

# EZEQUIEL REFICCO, PHD

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## Citizenship

Dual nationality: Argentine & Italian

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## Author pages

- [Google Scholar](#)
- [Orcid](#)
- [Research Gate](#)
- [Publons](#)
- [Social Science Research Network](#)

## EDUCATION & TRAINING

Harvard Business School. Post-doctoral Fellowship.	Boston, Mass, USA 2002 - 2004
The Fletcher School of Law & Diplomacy. Tufts University in cooperation with Harvard University. Degree of Doctor of Philosophy in Law & Diplomacy.	Medford, Mass, USA 1997 - 2002
School of Political Science and Sociology. Universitat Autònoma de Barcelona. Degree of Master of Arts in International Studies.	Barcelona, Spain 1991 - 1993
School of Law and Social Sciences. Universidad de Buenos Aires. Professional degree in Law.	Buenos Aires, Argentina 1984 - 1989

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## PROFESSIONAL EXPERIENCE

### Associate Professor. Feb 2022-Present

ESCP Business School (Madrid, Spain).

### Associate Professor. Feb 2018-Jan 2022

EGADE Business School, Instituto Tecnológico de Monterrey (Monterrey, México).

### Visiting Professor. Nov 2018 & Nov 2019

University of Stellenbosch Business School (Cape Town, South Africa).

### Visiting Professor, Oct 2016 & Sept 2017

University of Science School of Business (Penang, Malaysia). Ongoing honorary appointment.

### Chair of Strategy Department. Jun 2015 to Oct 2017

Universidad de Los Andes School of Management (Bogotá, Colombia). Managed 15 full-time faculty members.

### Visiting Professor. Jan to Mar 2015

SciencesPo, The Paris School of International Affairs (Paris, France).

### Editor. Oct 2013 to Oct 2018

The CLADEA-BALAS Case Consortium (CBCC), the only general collection of teaching cases from Latin America distributed through Harvard Business Publishing.

**Editor. Oct 2015 to Oct 2018**

The SEKN (Social Enterprise Knowledge Network) case collection, specialized in business & society. Distributed globally by Harvard Business Publishing.

**Associate Professor. Apr 2009 to Jan 2018**

Universidad de Los Andes School of Management (Bogotá, Colombia).

**Visiting Professor. Fall semester 2008**

ESADE Business School, Ramon Llull University (Barcelona, Spain).

**Visiting Professor. Spring semester 2005 to 2008**

Visiting Professor, Universidad de San Andrés (Buenos Aires, Argentina).

**Senior Researcher. Sept 2004 to December 2008**

Harvard Business School (Boston MA).

**AWARDS & HONORS**

- The paper "Ambidexterity in Last-mile Distribution at the Base of the Pyramid," co-written with prof. Veneta Andonova and Roberto Gutiérrez, and presented at the 2022 Annual BALAS Conference received the "University of San Diego School of Business Best Paper on Corporate Social Responsibility, Social Impact, and Social Innovation" award.
- The case "Ecoflora: Sustainable innovation from an emerging country," co-written with Prof. Roberto Gutiérrez (Universidad de Los Andes School of Management, Bogotá) won the 2021 EFMD Case Competition, in the category "Inclusive Business Models".
- The case "Internationalization at Cementos Argos," co-written with Profs. Esteban Brenes & Luciano Ciravegna (INCAE Business School), won the 2020 EFMD Case Competition in the "Latin American Business Cases" category.
- In March 2021, Dr. Reficco was recognized for being among the EGADE Business School faculty members with the highest scientific output in the previous five years (2016-2020).

- In the 2014 and the 2020 editions of the BALAS conference (Business Association of Latin American studies), his papers were awarded among those conferences' best.
- The case "for&from: An Inditex Group's Social Franchise", co-written with Dr. Alfred Vernis (ESADE Business School, Spain), was chosen a winner of the 2018 EFMD Case Competition, in the "Inclusive Business Models" category.
- In December, 2018, Dr Reficco was distinguished by Mexico's CONACyT (Consejo Nacional de Ciencia y Tecnología), as a member of its Sistema Nacional de Investigadores in its 1st level (SNI1).
- In 2015, Dr Reficco was singled out among the "500 most widely cited researchers" at the global level affiliated with Colombian institutions (108th position), in a ranking that included every researcher from all branches of scientific inquiry —physical, formal and natural sciences (*Colombia Confidencial*).
- 2015: Chosen by Universidad de Los Andes School of Management alumni, students and program directors among the top 3 professors who made a difference in the previous 5 years, for the excellence of his teaching.
- 2015 External Funding Recognition Award, given to the faculty member who brought the most important extramural funding for the school's research (US\$ 700,000 grant).
- 2014 Award for Top Publishing Performance among the faculty of Universidad de Los Andes School of Management.
- 2010 Award for Top Publishing Performance among the faculty of Universidad de Los Andes School of Management.
- The article "La nueva ruta: alianzas sociales estratégicas," (co-authored by Reficco, was singled out by the editors of Harvard Business Review ed. America Latina as one of the five pieces that had "most impact in Latin America's business environment" between 2002-07. The article was included in a special issue entitled "*Ideas claves HBR para América Latina*" --Key Ideas HBR for Latin America (November 2007). Since its original publication, this piece has been reprinted five times (see details below), in three different languages.

- For three straight years (2018, 2019, & 2020), Reficco has been “in the top 10% of Authors on the the Social Science Research Network (SSRN) by all-time downloads.”
- Chair or co-chair of the teaching cases track in the 2014 conference of The Business Association of Latin American Studies (BALAS). I was honored with this chairing role in subsequent editions of that same conference: 2015, 2016 and 2017.
- Chair or co-chair of the teaching cases track in the 2014 conference of the Consejo Latinoamericano de Escuela de Administración – CLADEA. was honored with this chairing role in subsequent editions of that same conference: 2015, 2016 and 2017.

## **ON-GOING RESEARCH (IN PRODUCTION)**

### **Academic papers**

- “Leveling the Playing Field: Market Orientation in Hybrid Organizing.” Ezequiel Reficco & Roberto Gutiérrez. Submitted to *Business & Society*, under review: 1st round.
- “Can transactions transform lives? Transformative value in cross-sector social partnerships.” Andrés Barrios, Ezequiel Reficco and Alfred Vernis. Submitted to *Business Ethics Quarterly*, under review: 1st round.
- "Ambidexterity in Last-mile Distribution at the Base of the Pyramid." Ezequiel Reficco & Roberto Gutiérrez. Full research paper, submitted to the BALAS 2022 Conference - Embracing Paradoxes: Organizational Performance and Societal Progress.

### **Teaching cases**

- "Plan Barrio: Nestlé’s distribution model for the Base of the Pyramids." Stage: writing of 1st draft. Co-author: Roberto Gutiérrez (Universidad de Los Andes, Colombia).

## **TEACHING PORTFOLIO**

- In almost two decades of teaching experience, I have various courses in topics such as Strategy, Non-market Strategy, Inclusive business at the Base-of-the-Pyramid (BoP), Social Innovation, Social Entrepreneurship, Corporate sustainability or Corporate Social Responsibility. I am equally

comfortable teaching at the undergraduate, post-graduate and Exec-Ed levels.

- I have been invited to teach short-term courses and workshops at various institutions, such as Yale University (USA), SciencesPo Paris (France), ESADE (Spain), University of Science School of Business (Malaysia), University of Stellenbosch Business School (South Africa), INCAE (Costa Rica), EGADE-TEC de Monterrey (Monterrey and Santa Fe campuses, Mexico), Universidad del Pacífico (Perú) CENTRUM (Perú), Universidade de São Paulo (Brazil) IAE, Universidad Austral, and Universidad de San Andrés (Argentina).
- I have a strong expertise in the case method (trained faculty in Peru, Argentina, Colombia, Mexico, Spain, Malaysia, and South Africa), developed from my HBS experience, and nurtured through the years through practice. Recent teaching activity focused in the following programs:
  - Executive MBA, targeted towards 1st and 2nd echelons of corporate executives.
  - Regular MBA, both full-time and part-time.
  - MGA (or Master of Environmental Management), which aims to offer the students the knowledge and skills to lead the integration of the environmental dimension in the strategy of any organization.
  - Executive Education, both open and in-company programs, targeted to mid- to high-level executives.

## PEER-REVIEWED PUBLICATIONS

### Academic articles

- Reficco, Ezequiel, Carlos Trujillo, María Helena Jaén, Jako Volschenk, and Azlan Amran. "Are Business Schools from the Global South Walking Their Talk? Internalizing Responsible Management Education in Africa, Asia, and Latin America." **Journal of Business Research** forthcoming (2023). <https://doi.org/10.1016/j.jbusres.2023.113906>.
- Reficco, E., Layrisse, F., & Barrios, A. (2020). From donation-based NPO to social enterprise: A journey of transformation through business-model innovation. **Journal of Business Research**. <https://doi.org/10.1016/j.jbusres.2020.01.031>

- Jaén MH, Reficco E, Berger G. (2020). Does Integrity Matter in BOP Ventures? The Role of Responsible Leadership in Inclusive Supply Chains. **Journal of Business Ethics**. <https://doi.org/10.1007/s10551-020-04518-0>.
- Layrisse, F., Reficco, E., & Barrios, A. (2020). What social enterprises can learn from the freemium business model. **Academia Revista Latinoamericana de Administración, ARLA**. [10.1108/ARLA-05-2020-0096](https://doi.org/10.1108/ARLA-05-2020-0096) Special issue on Management and Sustainability in Latin America, produced in association with the Academy of Management (AOM) specialized conference, Advancing Management Research in Latin America, Mexico City, April 15-17, 2020.
- Barrios, A., Reficco, E. and Taborda, R. (2019), "Training effects on subsistence entrepreneurs' hope and goal attainment", **Education & Training**, Vol. 61 No. 7/8, pp. 895-917. <https://doi.org/10.1108/ET-08-2018-0172>.
- Reficco, E., Jaén, M. H., & Trujillo, C. (2019). "Beyond Knowledge: A Study of Latin American Business Schools' Efforts to Deliver a Value-Based Education." **Journal of Business Ethics**, 156(3), 857–874. <https://doi.org/10.1007/s10551-017-3634-z>.
- Reficco, E., Gutiérrez, R., Jaén, M. H., & Auletta, N. (2018). "Collaboration mechanisms for sustainable innovation." **Journal of Cleaner Production**, 203, 1170–1186. <https://doi.org/10.1016/j.jclepro.2018.08.043>.
- Reficco, E., Gutiérrez, R., 2016. Organizational Ambidexterity and the Elusive Quest for Successful Implementation of BoP Ventures. **Organization & Environment**, 29, 461–485. <https://doi.org/10.1177/1086026616643136>.
- Reficco, E., & Jaén, M. H. (2015). "Case method use in shaping well-rounded Latin American MBAs." **Journal of Business Research**, 68(12), 2540–2551. <https://doi.org/10.1016/j.jbusres.2015.06.027>.
- Ogliastri, E., Prado, A., Jäger, U., Vives, A., & Reficco, E. (2015). "Social Business." In J. D. Wright (Ed.), **International Encyclopedia of the Social & Behavioral Sciences** (Second Edition) Elsevier (pp. 168–173). <https://doi.org/10.1016/B978-0-08-097086-8.73123-0>.
- Gutiérrez, Roberto, Patricia Márquez and Ezequiel Reficco (2015). "Configuration and Development of Alliance Portfolios: A Comparison of Strategic and Cross-Sector Alliances " **Journal of Business Ethics**. <https://doi.org/10.1007/s10551-015-2729-7>.

- Espinosa, A., Reficco, E., Martínez, A., & Guzmán, D. (2015). A methodology for supporting strategy implementation based on the VSM: A case study in a Latin-American multi-national. **European Journal of Operational Research**, 240, 202–212. <https://doi.org/10.1016/j.ejor.2014.06.014>.
- Jaén, María Helena, Ezequiel Reficco, and Marcela Ossa. (2014) "Can civility be taught to Latin American MBAs? Implications of case method use for the development of civic behavior in graduate managerial education." **Management Decision**, 52(9). <http://dx.doi.org/10.1108/MD-08-2013-0424>.
- Reficco, E., & Marquez, P. (2009). Inclusive Networks for Building BOP Markets. **Business & Society**, 51(3), 512–556. <https://doi.org/10.1177/0007650309332353>.
- Marquina Feldman, P., & Reficco, E. (2015). "Impacto de la responsabilidad social empresarial en el comportamiento de compra y disposición a pagar de consumidores bogotanos". **Estudios Gerenciales**, 31(137), 373–382. <https://dx.doi.org/10.1016/j.estger.2015.10.001>.
- Reficco, E., & Rueda, A. (2012). "There is a fortune at the BoP: Why aren't large corporations grabbing it?" *INCAE Business Review*, 6(2), 2–12.
- Reficco, Ezequiel, Roberto Gutiérrez and Diana Trujillo. "Empresas sociales: ¿una nueva especie?" **Revista de Administração da Universidade de São Paulo** 41, no. 4, Oct-Dec 2006, pp 404-418.
- Reficco, Ezequiel, and Enrique Ogliastri. 2009. Empresa y sociedad en América Latina: una introducción. **ACADEMIA Revista Latinoamericana de Administración** (43):1-25. <https://www.redalyc.org/articulo.oa?id=71612112002>.
- Márquez, Patricia, Ezequiel Reficco, and Gabriel Berger. "Negocios inclusivos en Latinoamérica." **Harvard Business Review** ed. América Latina, (June 2009), pp 28-38.
- Austin, James, Roberto Gutiérrez, Enrique Ogliastri, and Ezequiel Reficco. "Capitalizing on Convergence." **Stanford Social Innovation Review** (Winter 2007): 24-31.
  - Reprinted in Spanish: Austin, James, Roberto Gutiérrez, Enrique Ogliastri, and Ezequiel Reficco. "Aprovechar la convergencia." **ACADEMIA Revista Latinoamericana de Administración** Consejo Latinoamericano de Escuelas de Administración (2009), 93-106.

- Austin, James, Gustavo Herrero, and Ezequiel Reficco. "La nueva ruta: alianzas sociales estratégicas." **Harvard Business Review** ed. América Latina 82, no. 12 (December 2004): 42-56.
- Also available in Portuguese: "A nova rota: alianças sociais estratégicas", Brazilian edition of **Harvard Business Review** ed. América Latina.
- Reprinted in Spanish/English (abridged version): Portafolio, Special Issue in partnership with the Colombian American Chamber of Commerce, June 2009, pp 19-21.
- Reprinted: "Ideas claves HBR para América Latina" *Harvard Business Review* (ed. América Latina), Special anniversary issue, online version (November 2007).
- Reprinted: "La Nueva Ruta: Alianzas Sociales Estratégicas." *Management Society* February, no. 22 (2011): 34-42.
- Reprinted in English: "The New Road: Strategic Social Partnerships" *Strategy & Sponsorship* 2006.
- Reprinted in Portuguese: "A Nova Rota: Alianças Sociais Estratégicas." In *Varejo E Responsabilidade Social: Visão Estratégica E Práticas No Brasil*, edited by Gelman Jacques and Juracy Parente. Porto Alegre: Bookman, 2005.

#### Authored & co-authored books

- Austin, James, Ezequiel Reficco et al. *Social Partnering in Latin America: Lessons Drawn from Collaborations of Businesses and Civil Society Organizations*. Cambridge, MA: **Harvard University Press**, 2004
- Reprinted in Spanish: *Alianzas sociales en América Latina: enseñanzas extraídas de colaboraciones entre el sector privado y organizaciones de la sociedad civil*. **Harvard University Press**, 2005.
- Reprinted in Portuguese: *Parcerias sociais na América Latina: lições da colaboração entre empresas e organizações da sociedade civil*, **Elsevier**, Rio de Janeiro: 2005.
- Reficco, E. (2010). *Reluctant Interventions: Presidential Decision-Making in the Face of Ambiguity*. **Saabrücken**, Germany: Lambert Academic Publishing.

#### Co-edited books



- Márquez, Patricia, Ezequiel Reficco, and Gabriel Berger, eds. *Socially Inclusive Business: Engaging the poor through market initiatives in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2010.
  - Reprinted in Spanish: Márquez, Patricia, Reficco, Ezequiel, & Berger, Gabriel (Eds.). *Negocios inclusivos: Iniciativas de mercado con los pobres de iberoamérica*. Cambridge, MA: **Harvard University Press**, 2010.
- Austin, James, Roberto Gutiérrez, Enrique Ogliastri, and Ezequiel Reficco, eds. *Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2006.
  - Reprinted in Spanish: *Gestión efectiva de emprendimientos sociales. Lecciones extraídas de empresas y organizaciones de la sociedad civil en Iberoamérica*. Cambridge, MA: **Harvard University Press**, 2006.

#### Refereed book chapters with a university press

- Gutiérrez, Roberto, and Ezequiel Reficco. "Creación de Valor Social Para Abordar Vacíos Institucionales." In *La Gestión de Lo Público: Debates y Dilemas*, edited by Clemente Forero Pineda and Luis Díaz Matajira, 1st ed., 83–98. **Editorial Universidad de los Andes**, Colombia, 2014.
- Márquez, Patricia, Ezequiel Reficco, and Gabriel Berger. "A Fresh Look at Markets and the Poor." In *Socially Inclusive Business: Engaging the poor through market initiatives in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2010, pp 1-26.
- Márquez, Patricia, Ezequiel Reficco, and Gabriel Berger. "Developing Socially Inclusive Business." In *Socially Inclusive Business: Engaging the poor through market initiatives in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2010, pp 295-326.
- Reficco, Ezequiel, and Alfred Vernis. "Engaging Organizational Ecosystems in Inclusive Business." In *Socially Inclusive Business: Engaging the poor through market initiatives in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2010, pp 111–152.
- Austin, James, Roberto Gutiérrez, Enrique Ogliastri, and Ezequiel Reficco. "The Social Enterprise Approach." In *Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2006, pp 1-18.

- Reficco, Ezequiel, Roberto Gutiérrez, and Diana Trujillo. "Creating Social and Economic Value." In *Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2006, pp 253–278.
- Austin, James, Roberto Gutiérrez, Enrique Ogliastri, and Ezequiel Reficco. "Integrative Reflections." In *Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2006, 279–292.
- Márquez, Patricia, Ezequiel Reficco, and Gabriel Berger. "Conclusions: Developing Inclusive Business." In *Socially Inclusive Business: Engaging the poor through market initiatives in Iberoamerica*. Cambridge, MA: **Harvard University Press**, 2010, pp. 295-326.
- Austin, James, Herman Leonard, Ezequiel Reficco, and Jane Wei-Skillern. "Social Entrepreneurship: It's for Corporations, Too." In *Social Entrepreneurship: New Paradigms of Sustainable Social Change*, edited by Alex Nicholls. Oxford, GB: **Oxford University Press**, 2005, pp 169-180.

## NON-REFEREED PUBLICATIONS

### Co-edited journals (Guest Editor)

- **RAE-Revista de Administração de Empresas**. (2014) Aquino Alves, M., Reficco, E., & Arroyo, J. "Perspectivas sobre la situación y proyección de la responsabilidad social empresarial en América Latina." 54(1), 10–11.
- Also available in English: Aquino Alves, M., Reficco, E., & Arroyo, J. (2014). "Perspectives on the Situation and a Projection of Corporate Social Responsibility in Latin America." *RAE-Revista de Administração de Empresas*, 54(1), 10–11.
- **RAUSP - Revista de Administração da Universidade de São Paulo**, vol 54 no 1 2014. Mário Aquino Alves, Ezequiel Reficco and Juan Arroyo, Editors. Special issue on The State of Corporate Social Responsibility in Latin America.
- **ACADEMIA Revista Latinoamericana de Administración**, Consejo Latinoamericana de Escuelas de Administración & Universidad de Los Andes, vol 43, 2009. Enrique Ogliastri and Ezequiel Reficco, editors. Special number on Business and Society.

### Practice-oriented articles, non-refereed

- Reficco, E. 2006. "Towards Social Inclusion: Do Strategic Networks Work?" *ReVista Harvard Review of Latin America* **VI**(1).
- Reficco, Ezequiel. "Menos voluntarismo, más innovación: negocios inclusivos en América Latina." *INCAE Business Review*, sept-dic 2009, pp 38-48.
- Austin, James and Ezequiel Reficco. "Corporate Social Entrepreneurship," *International Journal of Not-for-Profit Law*, Sept 2009, pp 86-92. This paper is an extended version of a previous publication: "Eine umfassende Transformation des Unternehmens"(full citation below).
  - Reprinted in Polish: Austin J., Reficco, E. "Społeczna przedsiębiorczość biznesu" in: Makowski, G. (ed.) *Wymiary użyteczności społecznej. Biznes, administracja publiczna, organizacje pozarządowe a społeczeństwo obywatelskie*, Instytut Spraw Publicznych, Warszawa 2009, pp 31-40.
- Austin, James, and Ezequiel Reficco. "Eine umfassende Transformation des Unternehmens." *Ökologisches Wirtschaften*. Special Issue on Social Entrepreneurship, (June 2009), pp 25-27.

### Chapters in books

- Austin, James, Maria Helena Jaén, Ezequiel Reficco, and Alfred Vernis. "Responsible Leadership and Transformative Cross-Sector Partnering." In *Responsible Leadership*, edited by Maak Thomas and Pless Nicola. Philadelphia, PA: **Routledge**, forthcoming.
- Gutiérrez, Roberto, Patricia Márquez, Ezequiel Reficco, and Jana Schmutzler. "Evolution of an Alliance Portfolio to Develop an Inclusive Business." In *Social Partnerships and Responsible Business: A Research Handbook*, edited by May Seitanidi and Andrew Crane. London: **Routledge**, 2013.
- Reficco, Ezequiel. "As Empresas Na Sociedade: Os Limites Das Boas Intenções." In *Políticas Sociais: Ideias E Práticas*, edited by **Centro Ruth Cardoso**, 161-182. São Paulo, Brasil: Moderna, 2011.
- Reficco, Ezequiel, and Patricia Marquez. "Emprendimiento social corporativo." In *Responsabilidad social: tarea pendiente*, edited by Percy Marquina. Lima: **McGraw-Hill**, 2013.
- Gutiérrez, Roberto, and Ezequiel Reficco. "Emprendimientos para la transformación social." In *La empresa en tiempos de cambio: la RSC y los*

*negocios inclusivos*, edited by José Antonio Alonso. Madrid: **Fundación Carolina**, 2012.

- Reficco, Ezequiel, and María Helena Jaén. "Enseñanza de la Responsabilidad Social Empresarial y la metodología de aprendizaje centrada en el participante." In *Enseñanza de la RSE. Retos de las Universidades en Iberoamérica*, edited by Isabel Licha, 307-22. Buenos Aires: Programa de las Naciones Unidas para el Desarrollo; **Random House**, 2012.
- Gutiérrez, Roberto, and Ezequiel Reficco. "Emprendimientos para la transformación social." In *La empresa en tiempos de cambio: la RSC y los negocios inclusivos*, edited by José Antonio Alonso. Madrid: **Fundación Carolina**, 2012.
- Márquez, Patricia, and Ezequiel Reficco. "SMEs and Low-income Sectors." In *Small Firms, Global Markets: Competitive Challenges in the New Economy*, edited by Jerry Haar and Jörg Meyer-Stamer. London and New York: **Palgrave Macmillan**, 2007, pp 63-87.
- Austin, James, Patricia Márquez, Ezequiel Reficco et al. "Building New Business Value Chains with Low Income Sectors in Latin America." In *Business Solutions for the Global Poor: Creating Social and Economic Value*. Eds. Rangan, Kash, John Quelch, Gustavo Herrero & Brooke Barton. San Francisco: **Jossey-Bass**, 2006, pp 193-206.
- Austin, James, Herman Leonard, Ezequiel Reficco, and Jane Wei-Skillern. "Corporate Social Entrepreneurship: The New Frontier." In *The Accountable Corporation: Corporate Social Responsibility*, edited by Marc Epstein and Kirk Hanson. Westport, CT: **Praeger**, 2005, pp 237-248.
- Laver, Roberto, and Ezequiel Reficco. "Anglo-Argentine Negotiations." In *The Falklands/Malvinas Case: Breaking the Deadlock in The Anglo-Argentine Sovereignty Dispute*, edited by Roberto Laver. The Hague: **Martinus Nijhoff Publishers**, 2001, pp 121-164.

#### Teaching cases, published in international collections<sup>1</sup>

- "Ecoflora: Sustainable innovation from an emerging country." Co-author: Roberto Gutiérrez (Universidad de Los Andes School of Management, Bogotá). Case # SKE199-PDF-ENG, *SEKN Case Collection*. Oct 15, 2021.

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<sup>1</sup> Teaching cases are also subject to a double blind-review editorial process. However, since they are not academic articles they were placed under the non-refereed heading.

Available at Harvard Business Publishing's website. This case won the **2021 EFMD Case Competition**, in the category "Inclusive Business Models".

- "Internationalization at Cementos Argos." Co-authors: Luciano Ciravegna, Esteban Brennes (INCAE, Costa Rica). Case # IC0019-PDF-ENG, *CLADEA-BALAS Case Consortium*. Nov 2020. Available at Harvard Business Publishing's website. This case won the **2020 EFMD Case Competition**, in the category "Best Latin American case".
- "for&from: An Inditex Group Social Franchise." Co-author: Alfred Vernis (ESADE, Barcelona). Case # SKE195-PDF-ENG, *SEKN Case Collection*. June 2021. Available at Harvard Business Publishing's website. This case won the **2018 EFMD Case Competition**, in the category "Inclusive Business Models".
- "Lucchetti: The Making of a Multilatina," Co-author: Ariel Casarin (Universidad Adolfo Ibáñez, Santiago de Chile). Case #EG0007-PDF-ENG, *CLADEA-BALAS Case Consortium*. Aug 27, 2021. . Available at Harvard Business Publishing's website.
- "Webuycars: Finding the key to new growth in South Africa," Co-authors: Jako Volschenk and Laura Sinclair (University of Stellenbosch Business School). Case #EG0011, *CLADEA-BALAS Case Consortium*. May 18, 2022. Available at Harvard Business Publishing's website.
- "The Dilemmas of the 'Republica de Austria' Public School," Nathalia Franco, Ezequiel Reficco, Anabell González. *Social Enterprise Knowledge Network*, SEKN case # SKS-147 & SKS-148. <https://hbsp.harvard.edu/product/SKE163-PDF-ENG?Ntt=SKE163-PDF-ENG&itemFindingMethod=Search>
- "Papinotas." Ezequiel Reficco, Nathalia Franco, Felipe Estrada. *Social Enterprise Knowledge Network*, SEKN case # SKS-145 & SKS-146, 2018. <https://hbsp.harvard.edu/product/SKE161-PDF-ENG?Ntt=Papinotas&itemFindingMethod=Search>
- "Magic: Harnessing and engaged player community." Co-authors: Philip Grant, Edward Boon. *CLADEA-BALAS Case Consortium*, 2017. <https://hbsp.harvard.edu/product/AN0051-PDF-ENG?Ntt=AN0051-PDF-ENG&itemFindingMethod=Search>
- Gustavo González C, Fidel Humberto Cuéllar, Carlos Pombo and Ezequiel Reficco. "ESSA: Who do you work for?" *CLADEA-BALAS Case Consortium*,

Case # AN0033, Feb 2016. <https://hbsp.harvard.edu/product/AN0033-PDF-ENG?Ntt=AN0033&itemFindingMethod=Search>

- Luis Humberto Gáfaró Pérez, Oscar Pardo, Ezequiel Reficco, Adriana Rueda, "Direccinamiento estratgico en Constructora Botero S.A.: Cases A, B, C & D.
- Lobo, I. D., Reficco, E., & Rueda, A. (2014). Wok: A Sustainable Restaurant Chain? (p. Case # AN0003). *CLADEA-BALAS Case Consortium*. <https://hbsp.harvard.edu/search?N=&Nrpp=25&Ntt=wok>
- Ezequiel Reficco, Iván Darío Lobo and Ana Lucía Trujillo Cárdenas. "Oro Verde: building a market for sustainable gold", *Social Enterprise Knowledge Network*, 2010. <https://hbsp.harvard.edu/product/SKE150-PDF-ENG?Ntt=SKE150-PDF-ENG&itemFindingMethod=Search>
- Deshpandé, Rohit, Gustavo Herrero and Ezequiel Reficco. "Concha y Toro." Harvard Business School Case N9-507-046 (Boston: Harvard Business School Publishing, 2007). <https://hbsp.harvard.edu/product/509018-PDF-ENG?Ntt=Concha+y+Toro&itemFindingMethod=Search>
- Di Tella, Rafael M., Laura Alfaro, and Ezequiel Reficco. "Bolivia and Evo Morales." Harvard Business School Case 707-041 (Boston: Harvard Business School Publishing, 2007). <https://hbsp.harvard.edu/product/707041-PDF-ENG?Ntt=Bolivia+and+Evo+Morales&itemFindingMethod=Search>
- V. Kasturi Rangan, Brooke Barton and Ezequiel Reficco, "BHP Billiton & the Tintaya Copper Mine." Harvard Business School Case No. 506-023 (Boston: Harvard Business School Publishing, 2006). <https://hbsp.harvard.edu/product/507030-PDF-ENG?Ntt=507030-PDF-ENG&itemFindingMethod=Search>
- James Austin and Ezequiel Reficco, "Forest Stewardship Council." Harvard Business School Case No. 2-303-047 (Boston: Harvard Business School Publishing, 2005). <https://hbsp.harvard.edu/product/303047-PDF-ENG?Ntt=303047-PDF-ENG&itemFindingMethod=Search>

### Working Papers and Reports

- Austin, James and Ezequiel Reficco, Corporate Social Entrepreneurship, *Harvard Business School Working Paper Series*, No. 09-101, 2009.
- Reficco, Ezequiel, and Patricia Marquez. October 2007. Socially Inclusive Networks for Building BOP Markets. *Working Paper, School of Business Administration*, University of San Diego.

- Gabriel Berger, Ezequiel Reficco and Ricardo Hermelo, Encuesta de Responsabilidad Social Empresarial en la Argentina - Año 2005, Universidad de San Andrés & TNS Gallup Argentina, July 2005.
- Austin, James, Herman Leonard, Ezequiel Reficco, and Jane Wei-Skillern , Corporate Social Entrepreneurship: A New Vision of CSR, *Harvard Business School Working Paper Series*, No. 31, 2004.

### Conference presentations

- "Scaling up impact through platforms: The case of Hello Tractor" paper accepted to be presented at the 8th International Conference on New Business Models, Maastricht University, June 22-23, 2023.
- "Ambidexterity in Last-mile Distribution at the Base of the Pyramid," co-written with Prof. Veneta Andonova and Roberto Gutiérrez. Presented at the 2022 Annual BALAS Conference, recipient of the "University of San Diego School of Business Best Paper on Corporate Social Responsibility, Social Impact, and Social Innovation" award.
- North American Case Research Association (NACRA) 2018 Annual Conference. "For & From: Inditex Social Franchise." October 4, 2018.
- BALAS Conference 2018: Bridging Borders for Peace and Prosperity. Panel: Inclusive Business for Peace and Prosperity, Mar 21, 2018.
- BALAS Conference 2018: Bridging Borders for Peace and Prosperity. Paper accepted. "Collaboration Mechanisms to Articulate Sustainable Innovation within Value Networks," Mar 21, 2018.
- BALAS Conference 2018: Bridging Borders for Peace and Prosperity. Paper accepted. "Comparing the Impact of Business-Plan & Business-Canvas Based Training on Subsistence Entrepreneurs' Hope." Mar 21, 2018.
- Paper accepted at the 23rd International Sustainable Development Research Society Conference (Bogotá), June 2017. "Cracking the Base of the Pyramid nut: How a MNC implemented a scalable and profitable BoP program in Latin America". Ezequiel Reficco and Roberto Gutierrez.
- Paper accepted at the 23rd International Sustainable Development Research Society Conference (Bogotá), June 2017. "Value creation and distribution through sustainable enterprises". Roberto Gutierrez and Ezequiel Reficco.
- Paper accepted at the World Congress 2016 of the International Society of Business, Economics and Ethics, Shanghai, PRC, July 2016. "Beyond

technical training: B-schools' response to societal demands for ethical change in Latin America", Ezequiel Reficco, María Helena Jaén, Carlos Trujillo.

- Paper accepted at the Global Cleaner Production & Sustainable Consumption Conference. "Value system innovation and stakeholder engagement in Latin-American sustainable enterprises". Ezequiel Reficco, Roberto Gutiérrez, María Helena Jaén and Nunzia Auletta. Sitges (Barcelona), 2015.
- Paper accepted at the Global Cleaner Production & Sustainable Consumption Conference. "Balanced distribution of value and sustainable business models". Roberto Gutiérrez and Ezequiel Reficco. Sitges (Barcelona), 2015.
- Keynote speaker at the GRONEN (Group for Research on Organizations and the Natural Environment) Research Conference 2014. Aalto University School of Business (Finland). Prof. Ezequiel Reficco: "Business with the BoP: good prospects, unsuspected players".
- Paper accepted at the Fourth Research Colloquium on Social Entrepreneurship, organized jointly by Duke's Center for the Advancement of Social Entrepreneurship (CASE) and Oxford's Skoll Center for Social Entrepreneurship, and held at Duke University's Fuqua School of Business, June 27-30, 2011. Patricia Márquez, Roberto Gutiérrez and Ezequiel Reficco, "Transformational power of Inclusive business models."
- "Corporate Sustainability and Social Entrepreneurship Case Laboratory: What makes an excellent case?," presentation to be delivered during the 2011 Academy of Management Conference, to be held on Friday, Aug 12, in San Antonio/Texas.
- Paper accepted at the 6th Annual Satter Conference on Social Entrepreneurship, NYU Stern School of Business, New York, NY 10012, November 4-6, 2009. Patricia Márquez and Ezequiel Reficco, "Social Entrepreneurship and Inclusive Business."
- "Engaging the ecosystem: The role of partnerships in inclusive business", presented at the VI Inter-American Conference on CSR: The Business of Inclusion; organized by the Inter-American Development Bank, Cartagena de Indias, Colombia, December 4 -5, 2008.



- “Socially inclusive market-based initiatives”, presented at the "Negócios socialmente inclusivos: desafios na cadeia de reciclagem" seminar organized by the Universidade de São Paulo, Brazil. , October 10, 2008
- “Socially Inclusive Business in Latin America: Main Research Findings”, presentation made by Patricia Márquez, Ezequiel Reficco and Gabriel Berger at the Challenges and Opportunities of Inclusive Businesses Research Colloquium, held at the Harvard Business School, Boston, MA, Monday, August 4, 2008.
- “Socially Inclusive Networks for Building BOP Markets”, presentation made by Ezequiel Reficco and Patricia Márquez at the “Utilities at the Base of the Pyramid" workshop, organized by the University of San Diego, School of Business Administration. San Diego, CA, May 2nd, 2008.
- “Collaborations in Organizational Ecosystems for Market Initiatives with LIS”, Gutierrez, R.; Marquez, P.; Reficco, E.; and Vernis, A. Paper presented at the “Doing Well By Doing Good” conference; organized by the Academy of Management, Philadelphia, PA, 2007.
- "Effective Management of Social Enterprise: Concluding Reflections", presented at the "IV Inter-American Conference on Corporate Social Responsibility: Good Business for All;" organized by the Inter-American Development Bank, Salvador, Brazil, December 10-12, 2006.
- Panel Chair, Fall 2006 Seminar: “Corporate Social Responsibility In Latin America: Trends And Challenges” organized by the David Rockefeller Center for Latin American Studies, Harvard University, New York, October 6, 2006.
- "Inserción exitosa en contextos turbulentos," IV Simposio de Responsabilidad Social Empresarial en las Américas, July 19-20, 2006, Cancun, Mexico. Organized by the Asociación Regional de Empresas de Petróleo y Gas Natural en Latinoamérica y el Caribe (ARPEL).
- “Inclusión de SBI en cadenas de valor;” presented at the III Ciclo de Capacitación en Responsabilidad Social Empresaria: Estrategias de inversión social corporativa: Iniciativas empresarias en respuesta a los grandes desafíos sociales, June 29, 2006, Buenos Aires, Argentina. Organized by AMCHAM (American Chamber of Commerce in Argentina), in partnership with the Universidad de San Andrés
- Celli, Josefina Bruni, Patricia Márquez, Alfred Vernis Domènech, Daniel Arenas, Roberto Gutiérrez, and Ezequiel Reficco. "Social Enterprises in Iberoamerica: What Makes Them Work?" Paper presented at the 4th

International Meeting of the Iberoamerican Academy of Management, "Management, Knowledge and Flexibility", Lisbon, Portugal December, 2005.

- Austin, James, Patricia Marquez, Cristina Fedato, and Ezequiel Reficco. "Business Engagement with Low Income Sectors in Latin America." Paper presented at the research symposium "The Business of Reaching the Global Poor", organized by Harvard Business School. Boston, MA December 1-3, 2005.
- "Encuesta de Responsabilidad Social Empresarial en la Argentina," presented at the III Conferencia Argentina de Responsabilidad Social Empresaria, organized by Fundación Tucumán. Salta, Argentina, November 2005.
- "Los grandes eventos deportivos como promotores de los valores deportivos, sociales y medioambientales," Illes Balears Forum. Sport and Tourism Global Network for Development of Regions. Palma de Mallorca, Spain. November 2005.
- "The Valencia Summit: New Trends in Management of Major Sports Events;" organized by the Noos Institute, Valencia, Spain, October 2005.
- "Strategic Cross-Sector Partnerships in Latin America," presented at "Management in Iberoamerica: Lessons and Challenges in the Global Arena", organized by the Business Association of Latin American Studies, Madrid, Spain, May 2005.

## RESEARCH GRANTS

Secured a grant of US\$ 700,000 to fund research, outreach and additional activities, structured around a think-tank of inclusive distribution networks (Observatorio SCALA). This initiative was founded with the mission of generating and disseminating relevant knowledge, structuring a support network for practitioners, and disseminating lessons learned from best in class experiences. Funds were provided by the International Development Research Center (IRDC) and the Multilateral Investment Fund (FOMIN) of the Inter-American Development Bank (IDB). September 2015.

## IN-COMPANY TRAINING AND CONSULTING ENGAGEMENTS

- **Universidad Iberoamericana.** Bogotá, Colombia. December 2016 & March 2017.

- **Cartagena Chamber of Commerce.** Cartagena de Indias, Colombia. December 2016.
- **Publicaciones Semana, S.A.** Bogotá, Colombia. February to July, 2016.
- ISAGEN, Medellín, Colombia. Various engagements (in reverse order): June 2014, September 2013, and October 2011.
- **Tiendas Juan Valdez,** PROCAFECOL S.A., Bogotá, Colombia, November 2013.
- **Multilateral Investment Fund.** Washington, DC, Dec 2012-Feb 2013.
- Grupo Marval S.A., Bogotá, Colombia. Two engagements: Jan-Apr 2012, and then Aug 2012-March 2013.
- **SNV** (Stichting Nederlandse Vrijwilligers, or the Netherlands Development Organization), Quito, Ecuador, 2012.
- **Grünenthal Latin America,** Bogotá, Colombia, 2012.
- **Descont S.A.** E.S.P., Bogotá, Colombia, 2012.
- **Consejo Coordinador Empresarial,** Mexican chapter of the WBCSD, and the Inter American Development Bank. Program assessment: Desarrollo de nuevas oportunidades de mercado en la Base Económica de la Pirámide, December 2010-June 2011.
- **BBVA Colombia,** November 2010-January 2011.
- **Inter-American Development Bank.** Opportunities for the Majority, Buenos Aires Roundtable, Dec 2009.
- **Coca-Cola Argentina,** “Viviendo positivamente” campaign, on bringing sustainability to all aspects of the organization. Buenos Aires, Nov-Dec 2008.
- **Avina Foundation,** Regional Workshop on Inclusive Businesses, Santiago, Chile, November 2007.
- **Johnson & Johnson,** Latin America-Caribbean Contributions Committee, Buenos Aires, Argentina, September 2007. Miami, FL, September 2009. Bogotá, Colombia, September 2010.
- **Quinsa Group** (Quilmes Industrial S.A.), member of InBev, Universidad de San Andrés, May 2007.
- **Krafts Food,** Kraft Latin American Management Meeting, Costa Do Sauipe, Brazil, November 2006.
- **Grupo Arcor,** Buenos Aires, Argentina, August 2006.
- **BBVA Banco Francés,** Argentina, November 2006.

## **ACADEMIC MANAGEMENT**

- Editor, The Case Hub, EGADE Business School, Tecnológico de Monterrey. August 2019 to date.
- Chair of Strategy Department, Universidad de Los Andes School of Management. June 2015 to December 2018.
- Editor, Center for Participant Centered Learning, Universidad de Los Andes School of Management, 2011 to 2018.
- Buenos Aires chapter of the Global Executive MBA (GEMBA), ESADE Business School, Buenos Aires, November 2008.
- Coordinated Case Development Program at Universidad de San Andrés, 2007-8, Buenos Aires.
- Social Enterprise Knowledge Network; Harvard Business School, Boston, MA. Played a pivotal role in the launching of the SEKN, a partnership between HBS, the AVINA Foundation and leading business schools from Latin America. Managed relations with partners and provided overall leadership of the organization. Supported and advised member institutions in field research, analysis of collected information, and writing of case-studies. Designed research protocol that guided data collection of the network. Coordinates knowledge creation of the network.
- Armenian Diplomatic Training Program; The Fletcher School of Law & Diplomacy, Tufts University, 1999-2000. The ADTP emerged from a partnership between the Fletcher School, the Tavitian Foundation and the Armenian Ministry of Foreign Affairs. Designed, implemented and administered successfully two consecutive editions of the program. Interviewed and recruited faculty, monitored students' performance. Trained more than 50 diplomats; budget of each program: US\$ 570,000.

## **MEMBERSHIP IN BOARDS**

- The Inditex group, Arteixo, Galicia, Spain, one of the worlds' largest fashion corporations, with 2.265 stores in 56 countries. Owners of world-renowned Zara stores, plus seven additional retail chains. Member of Social Council --a governance body specialized in the social & environmental strategy of the group's business units. A member from 2006 to date.
- Ayuda en Acción, global NGO. Member of Advisory Board of Colombian chapter. 2013-2018.

## **LANGUAGE PROFICIENCY**

- English: Fluent
- Catalan: Fluent
- French: Conversant
- Portuguese: Conversant
- Spanish: Native