mirando hacia el futuro. INCAE Business School, N.31062.

**Most cases are available in English and Spanish. All cases have their corresponding teaching note.*



FROM BUSINESS TO PURPOSE

In today's business world, it is crucial for business students and executives to understand the social and environmental impact of their decisions. Similarly, they need to incorporate in their analyses the business opportunities and risks that environmental and social conditions generate for their organizations. In the teaching modules supported by the Strachan Chair, students learn that incorporating the environmental and social dimensions in the business strategy will strengthen the competitiveness of the business.

As a metaphor, the Strachan Chair gives students a special pair of glasses at the end of each course. These glasses seek to remind students to always incorporate the environmental (green lens) and the social (pink lens) dimensions in their decision-making process.



Management

Consulting Projects



Purpose of the MCPs from the Strachan Chair

The Strachan Chair promotes projects with a social objective, aiming for students to contribute to and engage with social initiatives while providing support to non-profit organizations (e.g., NGOs and foundations) facing administrative challenges but lacking the resources to finance consulting services.

History of the MCP from the Strachan Chair

In 2016, for the first time since its establishment, the Strachan Chair supported three MCPs in Central American NGOs. The MCP consists of a consultancy project conducted

by a group of five MBA students in an NGO or Central American Foundation, focusing on administrative issues. The project begins with initial preparation on the INCAE campus, followed by a nine-week execution phase where students relocate to the organization's location and work full-time to carry out the project. Successfully completing the MCP is a prerequisite for graduation.

The MCP is characterized as a high-value initiative in which consulting teams contribute their knowledge to deliver solutions that add value to companies or organizations. To ensure excellence, the consulting teams receive close supervision from the Leadership Team, which consists of professors from INCAE.

THE ORGANIZATIONS



Fundación Parque
Metropolitano La
Libertad (Costa Rica)

2017

Description: The metropolitan park La Libertad is a 32-hectare facility dedicated to human development and social inclusion. The Foundation offers training courses in entrepreneurship, technology, art, culture, and other topics.

MCP Project: Proposal of a new organizational model



Microfinanciera
ASEI (El Salvador)

2017

Description: The Asociación Salvadoreña de Extensionistas Empresariales del INCAE (ASEI), is an organization that provides financial and non-financial services through group and individual credit programs.

MCP Project: Marketing strategy to reinforce customer attraction and retention.

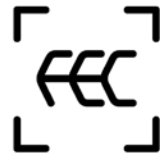


Fundación
NicaFrance
(Nicaragua)

2017

Description: The Nica-France Foundation focuses on community development projects aimed at improving educational and housing conditions in coffee-growing communities. The Foundation also works on scientific research and programs for the development of small coffee farmers and environmental conservation

MCP Project: Analysis, diagnosis, and proposal of a business plan.



Fundación Espacio
Creativo (Panamá)

2018

Description: The “Fundación Espacio Creativo” (FEC) is a non-profit organization established in 2013. Since its creation, it has focused on providing opportunities through dance, education, and culture that result in personal, social, and cultural transformation.

MCP Project: Development of the strategic plan and organizational structure for the Enlaces Program of the Espacio Creativo Foundation.



Fundacion Rutas
Naturbanas
(Costa Rica)

2018

Description: The Rutas Naturbanas Foundation create a space where people can move through the city in communion with nature.

MCP Project: Financial sustainability plan.



Fundación
Salvadoreña para
La Salud y El
Desarrollo
Humano (El Salvador)

2019

Description: FUSAL is a private non-profit organization that channels the social experience and responsibility of Salvadoran entrepreneurs committed to human development. It stands in solidarity with the least favored people in society and serves them through actions in health and education.

MCP Project: Knowledge management In-kind donations and Early Childhood.



Fundación Calicanto
(Panamá)

2019

Description: The Calicanto Foundation provides access to empowerment and comprehensive training programs aimed at women in situations of social vulnerability.

MCP Project: Governance, Marketing, and viability for La Sexta restaurant of the Calicanto Foundation.



Asociación Fe
y Alegría
(El Salvador)

2020

Description: Fe y Alegría is an International Organization that directs its educational service to low-income populations, dedicating its efforts to the integral development of individuals.

MCP Project: Business proposal.



María's Bag
(Guatemala)

2020

Description: María's is a Guatemalan company that blends contemporary design with Guatemala's traditional textiles.

MCP Project: Definition of strategic guidelines for the next five years.



Hábitat para la
Humanidad
(Guatemala)

2021

Description: Habitat for Humanity is a global non-profit organization working to ensure that people have a decent place to live.

MCP Project: Strengthening of internal processes.



Teensmart
(Costa Rica)

2021

Description: Teensmart develops personal leadership in young people through virtual counseling, life skills courses, and free health services offered on our virtual platform, Joven Salud. We believe in the power of youth to reach their full potential, improving themselves and their community.

MCP Project: Promotion and Marketing strategy.



Asociación Obras
del Espíritu Santo

2022

Description: OES is a social welfare institution of Catholic inspiration, working for the dignity and promotion of vulnerable populations, both within and outside the national territory.

MCP Project: Management and administration of donations.



Instituto Tecnológico
Maya de Estudios
Superiores

2022

Description: ITMES promotes the training of Human Talent, leaders in their discipline with a high-level academic education, going beyond human and social duty, with an innovative educational mode.

MCP Project: Development of a Marketing Plan.

TESTIMONIALS FROM THE ORGANIZATIONS

“When we received the news that INCAE students were going to come to our organization, we saw it as a blessing since we didn't have the budget to hire top professionals like them. By giving us this gift, they allowed us to dream with professionalism, ethics, and do things in a better way...”

Sergio Valverde

Obras del Espíritu Santo
MCP 2022

“Our organization was very fortunate to be chosen for this consultancy. We appreciate the opportunity and the contact with INCAE students from different places and cultures. Our mindset is always oriented towards the idea that together we are better, and that learning and growth opportunities are welcomed.”

Joyce Corrales

Teensmart Internacional
MCP 2021

“It has truly been a wonderful experience with concrete and accurate results. It's important to note that you are already part of a change that is sought at a country level, and your support will contribute to its development.”

Carlos José Baltazar Us

Instituto Tecnológico Maya
de Estudios Superiores
MCP 2022

“It was a highly enriching experience. They put their knowledge and skills at the service of FUSAL. They documented and prepared themselves for the consultancy, which allowed them to share best practices with FUSAL. In addition to knowledge management, they were able to provide additional recommendations to improve project management at FUSAL.”

María José Domínguez

Fundación Salvadoreña para la
Salud y Desarrollo Humano
MCP 2022

TESTIMONIALS FROM THE STUDENTS

“Do you believe that your MCP experience will motivate you to engage in social investment or philanthropy?”

MCP (2021)

“Certainly, because it touched my life as a human being who should be grateful for what they have in order to help others.”

“Of course, because I believe that those of us who are able to study in Latin America are a minority, and our professional service should benefit society by creating both private and public value.”



MCP (2022)

“Yes, it helped me a lot in changing my perspective. I believe that encouraging student education can not only help individuals but also the region...”

“Definitely. When I can, I will contribute with my time or money to the most vulnerable people in society, providing them with food or medicine.

It was a truly inspiring experience, knowing that the work I did directly benefited the youngest ones...”

“Without a doubt, it is important that we help other people, not necessarily with money, but also by dedicating our time to assist them...”

Gerente de impacto Impactful Manager **PODCAST**



gerente de
IMPACTO

Gerente de Impacto is a podcast where Latin American entrepreneurs and leaders share their experiences in social investment, inspiring us to generate a positive impact in the region. Let's learn together how we can contribute to our society and exercise responsible leadership from the private sector.



KEY MESSAGES FROM THE EPISODES
RECORDED WITH HARRY STRACHAN

▶ Episode 2

“It is not a distraction to help others. It is part of your role. It will make you more successful. It will give you a better network of friendships, more satisfaction in life. And if you truly want to have a successful career and life, seriously consider, from the beginning, having a strategy to use your talents, your activities, your interests, part of your money, and part of your time to serve others.”

▶ Episode 8

“Every crisis has three important challenges. The first one is self-control. You cannot lead others if you cannot manage yourself. You have to control fear, think clearly, communicate well, and plan realistically.

Secondly, it requires a very special leadership behavior. Almost always, in times of crisis, there is confusion, people are afraid, there is paranoia, there’s everything. So people won’t follow you until they know that you are trust-

worthy, capable, energetic, and that you care about them.

And finally, every strategy requires strategic adjustment. A crisis, by definition, involves a significant increase in needs while resources are significantly reduced. In other words, we cannot continue doing the same thing, we have to innovate the strategy and know how to seek opportunities.”

▶ Episode 45

“Many MBA graduates ask me about the criteria to evaluate for a new job, and my response is as follows: First, consider how much value you will create in that new job for society. Second, think about what you will learn that will enable you to be more successful in the future. Third, consider what doors this new job will open for you in the future. Fourth, consider the economic compensation. While salary is important, it is not the most important factor. The crucial and most relevant aspect will be the value you can create.”



EPISODE 1
Philip Wilson

Founder and CEO of Ecofiltro

The challenge of providing financially accessible access to clean water for customers in rural areas of Guatemala with a profitable business model.



EPISODE 2
Harry Strachan

Social investment and the journey he embarked on to learn how to invest in society was a win-win.



EPISODE 3
Gisela Sánchez

Corporate Relations Director of FIFCO

Challenges of implementing a triple bottom line strategy and how the economic, social, and environmental aspects become three pillars of doing business.



EPISODE 4
Richard Ambrose and Daniel Granada

Co-founders of Pomona Impact

Entrepreneurship for solving environmental and social problems.



EPISODE 5
Jean Pierre de Roux

Corporate Director of New Projects and Business at Tropigas

Opportunities and challenges of creating the Plan Vida to provide electricity to Panamanian families.



EPISODE 6
Silvia Chaves

Co-founder of Florex

Sustainability practices and circular economy at Florex.



EPISODE 7
Luis Emilio Cuenca

INCAE Professor

Ethics and corruption in organizations.



EPISODE 8
Harry Strachan

His learnings and life experiences, along with his secrets and personal mantra for being a successful leader in times of crisis.



EPISODE 9
Hans Pfister

Co-founder, CEO, and Marketing Director of the Cayuga Collection of Sustainable Luxury Hotels

The decisions he made in response to the COVID-19 pandemic, as well as his perspectives for the coming months regarding tourism.



EPISODE 10
Luis Javier Castro

Founding Partner and President of Mesoamérica Investments and Honorary President of the Business Association for Development

Social responsibility in times of crisis, as well as the actions they have taken from AED and in collaboration with other stakeholders to seek solutions to the challenges posed by the COVID-19 pandemic in Costa Rica.



EPISODE 11

Ileana Rojas

General Manager of Intel Costa Rica and Senior Director of Manufacturing and Product Engineering
INTEL's inclusion policies, both within and outside their workforce, as well as the challenges the company faces in relation to the COVID-19 pandemic.



EPISODE 12

Enrique Bolaños

President of INCAE

The role of INCAE and the adaptation the institution has undergone since the COVID-19 pandemic.



EPISODE 13

Juan Octavio Díaz

President of Grupo La Casa de las Baterías

Social responsibility in times of crisis.



EPISODE 14

Ignacio Segares Lutz

General Manager of Unilever for Central America

Unilever's plan for sustainable living, the progress and challenges they have faced in improving the quality of life for many people in the region while reducing their environmental footprint.



EPISODE 15

Manfred Kopper

Senior Manager of EY

His passion for sustainability issues and the key factors to better understand the initiative of the world's four largest consulting firms to standardize sustainability metrics for companies.



EPISODE 16

Ariela Nathusius

Vice President of Grupo Cemaco Guatemala

The process of becoming a B Corporation and the challenges of this process for a company like Cemaco.



EPISODE 17

Yara Argueta

Founder of Cambio de Vida Foundation

Her experience in different spaces (business, civil society, politics), as well as the challenges and learnings of exercising responsible leadership.



EPISODE 18

Pamela Ayuso

Honduran entrepreneur

The challenges of being an entrepreneur in Central America, the challenges of leading a 21st-century model company, and achieving a balance between personal life and work.



EPISODE 19

Juan Gabriel Salazar

Founder of Biorgani

Green entrepreneurship and innovation.



EPISODE 20

Hildegard Vásquez

Founder of Hache Uve

The challenges of including the social dimension in doing business.



EPISODE 21

Madelka McCalla

Global Vice President of Corporate Relations and Social Impact at AES Corporation

The challenges of effectively engaging with different stakeholder groups.



EPISODE 22

Ricardo Segovia

Founder and CEO of the Asociación Salvadoreña de Extensionistas Empresariales del INCAE, ASEI

The challenges of operating a social enterprise dedicated to providing microloans to people with limited resources.



EPISODE 23

Esteban Echevarría

Co-founder and Commercial Manager of SUSTY

Leadership for sustainability.



EPISODE 24

Mariano Vargas

Operations Manager at Beneficiadora Santa Eduviges

The challenges of sustainable coffee production.



EPISODE 25

Marcos Andrés Antil

Founder and CEO of XumaK

The challenges of social investment in education in vulnerable areas of Guatemala.



EPISODE 26

Silvia Solano

Regional Leader of the Green Buildings Transformation Market Program at the International Finance Corporation of the World Bank Group

Sustainability in the construction sector.



EPISODE 27

Luis Noel Alfaro

President of the Board of Directors of Rural Insurance (ASRURAL) and Director of the Board of Directors of the Rural Development Bank

Financial inclusion and non-traditional insurance.



EPISODE 28

Marlon Rodas

Country Manager of Grupo LALA in Nicaragua

Sustainable livestock initiatives and resilient practices for dairy production.



EPISODE 29

Enrique Möller / *President of the Board of Directors of Habitat for Humanity Guatemala*

Delorean Randich / *Country Director of Habitat for Humanity Guatemala*

The transition from an assistance-based housing model to a sustainability proposal.



EPISODE 30
María Emilia Correa

Co-founder of Sistema B

Opportunities and challenges of becoming a B Corporation.



EPISODE 31
Victoria Gamboa Ross

President of the Union of First Division Football Clubs in Costa Rica

Management of the Anna Ross Foundation and its impact in the field of health, as well as the political and sports platforms for generating social impact.



EPISODE 32
Salvador Paiz

President of the Sergio Paiz Andrade Foundation (FUNSEPA)

Opportunities and challenges of providing technological education to children and young people, as well as security and institutional issues in Guatemala.



EPISODE 33
Gustavo Segura

Regional Director of AKEN Hotels and Resorts for Central America and the Caribbean

Costa Rican sustainable tourism model, the future of the industry from the private sector, and its role as a change agent from the public sector.



EPISODE 34
Valodia Flores

Co-founder and CEO of Codornic

Entrepreneurship, social impact, and the role of INCAE as a change agent for Central American businesswomen.



EPISODE 35
María José Canales

Human Capital Manager for ECOM Trading in Costa Rica and Nicaragua.

Social Progress Index and how ECOM implemented it in its operations in Nicaragua to make social investment decisions and generate positive impact throughout its value chain.



EPISODE 36
Jorge Correa

CEO of EatCloud

The role of technology in preventing food waste, as well as his motivation to turn a social and environmental problem into a scalable business opportunity.



EPISODE 37
Mario Castrellón

Chef and owner of Grupo Maito

The value of recovering Panamanian culinary heritage and the social impact it has had through gastronomy in low-income communities with high cultural wealth.



EPISODE 38
Celina de Sola

Co-founder and President of Glasswing International

Glasswing's trajectory, its impact on youth, as well as the milestones that have made the organization a key player in building alliances and attracting volunteers.



EPISODE 39
Carmen Correa

CEO of ProMujer

ProMujer's trajectory and efforts to promote entrepreneurship and gender-lens investment in Latin America.



EPISODE 40
Daniel Buchbinder

Founder and CEO of Alterna

Alterna's work in fostering entrepreneurship, as well as the opportunities and challenges of attracting financial resources to support these initiatives.



EPISODE 41
Karla Chaves

Co-founder and Regional Director of Ecoins

The business model of Ecoins, its impact in the Latin American region, and the importance of waste management under a circular economy model.



EPISODE 42
Ronald Arce

Executive Director of the Latin American Center for Competitiveness and Sustainable Development (CLACDS)

The challenges of operating a social enterprise dedicated to providing microloans to people with limited resources.



EPISODE 43
Arturo Sagrera Palomo

CEO of the ¡Supérate! Program

Operating an innovative model like ¡Supérate!, the impact it has on participating youth, and the program's growth beyond El Salvador.



EPISODE 44
María Joaquina Martínez Barrios

Product Manager in the Commercial Area at MultiMoney

Transformative leadership in INCAE's business administration programs and her journey to becoming a professional seeking to generate positive impact in her work and community.



EPISODE 45
Harry Strachan

His motivations for founding the Strachan Chair, his experiences with the live case methodology, and his expectations for the future of the Chair and the development of transformative leaders.

KEY MOMENTS FROM OUR GUEST SPEAKERS

Episode #3

Gisela Sánchez

“The modern consumer is interested in products beyond price or quality; there is a genuine interest in knowing the environmental and social impact of companies. Therefore, it is essential for businesses to develop triple bottom line strategies where social, economic, and environmental impact are crucial for business growth.”

Episode #4

Richard Ambrose and Daniel Granada

“Entrepreneurship in Central America is not easy, however, there are many initiatives that seek to invest in and support entrepreneurs to achieve success in their businesses. For this, it will be important for them to develop a long-term strategy and have strong foundations from the beginning.”

Episode #9

Hans Pfister

“It is better to act as soon as possible and not wait to see what happens. Acting in anticipation of any situation allows you to better address crises.”

Episode #24

Mariano Vargas

“Entrepreneurs should understand that sustainability is not just about implementing an international certification standard or norm. Sustainability goes beyond a norm. While being sustainable is currently optional for some businesses, it will not be in the future.”

Episode #38

Celina de Sola

“We see hope as an attitude, but it is actually a strength of character that can be developed. The important thing is to be comfortable with complexity and constant change and respond to the populations with whom we are working.”



More than a legacy

Words to Harry Strachan

MESSAGES FROM THE FACULTY

John C. Ickis

Emeritus Professor

When I arrived for the first time at INCAE's Montefresco campus as a case writer, fresh out of the Harvard MBA in August 1971, Harry Strachan—as usual—was traveling, but he had left instructions to let me use his office. When I finally did meet him upon his return, I was not disappointed: he was every bit as energetic, inquisitive, enthusiastic, socially outgoing, and intellectually curious as I could have imagined. Soon after finishing one of my first cases, on an innovative financial mechanism to fund social development in Ecuador, Harry invited me to teach it in his Finance course, something seldom asked of casewriters at the time. After class, he said: “Nice questioning, John, but why did you feel you had to repeat every student's response?” As always, Harry's feedback was direct, non-judgmental, given for a specific purpose—in this case, to save precious class time—and highly useful, to serve me well in future years.



After the last visiting Harvard professor left in 1972, INCAE was left without an Academic Director, the key position for ensuring continued world class excellence. There was unanimity among faculty that Harry was the person for the job, but there was a problem: his doctoral thesis was still incomplete and he bore the rank of “lecturer” rather than assistant professor. To resolve this problem, the Faculty, administration, and board of directors unanimously agreed to create the rank of “adjunct professor” and to elevate doctoral candidates to the rank of “assistant professor.” This decision, subsequently reversed when no longer necessary, illustrates Harry Strachan's universally perceived (and real) value to INCAE, over fifty years ago.

A few years later, Harry accepted an invitation to join the Harvard Business School faculty as a visiting associate professor, and while in Boston he and several colleague co-founded Bain and

Company, soon to become one of the world's most prestigious, and most profitable, management consulting firms. Meanwhile, INCAE had fallen on hard times: there had been a revolution in Nicaragua, and it had become near impossible to recruit students or Faculty. At one emergency meeting, the board concluded that the school was three weeks from bankruptcy. I was asked to explore Harry's interest in succeeding the current president, whose term was soon to expire. "I see five challenges," Harry responded, "and each has a 50-50 chance of success." But that meant a 50-50 percent chance of failure, and a joint probability of 3.1 percent that all five would succeed.

What he never mentioned was that accepting the rectorship, by my calculation, would mean a two-thirds cut in his income. But he did accept the challenge, and within a year INCAE was launching its second campus and on the road to unparalleled academic (and financial) success. Harry returned to Boston for family reasons in the following year, but he had planned his succession well, with academic director Marc Linderberg assuming the rectorship. "He's the better manager," Harry told me. Highly disci-

plined and with a broad web of contacts in the international agencies, Marc guided the institution successfully during Central America's darkest decade.

Since that time, Harry has changed his focus: "my files are now arranged by people, not projects," he explained to me in one of our "nineteenth hole" meetings after beating me in a round of golf. His passion has become that of mentoring and developing the future leaders of Central America through career planning and investing in worthy causes such as TeenSmart, a free counseling service founded by his sister Cathy, in the Strachan Chair for Philanthropy and Social Investment, now completing its tenth year, and most recently in scholarships for deserving students at INCAE.

He was every bit as energetic, inquisitive, enthusiastic, socially outgoing, and intellectually curious.

Urs P. Jäger

Associate Professor

My first meeting with Harry took place in his office in Mesoamerica. That was 10 years ago. I explained to him how I wanted to contribute to the development of rural communities through INCAE. His response, surprisingly short to me at the time, was, "That's an NGO approach." Today, I understand the great impatience I felt in his response. We need innovations and must find new ways that go beyond the familiar structures such as NGOs. His Chair, led by Professor Andrea Prado, has demonstrated this during its ten years of existence.

Harry is a visionary, philanthropist, entrepreneur, mentor, teacher, and leader. One of his principles shapes my work attitude in the context of INCAE and Latin America: "In the United States, a successful entrepreneur needs a Volkswagen Beetle; in Latin America, they need a



Cadillac." If we want to succeed in Latin America, we must demonstrate and demand more professionalism than we would in highly developed countries. This wisdom in itself is profound. However, it is only half of the truth; Harry insists repeatedly with a question: "How can we use INCAE to achieve the best possible impact?" Therefore, it is not enough to strengthen INCAE. The guiding star is the question of the impact we want to generate. Harry would probably say now, "INCAE is as strong as it can strengthen others."

Harry has a unique ability. He can connect individual biographies with organizational strategy and the desired impact. Thus, many meetings with him and INCAE Faculty began with the question to each individual, "Tell us about your life, start with your parents." The discussion ended with concrete ideas about INCAE's future contributions to the region's development. Harry teaches us the importance of history for

future action, not only on an individual level. He invited INCAE Faculty to his home, especially new Faculty, to understand INCAE's history and its lived mission of generating impact. By reviving history, Harry reminds us of what is essential in our work.

Scientists tend to lose themselves in research and measure their performance based on published articles. That is rightly so. To meet international standards, INCAE needs publications. However, Harry reminds us that we should also integrate the orientation towards impact into research: we must meet global research standards by using INCAE to generate the greatest possible positive impact. For some, this may seem like squaring the circle, but not for Harry. In this sense, Harry's Chair, under Andrea's leadership, has worked in the past ten years.

The Chair develops and carries out research projects in the healthcare field with high societal relevance. This is urgent because we need

new theories legitimized by internationally oriented research that can provide action-oriented guidance to solve regional problems.

Harry and Andrea, my heartfelt thanks for everything you have accomplished so far. The past gives us great expectations for innovative things to come in the coming years. I look forward to it.

Harry is a visionary, philanthropist, entrepreneur, mentor, teacher, and leader. one of his principles shapes my work attitude in the context of INCAE and Latin America.

Bernard Kilian

Dean of Faculty

Harry Strachan has had a profound impact on Latin America. He was a president and professor at INCAE and continues to maintain a close relationship with the institute as a philanthropist and advisor. He is also a friend to the entire leadership team of the institute. One aspect that sets Harry's support apart from other donors is that he not only seeks to invest in and support social projects, but he has had the vision to allocate resources towards the education of young people with high potential, so that as future leaders, they can generate social impact by prioritizing purpose over profits. The Strachan Chair has been an ideal platform for this purpose.

Personally, what impresses me the most about Harry is his intellectual capacity combined with a deep interest in doing good for society. He has put his trust and leadership in the service of Latin America, investing time and capital to address



the major challenges of a region where seeing the return on his investment may seem uncertain and will undoubtedly take many years. Harry has never given up, even in moments of professional, health, and personal difficulties, he has continued to serve with kindness and generosity. Harry is an inspiration to me, not only professionally but also personally. Thank you very much for everything, Harry!

What impresses me the most about Harry is his intellectual capacity combined with a deep interest in doing good for society.



Camelia Ilie

*Dean of Executive Education
and Strategic Innovation*

Harry Strachan has been an inspiring mentor and friend to me since 2013 when he founded the Philanthropy Chair at INCAE, the same year I arrived at the institution. He has taught me many things over the past decade: that core values and cultivated intuition are great allies in vital decision-making processes; that there are various paths to finding an answer; that high intellectual orientation must be accompanied by the soul for any human being to become more complete;

That core values and cultivated intuition are great allies in vital decision-making processes; that there are various paths to finding an answer.

that we must live with a sense of purpose and responsibility; that in order to grow, we must let go of the security of the present and embrace uncertainty.

Harry practices all these wise principles and much more, and he continues to be a great source of inspiration. We are very grateful and privileged to have his generosity as a mentor, friend, and philanthropist. Thank you from the bottom of our hearts for everything!

A warm hug and a thousand thanks for having me as a friend.

Ronald Arce

*Director of the Latin American Center
for Competitiveness and Sustainable
Development (CLACDS)*

The Strachan Chair of Philanthropy and Social Investment at INCAE is a promoter of transforming the way business is conducted in the region. The research work and documentation of good business practices, particularly through corporate social responsibility strategies and the delivery of products and services, constitute a tool that promotes sustainable business from an economic, social, and environmental perspective. Some of the impacts of the chair can be observed in various areas:

- Generating awareness about the role of companies in addressing social and environmental challenges and how to use business skills and resources to create a better society.



- Encouraging creativity and innovation in seeking solutions to challenges through the analysis of different approaches to sustainability issues. The chair has the potential to foster new sustainable business models that generate positive social impact while also generating income.
- Creating and fostering networks that facilitate the exchange of knowledge and the identification of opportunities for addressing social challenges in new ways.

The benefits of the chair go beyond these 10 years. The chair has contributed to the development of a new generation of young business leaders who will enable companies to become creators of value for society.

Mayid Sauma

*Former researcher and coordinator
of the Strachan Chair*

I will always be grateful to life for putting me in the right place, at the right time, and most importantly, with the right people who allowed me to be part of the conception of the Strachan Chair. Hand in hand with Harry, I understood that the true definition of a successful professional career is not really found in the bottom line of a Financial Statement or the book value of a company, but rather reflected in the lives of the people who were impacted, the opportunities that were created, and the good deeds that were inspired.

We are all born with a unique talent, at a unique moment, which gives us the opportunity to make a unique contribution.” I remember the first time Harry surprised me with this phrase, one that has accompanied me throughout my professional career. It was perhaps the second time we were talking; he received me in his office in Mesoamerica, which was my first interview

as the coordinator of the Chair. What was supposed to be a one-hour interview turned into a nearly three-hour conversation, where I found not just a great businessman, but a true philanthropist, a mentor. A person who was aware not only of their responsibility but also of their capacity to generate a great impact through example and by allowing their heart to always be their guiding principle.

The Chair allowed me to get to know, from a position of openness and proximity, great philanthropists in the region, whose trajectory is widely recognized. But beyond their successful companies, what they take the most pride in and dedicate the most effort to is generating a positive impact through their social ventures. It will be one of the greatest privileges of my professional life to have been able to dedicate almost two years to working alongside Harry, Luis, and the Advisory Committee in launching a program dedicated to inspiring leaders in the



region to invest time and effort in building a better Central America.

As an additional gift, while working at the Chair, I found someone who would become more than a mentor in those two years, a great friend. With his warm smile, unwavering frankness, and big heart, Luis was, for those who had the opportunity to know him, a great teacher who dedicated his life to doing what he loved: teaching, but teaching with purpose. Just by exchanging a few words and ideas with Luis, his great intellectual capacity and vast knowledge were evident, but that was not his greatest attribute. What made

him an extraordinary professor was his complete conviction that through his classes and guidance, he was shaping leaders who would become an ‘expansive wave,’ amplifiers of impact.

Without realizing it and without understanding it at that moment, I learned from the professor that a true leader is not the one who knows the most, although in his case, he did, but the one who manages to inspire others to give their best and, as Harry says, the one who sees in each person the potential to achieve something unique.

I understood that the true definition of a successful professional career is not really found in the bottom line of a Financial Statement or the book value of a company, but rather reflected in the lives of the people who were impacted.

Beatriz Ávalos

*Former researcher and coordinator
of the Strachan Chair*

Working for the Strachan Chair was an immensely valuable experience, both personally and professionally. It holds a special place in my heart as it has taught me numerous lessons, honed my skills, and introduced me to remarkable individuals who have shaped my journey and contributed to my growth.

When I reminisce about my travels through Central America to visit the NGOs associated with one of the programs I oversaw, I am reminded of how this experience made me feel more connected to the region, and helped me comprehend its shared characteristics and the significance of social investment. Collaborating closely with Professor Andrea Prado, the Director of the Chair, was truly inspiring. Her exceptional leadership, vision, and magnetic personality enabled us to create meaningful and impactful learning opportunities for INCAE

students, promoting philanthropy and social investing. Additionally, being part of a top academic community and engaging in research were fulfilling aspects of my role.

One vivid memory involves Andrea and me venturing to Guatemala to gather data for a case study on a social enterprise that provides clean water. During our research, we visited a school in a rural community, the most exhilarating part was engaging with the enthusiastic little children who were thrilled by our presence. It was a profound realization of how business models can make a positive difference. The Strachan Chair also played a crucial role in shaping my leadership style and bringing me closer to understanding my purpose. I am eternally grateful for this transformative experience, to my former boss and mentor Andrea Prado, and, of course, to Harry Strachan, the Chair's visionary founder.



J. Ignacio Sánchez

*Current researcher and coordinator
of the Strachan Chair*

When I first read the book “Finding a Path: Stories from my Life” by Mr. Harry Strachan, there was a paragraph that deeply resonated with me. It emphasized the importance of taking one's own life seriously and recognizing our unique talents and skills. In the words of Harry:

“Each of us is born with a unique set of talents and capabilities, not necessarily better than that of others, but nevertheless unique. Each of us also inhabits a unique moment of history. This gives us the opportunity to make a special contribution, and gives us a particular mission. If you find and fulfill your mission, you'll have a happy life. If you don't, no matter how much money or fame you achieve, you won't.”

These words have remained with me since day one, and I am eternally grateful for the vision they have instilled in me. Like this, many other lessons I hold to my heart. I have come to realize that I hold the pen to write the next chapter in the book of my life. And, overall, I

have learned to value and draw inspiration from the legacy of my ancestors, whose sacrifices and guidance have brought me to where I am today.

As the current Strachan Chair Coordinator and Researcher, I want to express my heartfelt gratitude for the invaluable experience of working for the chair. It is a privilege to learn from high-level professionals who embody the values of the Strachan Family. Connecting with extraordinary businesswomen and men, who, like Harry, are actively shaping a brighter future for our region, fills me with inspiration.

My aspiration is to continue the important work of nurturing transformative leaders at INCAE, guided by the invaluable lessons I have learned from you. These lessons will forever be etched in my professional journey, regardless of the path I may choose in the future.

Thank you for being a beacon of inspiration and for generously sharing your wisdom.



Message from the Director of Advancement

Harry Strachan, a visionary, an entrepreneur, a philanthropist, a man of great intelligence, with a huge heart, a man devoted to giving, even giving himself to others. With no doubt a great friend and mentor to me and many.

“Walk with the dreamers, the believers, the courageous, the cheerful, the planners, the doers, the successful people with their heads in the clouds and their feet on the ground. Let their spirit ignite a fire within you to leave this world better than when you found it...” This fragment from Wilferd Peterson is exactly what Harry’s life, teachings, and friendship mean to me.

Harry dream with a better region, a region that open opportunities to develop a growing middle class, taking as many as possible out of poverty. He is a believer, he believes in the power of one to make a change, big or small, but a change in society. He is always backing up the next generations, and he has never been able to sit back, and wait for things to happen, he is a doer, a successful man, a man with a fire that has ignited so many people, to become a better version of themselves, as well as a stronger leader capable of moving across success to make an impact, to be significant.

Thank you so much Harry, for such a legacy. Thank you for believing in education as the way to create progress, transforming lives. Thank you for not losing faith in the next generations, and for teaching by example, sharing the highest standards in values and attitudes to follow your path. Thank you for your involvement in social investment and philanthropy, and in the possibility of changing the culture of selfishness imprinted in the region. For always seeing the glass half full and being a real optimistic. And for doing so, with the support of many, a big contact network, today part of your inner circle, your friends, your family.

And furthermore, thank you for being an example of kindness, humbleness, respect, generosity, and commitment, in fact, an amazing human being. I will always be grateful for your support to INCAE, for sharing so much of your experience with me, for showing me that power of one, and for being my mentor - bouncing ideas with you had being part of my more exciting moments-thank you.

Wendy Rodríguez



Message from the **Strachan Fellows**



Karina Hernández

As I reflect on my life purpose of developing innovation in life sciences (LS), I recognized the importance of taking the next step towards fulfilling my goal. This realization led me to consider pursuing an MBA. During my search for suitable institutions, INCAE stood out to me due to its alignment with my core values and projections for the future. I was particularly drawn to INCAE when they awarded me the prestigious Strachan Scholarship, acknowledging the value I could bring to their institution. Intrigued by this connection, I delved deeper into learning about Harry Strachan, and everything fell into place. I discovered that his values and purpose are deeply embedded in INCAE's DNA and perspective. This confirmation has instilled a stronger conviction within me, affirming that I am on the right path to achieve my aspirations.

Alonso Avilés

I hope that Harry Strachan's philosophy of purpose marks the beginning of my professional career by instilling in me a mindset focused on significant and sustainable impact. This scholarship not only provides me with the necessary resources, but also guides me towards a holistic approach in my professional pursuit. With the support of Harry Strachan, I trust that I will be able to chart a path that combines my personal passions with the world's needs, thus creating a professional future that is not only successful but also meaningful and transformative. I am excited to follow in the footsteps of Harry Strachan and embody his philosophy of purpose in my life, leaving a lasting mark on the world and making positive contributions in my respective areas of expertise.

Marianna Quirós

I feel deeply honored and grateful to receive the Strachan scholarship, as I identify with Mr. Strachan's passion for both academia and entrepreneurship. Being supported by a visionary like Mr. Harry Strachan inspires me to pursue my dream of obtaining a doctoral degree and give back to society by following his example with an ethical, innovative mindset that can serve as a catalyst for efforts to contribute to the economic and social development of the region.



June 2023



Strachan Chair
for Philanthropy & Social Investment