

PRME 2016



CONTENTS

Dean's Letter

04 04

IPADE at a Glance Mission, Vision, and Values

05

Rankings: Forbes, FT, Expansión

06 10

Principle 1 Principle 2

12 1

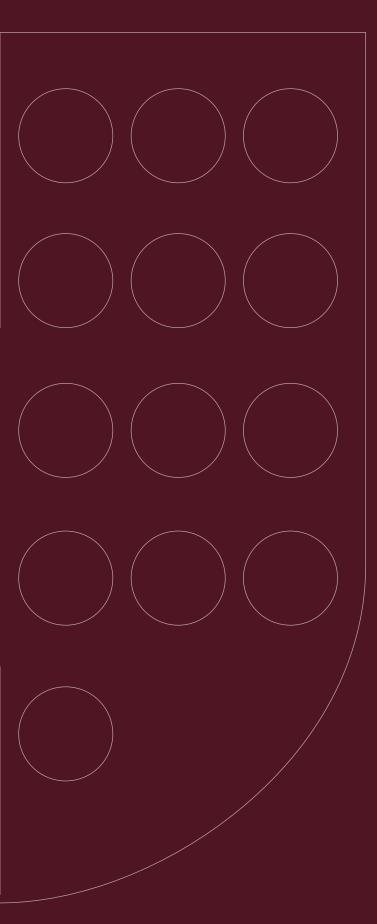
Principle 3 Principle 4

18

Principles 5 and 6

22

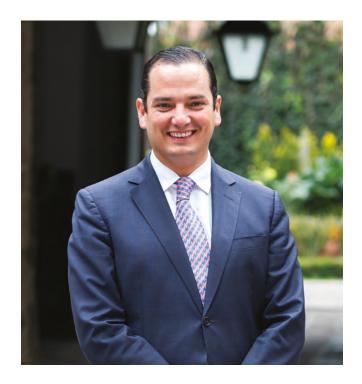
Anexo: Brochure Rankings



DEAN'S LETTER

On behalf of IPADE Business School, I am pleased to share with you our most recent Sharing Information on Progress report (SIP 2016).

Since our founding in 1967, corporate social responsibility has always been a priority for IPADE. Our founder, Carlos Llano Cifuentes, emphasized the centrality of the individual and the social vocation of business far before these themes became common in management education. We have always known that business can be successful only when it respects human dignity and serves society at large, making responsible decisions that have a positive impact on the social, economic, political, cultural, and natural environment.



We are especially pleased to be part of PRME, as it allows us to participate in a global, participatory, and collective initiative alongside leading business schools and organizations that endow business education and practice with universal human rights and best-in-class standards in terms of labor, anti-corruption, social responsibility, and the environment, among other themes. Our participation in PRME also rekindles our commitment to shaping business leaders with a global vision, a sense of responsibility, and Christian values that are called to transform their organizations and society.

The publication of this SIP 2016 report renews our commitment to the six PRME Principles. We hope that our commitment to these Principles will enhance our efforts to develop a new generation of leaders, and we will make every effort to never limit our students by solely teaching

the technical aspects of business, detaching them from broader human, social, and environmental aspects at play. Instead, we will work to instill PRME values in the MBA students, senior management participants, alumni, and staff that are a part of the IPADE community.

Each section of this SIP report covers IPADE's recent achievements and future objectives for upholding the PRME Principles. Writing this report has enabled us to reflect on how we can continue to improve in our implementation of the Principles and has given us an opportunity to celebrate our accomplishments towards achieving these goals. At IPADE, we are pleased to share these findings with the PRME community, and we look forward to exchanging ideas with these valued collaborators in years to come.

Best Regards
Rafael Gómez Nava, PhD
Dean, IPADE Business School

IPADE AT A GLANCE

The Instituto Panamericano de Alta Dirección de Empresa (IPADE Business School) was founded in 1967 by Carlos Llano Cifuentes and a group of notable businessmen. This founding group was committed to improving the caliber of senior management in Mexico and to instilling a deep sense of social responsibility in the national business community.

In 1969, the Universidad Panamericana (UP) was founded, and IPADE was established as the business school of the university. IPADE has three permanent campuses: Mexico City, Monterrey, and Guadalajara.

Since its inception, IPADE has maintained relationships with a number of other business schools around the world, including Harvard Business School and IESE Business School, which have collaborated with IPADE on shared research projects to promote international dialogue. IPADE has also helped to launch sister business schools throughout Latin America, including INALDE Business School (Universidad de La Sabana) in Colombia, the PAD School of Management (Universidad de Piura) in Peru, and the IDE Business School in Ecuador.

MISSION, VISION, AND VALUES

Mission: To train leaders that will transform their organizations and broader society through a global vision, a strong sense of social responsibility, and Christian values.

Vision: To remain a world-class business school - the best in Latin America - and to instill humanity as a core value within the business community.

Ten Core Values:

- Mankind is the center of society and the economy
- Strong relationships among members of the IPADE community reinforce our effectiveness
- Work makes us better people
- · Work must be well done
- · Paying personal attention to our participants is a priority
- · A director must be both an executive and a leader
- Decisions should be made cooperatively
- Learning and innovating is emphasized
- IPADE should broaden horizons, pose questions, and challenge its participants
- To uphold a global vision

Accreditations and memberships





RANKINGS: FORBES, FT, EXPANSIÓN



Expansión

ExecitiveMBA and Full-Time MBA

For the 9th year in a row, IPADE has been ranked #1 in the 2016 Best MBA ranking, published by Expansión.

The MBA Programs were the best ranked in:

- Teachers
- Program
- Colleagues

Global MBA 2016 International Course Experience Full-Time MBA Career Progres

> TOP Full-Time MBA in Top 10 Bussiness Schools The Best Two-Year International Programs, 2015

PRINCIPLE 1

Purpose: Develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

IPADE's social commitment is reflected in its founding principles, which consist of professionalizing management, incorporating an international culture, and nurturing a sense of ethics in the Mexican business world. These three goals were practically unheard of more than 49 years ago, when most businessmen in Mexico received no formal training and the economy was closed (with the state owning many companies and even entire industries).

Today, these founding principles continue to inform our academic, research, and consulting activities. We encourage business leaders to transform the existing business culture, which still underemphasizes ethics, frequently address corporate social responsibility and sustainability as key drivers of business, and engage our participants in constructive debate about the role of Mexican companies in a globalized world, emphasizing Mexico's geopolitical position between the Atlantic and the Pacific.

> Our founder, Carlos Llano Cifuentes, expressed this enduring mission in the following way:

> > The management of a company revolves on one pivotal axis: the commitment to a particular idea of mankind, and the need to shape the ethical and social values that establish mankind's duty. Directors are humans first and leaders second. This is why so much of our study focuses on a philosophical analysis of the human qualities related to managing an organization, the human qualifications needed to maximize one's leadership potential, and the human shortcomings that often restrain and get in a leader's way.



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Negative operations results

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3. Price outers.

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Achievements

Mentoring

Over the past two years, IPADE has offered personal mentoring services to all participants. Professors develop personal relationships with students, helping them with study techniques, improving their learning practices, and monitoring their time management skills.

Professors also provide personal advice to their students on ways to balance their academic, professional, and personal lives. The benefits of mentoring can be seen in IPADE's participants' increased ability to organize their time and make informed decisions. We have also seen positive trends in students' character development and in their attitudes toward difficult situations.

Entrepreneurial Solutions to Poverty Seminar

For the past 19 years, the Executive MBA has organized the "Entrepreneurial Solutions to Poverty" seminar, an annual one-week program focused on social responsibility. During this seminar, an elite group of international business leaders gathers together to share their experiences and knowledge, enhance management practices, and identify business models that can help people lift themselves out of poverty and create wealth in a sustainable way. The weeklong seminar program brings together recognized lecturers from around the world, international experts, and distinguished faculty members from several countries to dialogue around this important issue.

The objective of the seminar is to incorporate multiple stakeholders in the search for longterm value creation for society's most vulnerable members and to inspire participants to acknowledge that their responsibilities as business leaders go beyond maximizing profit and providing goods or services.

Values: Incorporate the values of global social responsibility into our academic activities and curricula, as portrayed in international initiatives such as the United Nations Global Compact.

Achievements

At IPADE, we are pleased to promote a number of programs and projects that directly reflect the importance of social responsibility.

Social Innovation Club: The Social Innovation Club (SIC) is a student-run club that is advised by an IPADE faculty member. The SIC mainly focuses on the following three areas: 1) Philanthropy: Club members organize activities to support local charities using their own time and resources; 2) Social Entrepreneurship: Students support entrepreneurial projects with a significant social component; and 3) Corporate Social Responsibility: Students support and interact with companies on their sustainability projects through different activities and forums.

Community Outreach. IPADE promotes social responsibility activities and shares this commitment with participants, alumni, and staff. Two examples of such programs are El Peñón and Colegio Montefalco.

El Peñón is a secondary school for boys from low-income families, while Colegio Montefalco offers elementary and secondary education to girls from low-income families. IPADE has supported El Peñón since 2010, and in 2015, decided to include Colegio Montefalco in its support program as well.

Since their foundation in the late 1950s, these schools have provided a high-quality and well-rounded education, resulting in teachers and students that are ranked at the top in state and national evaluations.

In the past few years, El Peñón has won taken first and second place in the state PLANEA test, designed by the Mexican Ministry of Education to evaluate the mathematical and communication skills of students across the country. Colegio Montefalco has remained among the top five schools.

El Peñón has also received recognitions from CEMEFI (National Center for Philanthropy).

With support from IPADE, El Peñón and Colegio Montefalco have changed the lives of more than 6,000 graduates, not only academically, but also economically and professionally.

As part of our IPADE Day programs, volunteers from IPADE spend a day at the schools working with students and faculty to create synergies and support other poor, indigenous communities in the area. Other IPADE activities include:

- providing financial aid for the students through campaigns and donations,
- 2. improving facilities and programs, and
- helping the institutions receive authorization from the Mexican Ministry of Finance to provide charitable donors from the United States with tax-deductible receipts.

IPADE Day programs have served as an example for other institutions and have been replicated in a variety of companies, including Zurich, Devlyn, Google, MasterCard, IBM, Deloitte, and others.

IPADE also organizes a golf tournament each year to support El Peñón, which celebrated its 12th edition in 2016.



Human Development Program

IPADE educates its participants, faculty, and the rest of its staff on issues beyond their immediate professional purview in an effort to ensure that they not only become successful managers or employees, but also better people on an individual level. This program addresses the human, professional, and ethical development of participants, faculty, administrative personnel, and the rest of the staff. Both participants and IPADE employees may request additional mentoring from the

professors of the program, which is coordinated by the Organizational Behavior and Philosophy and Business academic departments.

IPADE also offers optional workshops aimed at improving participants' knowledge of the humanities and other non-business topics, such as art appreciation, cooking, and interpersonal relationships. Other workshops focus on integrating one's job, values, and business ethics and creating a healthy balance between one's professional and family life.

CAMPUS	PROGRAM	DATES
Mexico	Renaissance masters	October-november 2015
Mexico	Continuing education - the individual and the family*	February
Mexico	The individual and the family	May-july 2016
Monterrey	Continuing education – the individual and the family*	September 2015
Monterrey	Approaching western art	April-may 2016
Cancun	The individual and the family	October-december 2015
Merida	The individual and the family	February-april 2016

Method: Create educational frameworks, materials, processes, and environments that facilitate effective learning experiences for responsible leadership.

Achievements

At IPADE, we use several unique frameworks to instill knowledge of fundamental social values in our MBA and Executive MBA participants.

International Week

This annual seminar for MBA students focuses on doing business in Mexico as an emerging market. With a more than 20-year trajectory, the program gathers together students from over 70 top partner business schools from all over the world such as CEIBS, CKGSB, the Lagos School of Business, Macquarie University, the University of South Australia, London Business School, Mannheim Business School, IESE, IAE, COPPEAD Graduate School of Business, Kellogg School of Management, and Darden Business School, among others. On average, IPADE welcomes over 150 international students from 30 different business schools to its campus every year.

In 1997, the Executive MBA program launched its International Week program, where more than 500 business leaders enrolled in executive MBA programs from 16 business schools across 14 different countries gather together with renowned lecturers, international experts, and faculty to share their experiences and knowledge and enrich their management practices, with a particular emphasis on social responsibility. Students from the executive MBA programs at Warwick Business School, CEU Business School, RMIT Vietnam, Columbia Business School, Pontificia Universidad Católica de Chile, The George Washington University, Rotterdam School of Management, Barna Business School, MIP Politecnico di Milano Graduate School of Business, D'Amore - McKim School of Business, Ivey Business School, Nordakademie University, and others have participated in this effort to tackle issues regarding social responsibility.

As part of the Senior Management Programs, more than 1,000 participants from Costa Rica, Panama, and various cities in Mexico gather together for a week at IPADE's main campus in Mexico City with the objective to develop a global vision and foster continuous academic improvement. In the past two years there has been an effort to establish this week as the Senior Management Program's International Immersion One, a three-day program focused on strategic and innovative topics and curated by a top global business school. In 2015 and 2016, the week was curated by the Kellogg School of Management, with the participation of four select faculty members.

Exchange ProgramExchange term for IPADE MBA students

IPADE students are required to participate in a mandatory exchange term abroad at one of the 70 partner business schools. This term offers them the opportunity to experience an international business environment and provides them with current insights into high-impact businesses around the world.

In 2016, 115 participants studied at various schools around the world as part of the exchange program. Exchange term for international students

International students from partner schools around the world are welcome to participate in an exchange

term as part of IPADE's Full-time MBA Program, where they are immersed in the case method learning experience during the entire term.

In 2016, IPADE hosted 49 international participants from 13 countries as parts of its exchange agreements

Academic Trips

MBA students are welcome to participate in a short study trip (approximately 10 days) where they experience total immersion into the business world of a different country. The primary objective of these trips is for participants to learn about the country they are visiting from different points of view and social, economic, and political analysis. The most requested destinations this past year have been China, United Arab Emirates, Qatar, Vietnam, Singapore, and Israel, and approximately 50% of the class participate in the academic trips.

Executive MBA students attend sessions at top business international business schools that explore a specific academic theme or track. In addition to their international coursework, Executive MBA participants visit world-class companies in other countries. Besides the academic experience, participants also enjoy the opportunity to expand their international network. Recent destinations/tracks include: Ontario, Canada -Doing Business in a Global Environment at Ivey School of Business; San Francisco, USA - Entrepreneurship & Innovation at Berkeley Haas School of Business; Chicago, USA - Marketing at Kellogg School of Management; New York, USA - Value Investing at Columbia Business School; and Shanghai/Beijing, China - Doing Business in China at CEIBS and CKGSB.

Senior Management Program participants are given the option to enroll in a recently established global program, known as the International Immersion Two. This oneweek, full-time academic course is focused on developing strategic skills to improve company leadership and growth. Participants can enroll in three different alternatives based on their interests in different methodologies and specific academic content. The programs are jointly designed with US business schools Harvard Business School, Kellogg School of Management, and MIT.

International Competitions

We encourage our participants to compete in several international competitions in order to increase their contact with the international business community. IPADE also hosts an international case competition. One of the main characteristics of this competition is that it is not a school-versus-school competition. Rather, IPADE forms multicultural teams made up of participants from the different schools.

Global Case Competition

The Global Case Competition is a contest organized by IPADE, with sponsorship from Deloitte Mexico and Novartis, that seeks to encourage the strategic abilities of the Full-time MBA Program participants and support the sponsoring companies in their strategic recruitment efforts.

The competition's fifth (2014) edition involved 42 participants from IPADE's Mexico City and Monterrey campuses, as well as participants from international business schools such as Tuck School of Business, Marshall School of Business, Darden School of Business, IAE Business School, CEIBS, and Telfer School of Management.

IPADE Global Case Competition (2015) 37 participants

Participating Schools:

- **Darden School of Business**
- **IAE Business School**
- **IESE Business School**
- Telfer School of Management
- Tuck School of Business

PRINCIPLE 4

Research: Engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Achievements

At IPADE, we continue to create new cases and submit original research to peer-reviewed journals. IPADE professors also maintain an active presence in Mexican newspapers (12), magazines (63), and radio and television programs. Please see the tables below for more detailed information.

CASES P		UBLISHED
ACADEMIC DEPARTMENT	2015	2016
Economic Environment	3	3
General Management	8	5
Financial Management	3	6
Human Resources Management	9	2
Managerial Control and Information	2	2
Marketing Management	4	6
Operations Management	2	2
Organizational Behaviour	4	2
Social and Political Environment	5	6

	CASES PUBLISHED		
RESEARCH CENTER	2015	2016	
Business and Society	1	2	
Philosophy and Management	11	2	
Entreprenurial Initiative - EY	7	6	
Woman in Senior Management	1	0	





Think tanks: Five research centers that are chaired by professors but operate separately from IPADE's academic departments also contribute to advancing new thinking at IPADE.

The Research Center for Women in Senior Management (CIMAD) actively contributes to the study of female leaders. In the past two years, CIMAD has published numerous case studies, research cases, articles, technical notes, and books. The center also hosts several seminars each year, led by Dr. María Del Carmen Bernal González. CIMAD's research follows three main themes.

The Research Center for Family Businesses (CIFEM) is IPADE's largest think tank, with eight contributing professors. Family-owned businesses are a major economic force in Mexico, and CIFEM aims to increase their inter-generational sustainability, foster family harmony, encourage proper institutionalization and professionalization, and develop good governance practices. CIFEM's studies are implemented in coordination with the Organizational Behavior Department.

The Research Center for Entrepreneurial **Initiative (CiiE)** strives to increase awareness of and implement activities in support of entrepreneurship, bringing together investors, academics, IPADE participants, graduates, and other members of the business community to develop new ideas and resolve business and social challenges. CiiE has collaborated with Endeavor, an international start-up accelerator, as well as PwC (PricewaterhouseCoopers).

The Center for the Study of Institutional **Governance (CEGI)** promotes strong corporate governance, combats corruption, protects local environments, and fosters an ethical business culture. CEGI hosts and contributes to a number of international events and studies. In August 2014, CEGI hosted the UN Global Compact Mexico for a conference titled "Constructing the Development Agenda Post-2015." In November 2014, CEGI Chairman Dr. Felipe González y González represented the center at an Open Government Partnership summit in Costa Rica. And beginning in January 2015, CEGI will collaborate with the Center for International Private Enterprise (CIPE) on a yearlong anti-corruption initiative.

Philosophy and Management Research Center (CIFE) is built around the conviction that man is the beginning, middle, and end of any managerial decision, as well as the center of economic and social life.

CIFE's research work is grounded in philosophical anthropology and seeks to address the human question from the broadest possible point of view. The center's research is closely linked to consulting and teaching, as contact with real situations encourages and focuses reflection, and the outcomes are then discussed in classrooms among people with diverse experiences and academic training. The link between research, teaching, and consulting is a positive cycle.

PRINCIPLES 5 AND 6

Partnership: Interact with business managers to increase our knowledge of the challenges they face in terms of social and environmental responsibilities and jointly explore effective approaches to meeting these challenges.

Dialogue: Facilitate and support dialogue and debate among educators, students, businesses, government, consumers, media, civil society organizations, and other interested stakeholders on critical issues related to global social responsibility and sustainability.

Achievements

Partnerships with NGOs and International Institu-

tions: On August 18 and 19 of this year, IPADE had the privilege of hosting a conference with the UN Global Compact Mexico, which was titled "Constructing the Development Agenda Post-2015." Guests from the public and private sectors, as well as from academia, came together to brainstorm solutions to the world's most entrenched social and economic problems.

In June 2014, IPADE also hosted an event with Ashoka where MBA students presented their findings on businesses with high social impact. The event highlighted the importance of entrepreneurship in solving social problems. IPADE and Ashoka have designed an ongoing collaboration to encourage the development of socially conscious business models.

Connecting with the Business Community: IPADE also works hard to foster connections with our corporate contacts through recruitment, the global case com-

1. Corporate connections and talent development

petition, and the CEO Lecture Series.

1.1. Recruitment

 Companies in Mexico that have developed talent programs especially for IPADE include Eli Lilly, Novartis, BBVA Bancomer, and DHL. Due to the excellent performance of our MBAs, we are the number one recruiting choice in Mexico for Fortune 500 brands such as Wal-Mart (no.1), Johnson & Johnson (no. 39), Colgate (no. 164), and top consultancy firms like BCG, McKinsey, and Deloitte, among others.

- IPADE is the only school in Mexico that offers personal mentoring for students during their program, providing us with deep personal knowledge of each participant's abilities and helping us develop their individual talents.
- There is a strong relationship between our talent development practices and the feedback that we receive from various industries in Mexico. We gather opinions through studentrun industry clubs. These activities help create synergies between IPADE and the business community, assuring effective communication that benefits the business world and contributes to the development of Mexico.

1.2. IPADE Global Case

Competition

· With the aim of promoting interaction in a multicultural environment, this competition is meant to test specific abilities, simulate the real business environment, and boost cooperation and socializing among leaders. The competition is sponsored by global companies like Deloitte and Novartis, who have the opportunity to see candidates and comprehensively evaluate their analytical capabilities, leadership, teamwork skills, and other core abilities.

2. Corporate connections and academic areas

 Every year, IPADE's Department of Human Resources invites corporate human resources directors to discuss personnel development, talent recruitment, and other topics. Based on the feedback from each company, IPADE uses academic research to develop strategic programs that seek to propose solutions to the issues faced by these companies.

3. CEO Lecture Series/ **Extraordinary Sessions**

In an effort to take advantage of IPADE's top management connections and its strong alumni community, a networking lecture event series was developed. For each lecture, a prominent CEO is invited to speak, share his or her experiences, and exchange ideas on current issues.

The extraordinary sessions are another way for IPADE's Liaisons Division to bring prominent business leaders and other relevant speakers to IPADE in response to domestic and international trends. Invited speakers are asked to share their backgrounds and prior experience in the industries or sectors they have worked in.

To date, we have hosted 16 CEO Lecture Series and more than 50 extraordinary sessions at IPADE.

4. Industry Summits

Food and Beverage Industry Meeting

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

2015 First Food and Beverage Industry Meeting 2016 Second Food and Beverage Industry Meeting

Family Business Summit 2015 5th Family Business Summit 2016 6th Family Business Summit

Statement of Future Objectives

Today, IPADE is continuing its efforts to become an increasingly international school, with more international students than ever before that bring greater diversity to our community, broaden the horizons of our students, enrich classroom learning, and build bridges and channels for international collaboration.

Additionally, IPADE will continue to imbue our programs and activities with content that engages with an ever more globalized world, as well as the ongoing geopolitical, social, and environmental challenges that we face.



Brochure Rankings

MBA Programs

IPADE:



The **MBA** Programs were the best ranked in:

- Teachers
- Program
- Colleagues

For 9th consecutive year, IPADE confirms its 1st place in Expansión, a specialized magazine.





Preference among Expansión readers





Full-Time MBA

FT recognizes IPADE's MBA quality

The British journal *Financial Times* has recognized IPADE as the only Mexican Business School to appear in their "Global MBA 2017" ranking.



Out of the 100 Business Schools included, **IPADE's Full-time MBA Program has the highest wage increase upon completion** according to the ranking. In it IPADE has also been placed 1th in "International Course Experience," a category that reflects if graduates of MBA Programs had international interexchange, study and practices trips abroad their country.

Additionally, the Program is placed 4th in the "Career Progress" category, which is figured by comparing the student's position and the size of the company where the MBA graduates work after graduating, in relation to the position they had before.



Forbes

IPADE, the best option to study an **MBA** in America.



Accreditations

The quality and consistency of IPADE have earned it credentials from AACSB International (The Association to Advance Collegiate Schools of Business), Association of MBAs (AMBA) and Mexico's National Council of Science and Technology (CONACYT).







Top Management Programs

and Special Programs for Businesses

FT recognizes the quality of IPADE as a business school.

IPADE confirms its position as the only business school in Latin America in the Top 20 list for 3th consecutive year, according to the *Financial Times* ranking, highlighting its programs Top Management and Focused.

FT **EXECUTIVE EDUCATION 2015** RANK BUSINESS SCHOOL 1 IESE Business School Spain 2 HEC Paris France 3 Duke Corporate Education US/South Africa/UK/India 4 London Business School UK 5 Mannheim Business School Germany Switzerland 6 IMD 7 SDA Bacconi Italy 8 Center for Creative Leadership US/Belgium/Singapore/Russia US 9 University of North Carolina: Kenan - Flagler 10 Cranfield School of Management HK 11 Insead France/Singapore 12 Esade Business School Spain 13 IPADE Mexico 14 University of Chicago:Booth US/UK/Singapore 15 Shanghai Jio Tong University:Antai China 16 National University of Singapore Singapore **Business School** 17 Edhec Business School France 18 Harvard Business School US 19 MIT: Sloan US 20 Thunderbird School of Global US Management at ASU

Among the 10 best in the world in:

1th place Nuevas habilidades directivas
2th place Diseño de programa
2th place Instalaciones
4th place Método de estudio



F	T EXECUTIVE EDUCATION 2015 New skills & learning		
1	IPADE	México	
2	HEC	France	
3	University of North Carolina: Kenan-Flagler	US	
4	Mannheim Business School	Spain	
	May, 2015		

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