

FACTOR DE ÉXITO

¡La clave está en la diferenciación!

ATLANTA



@RevistaFactordeExito
f Revista Factor de Exito
www.revistafactordeexito.com
X @RevistaFDE

Joe Carrico

CEO & Fundador, TriNexa & Safety Link

**Leading the Convergence: Technology
Talent, and Transformation in the Business World**

CRIDER
FOODS

Talent and technology: The intersection point in digital transformation

Edgar Pérez

International Speaker and
Technology Innovation Expert

"Communication is the bridge
between innovation and
adoption."

Eliecer Trillos

Senior Technical Support Engineer and
Expert in Digital Transformation

Transforming Talent in
the Digital Era: A Vision of
Innovative Leadership

Ramón Fauria

Founder & CEO of Experience RF | High-
impact speaker and expert in mindset,
communication, and influence

Transformational Leadership with
Purpose: the art of influencing,
moving people, and leaving a mark
in the digital era

Gente de Éxito

Diego Ledesma

Organizational Transformation and
Digital Leadership Consultant

"AI does not replace human
sensitivity, it amplifies it."



Revitalizing **SERUM**

📷 jannetskinicare



¡Devuélvele el brillo a tu piel!

*Rejuvenece con nuestro Sérum Revitalizante: Hidratación
Profunda y Antioxidantes para una piel radiante.*

¡Transfórmala hoy y luce tu mejor versión!

www.jannetskinicare.com

EXPO 2025

FACTOR DE ÉXITO

LIDERAZGO EMPRESARIAL
Y DE NEGOCIOS

Sostenibilidad y Convergencia: El futuro de los negocios en el Caribe

Real Estate | Energía Renovable | Turismo | MiPymes

24 y 25 de octubre 2025

Hotel Sanctuary Cap Cana

• ¿Por qué participar?

- Conexiones directas con inversionistas y decisores de alto nivel
- Proyectos inmobiliarios exclusivos y oportunidades de inversión premium
- Networking estratégico con líderes empresariales globales



• Un encuentro diseñado para:

- Desarrolladores inmobiliarios de clase mundial
- Fondos de inversión internacionales
- Operadores hoteleros de prestigio global
- Líderes en energías renovables
- MiPymes innovadoras

¡Asegure su lugar en el evento empresarial más exclusivo del Caribe!

Sea parte del futuro empresarial del Caribe:
cada conexión es una oportunidad
para crear el próximo gran proyecto regional.

Acceda a la información aquí



Technology evolves,
but it is talent that
turns it into progress.

Isabel Figueroa de Rolo

CEO & Editorial Director, Factor de Éxito

EIn a world where digital advances at dizzying speed, we face an undeniable truth: digital transformation is not an option—it is a necessity. Yet there is something this revolution cannot—and should not—replace: the human factor.

Technology evolves, but it is talent that turns it into progress.

In this international edition of Factor de Éxito, we explore the intersection where human capital and technology converge to redefine the present and build the future. From voices leading digital banking, to experts in artificial intelligence applied to recruitment, to leadership mentors who understand that without human skills there is no sustainable innovation, one transversal truth emerges: digital transformation is only as deep as the talent that drives it.

According to a McKinsey & Company study, 87% of organizations worldwide already face digital skills gaps, and 61% report that these gaps have become more critical since the pandemic. Meanwhile, the World Economic Forum projects that more than 40% of current job skills will change by 2027 due to the rise of automation, artificial intelligence, and machine learning.

This forces us into a vital reflection: those who do not embrace digital transformation will be replaced by those who are prepared to lead it.

It is not only about learning new tools, but about relearning how we lead, how we communicate, and how we solve problems in ever-changing environments. The most successful companies are not those that invest the most in technology, but those that train, value,

and listen to their people. Because even the most sophisticated AI requires purpose, context, and ethics—and only humans can provide that.

In this special edition, the testimonies we share reflect a cultural shift that is no longer the future but the present. From major cities to emerging regions, from disruptive startups to established corporations, we see how human talent is the true engine of digital transformation.

Today more than ever, leadership is defined by the ability to adapt and to keep learning. Those who develop technical skills but fail to cultivate strategic and human vision will fall short. That is why, at Factor de Éxito, we are committed to highlighting those who are leading this new era with the understanding that technology is the means, but talent is the end.

This edition is a tribute to those who are changing the rules of the game. To those who understand that there is no digital transformation without human transformation. To the leaders of today who are already building the future.



Desarrolla tu Liderazgo Con Evidencia Neurocientífica

Nuestros **entrenamientos**

- ✓ Autorregulación emocional
- ✓ Toma de decisiones consciente
- ✓ Motivación basada en el cerebro

social
Website



[contenido]

portada



Leading the
Convergence:
Technology,
Talent
and
Transformation
in the Business
World

pág.
12

Joe Carrico

CEO & Fundador, TriNexa & Safety Link

interview



Transforming Talent
Through Technology: An
Innovative Approach to
Organizational Success

pág.
20

Juana Martínez Vizcaíno

Project Manager | Expert in Project Management,
Digital Transformation, and Talent Development

interview



“Communication is the bridge
between innovation and adoption.”

pág.
26

Edgar Pérez

International Speaker and
Technology Innovation Expert

interview



Transforming Talent in
the Digital Era: A Vision of
Innovative Leadership

pág.
30

Eliecer Trillos

Senior Technical Support Engineer
and Expert in Digital Transformation

interview



Transformational
Leadership with Purpose:
the art of influencing,
moving people, and leaving
a mark in the digital era

pág.
34

Ramón Fauria

Founder & CEO of Experience RF | High-impact speaker and
expert in mindset, communication, and influence

Gente de éxito



“AI does not replace human
sensitivity, it amplifies it.”

pág.
54

Diego Ledesma

Organizational Transformation and
Digital Leadership Consultant

► Factor de Éxito Magazine Atlanta Edition 18, Year 4



APUNTA Y ACCEDE
A TODAS NUESTRAS EDICIONES



CEO and Editorial Director:
Isabel Mariella Figueroa de Rolo
i.figueroaderolo@revistafactordeexito.com

Administration and Finance Director:
Isabel Cristina Rolo Figueroa

Executive Committee:
Héctor Rolo - Isabel Figueroa de Rolo
Andrés García - Isabel Cristina Rolo Figueroa
Arianna Rolo Figueroa

CEO – Editorial Director:
Isabel Figueroa de Rolo

Art Director:
Héctor Rolo Pinto

Marketing Director:
Arianna Rolo

Communications Coordinator:
Eidrix Polanco

Editorial Staff:
Isamar Febres

Commercial Advisor:
Rosely Matos

Administrative Secretary:
Eimy Pimentel

Digital Content Manager:
Tina Pérez
Lina Bsis

Web Master:
Juan Rebolledo

Digital Marketing Manager:
Jacqueline Leon

Design and Layout:
Luis Gota
Daniel E. Gota
Hermes Flores

Portada:
Joe Carrico
CEO & Fundador, TriNexa & Safety Link

Contributors of this Edition:
Gustavos dos Santos
Jeannina Valenzuela
Andres Silva Arancibia
Alvaro Cuco De Venegas
Amarilis González
Gonzalo Zermeño

Revista Factor de Éxito Atlanta
Instagram: @RevistaFactordeExito
Twitter: @RevistaFDE
Facebook: Revista Factor de Éxito
www.revistafactordeexito.com

Sede Principal:
Factor de Éxito Rolga Group SRL
RNC 1-3135817-9
Dirección: Av. Lope de Vega #29, Novo Centro. Nivel 3.
Local C-6.
Ensanche Naco. Santo Domingo.
Teléfonos: +1 829.340.5724 – 809.542.2479
info@revistafactordeexito.com

Diplomacy and Business

The Gwinnett Chamber of Commerce and Society organized a successful edition of Global Atlanta's Consular Conversations: OTP series, with the Dominican Republic as the featured country. Presented by Miller & Martin LLC, the event brought together more than 100 attendees interested in exploring new opportunities for investment and global business expansion.

The Consul General of the Dominican Republic in New Orleans, Rosa Yanina Torres Tamares, delivered remarks underscoring the country's strategic position in global trade, tourism, and economic development. She also highlighted the strong diplomatic and commercial ties the nation maintains with Georgia and the U.S. Southeast.

A roundtable followed featuring Miguel Ángel Santana Galva, vice



consul and head of Trade and Investment Affairs, alongside representatives from Dominican and local companies with operations in Georgia. The panel addressed real-world investment cases, import-export logistics, and the value of bilateral partnerships in driving economic growth.

The program, moderated by Trevor Williams, editor-in-chief of Global Atlanta, reinforced Gwinnett's role as a hub for international commercial connections. The day concluded with a cultural lunch prepared by Latin Fresh, adding a culinary touch to an event centered on diplomacy, business, and international cooperation.

Corporate Volunteering

In Atlanta, a city recognized for its civic leadership and commitment to social innovation, corporate service days have become a significant business tradition. These initiatives allow employees to devote paid work time to volunteer activities that benefit the community, combining social impact with stronger teamwork and a shared sense of purpose.

Several companies with a presence in Atlanta are leading these efforts. Ryan LLC, a Texas-based tax services and software provider, recently celebrated its tenth RyanSHARES Day. Aiming for full participation, 233 Atlanta employees volunteered on projects focused on food insecurity, pet safety, and other causes, in addition to making donations.



Warner Bros. Discovery also mobilizes its Atlanta employees through its Day of Impact, which in 2024 brought together hundreds of local volunteers for actions focused on supporting vulnerable communities, protecting the environment, and expanding professional opportunities. For its part, Bank of America promotes Global Volunteer Month, during

which nearly half of its Atlanta workforce participated in projects with organizations such as Habitat for Humanity and Covenant House.

The Corporate Volunteer Council of Atlanta (CVC) supports companies interested in implementing these initiatives, offering resources and best practices to maximize their impact.

Investment in Audiovisual Talent

The Georgia Film Academy celebrated the opening of a new 32,000-square-foot training center at Assembly Studios in Doraville, underscoring the growth of the film and television industry in the state. This modern space, located next to the Assembly Atlanta campus, is equipped with soundstages, classrooms, and cutting-edge

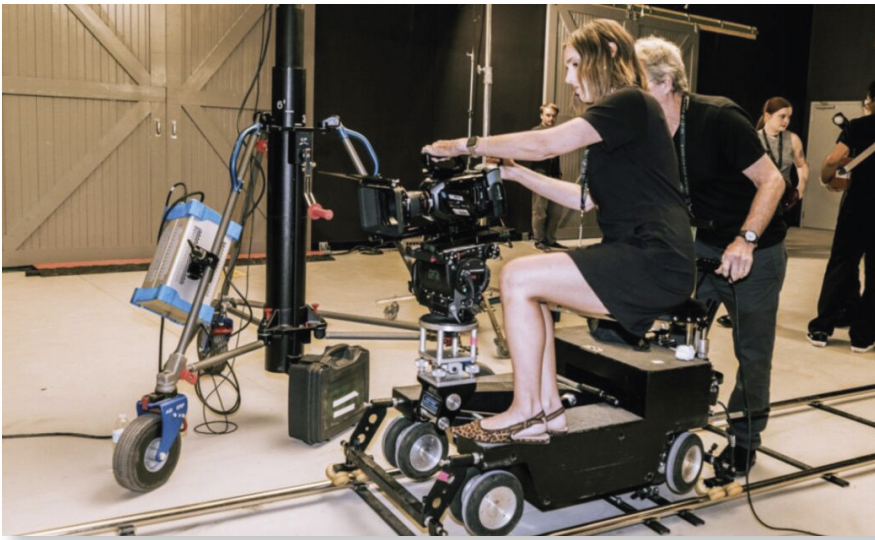
technology that simulates real production environments.

The inauguration brought together academic and industry leaders such as Sonny Perdue, Chancellor of the University System of Georgia; Lee Thomas, Deputy Commissioner of the Georgia Film Office; Hilton H. Howell Jr., Chief Executive Officer

of Gray Media; and Scott Votaw, Associate Vice Chancellor at the Georgia Film Academy. All agreed that the new facility will drive the development of local talent and offer professional opportunities in the competitive entertainment sector.

The academic offering includes certifications in film and television production, postproduction, live production, streaming, and esports, along with paid apprenticeship programs that provide experience on professional sets. Alumni of the academy have already worked on high-profile productions such as *Black Panther: Wakanda Forever*, *Creed III*, and *Stranger Things*.

This project strengthens the academy's statewide network, which includes its headquarters at Trilith Studios and five additional satellite centers, cementing Georgia's position as a hub of innovation and training for the audiovisual industry.



Highlighting Leadership

The Georgia Chamber of Commerce held its Annual Congressional Summit at the Columbus Convention & Trade Center, an event that brought together business leaders, state officials, local dignitaries, and representatives from multiple regional chambers of commerce, including those of Brunswick-Golden Isles, Albany, Macon, Warner Robins, Harris, and Pooler.

One of the most notable moments was the presentation of the inaugural Blanchard Servant Leader Award to Shan Cooper, founder and CEO of Journey Forward Strategies LLC. The recognition was delivered in person by James Blanchard,

former CEO of Synovus and Cooper's mentor, whose legacy inspired the creation of the award. Visibly moved, Cooper expressed her gratitude and recalled the importance of service-based leadership, a value that shaped her career in senior roles at Lockheed Martin and WestRock.

The ceremony also featured prominent African American leaders in politics and industry, including Congressman Sanford Bishop, a leading Democrat in Columbus, and Delois Dee Marsh, vice president of the Columbus Airport Commission, who highlighted the importance of making Black voices visible in leadership spaces.



The event reaffirmed the Georgia Chamber of Commerce's mission to strengthen business and community ties while honoring figures who embody inclusive and transformative leadership.

Commitment to Its People

PulteGroup, Inc. (NYSE: PHM), the third-largest homebuilder in the United States, received Great Place to Work® Certification for 2025 for the seventh time, a recognition based exclusively on employee feedback. This year, 93% of employees rated the company an excellent place to work, far above the national average of 57%.

Ryan Marshall, PulteGroup's president and chief executive officer, highlighted that this achievement reflects the company's commitment to its people, even amid dynamic market conditions. He underscored that the company's success is grounded in the dedication and integrity of its team members.



With 75 years of experience, PulteGroup maintains a people-centered organizational culture in which mutual respect and support are fundamental pillars. Its initiatives include voluntary Business Resource Groups, the Built to Honor community program—which provides mortgage-free homes to veterans—and professional development programs.

Kevin Henry, human resources director, emphasized that this recognition holds special value because it comes directly from employees, who validate the authenticity of the corporate culture.

Great Place to Work® recognized PulteGroup's ongoing effort to create a work environment that fosters innovation, engagement, and a sense of purpose.

Leadership and Practical Advice

Revolution Entertainment Services announced the creation of Revolution HR, LLC, a new division focused on supporting clients with comprehensive human resources solutions. Over the past three years, the company had already been providing advisory services in this area, but it is now formalizing the offering to respond in a more structured way to the needs of the entertainment industry.

Revolution HR's approach is grounded in the motto "Listen and offer practical advice," inspired by Reclaiming Ethical Leadership by Russell Davis, the company's Chief Operating Officer. Guided by this principle, the organization promotes six fundamental rules for responsible leadership: Accountability, Drive, Values, Integrity, Communication, and Execution (together forming the acronym ADVICE). These guidelines



REVOLUTION
ENTERTAINMENT SERVICES

enable advisors to deliver sound, practical guidance aligned with the needs of both individuals and organizations.

The new service addresses key issues such as employee onboarding, Affordable Care Act (ACA) compliance, benefits administration, best practices, and the creation of respectful workplaces. Revolution HR aims to be a strategic partner for production companies that

lack an in-house HR team or that require additional support to ensure regulatory compliance and operational efficiency.

With this initiative, Revolution reinforces its commitment to offering end-to-end solutions for the industry—from payroll and accounting to human resources and leadership development—thus consolidating its role as a comprehensive production partner.

Atlanta: Epicenter of the Digital Economy

The 2025 Atlanta Digital World Summit (ADWS) returns for the third consecutive year and will take place on September 16 at Skillshot Media, a renowned esports and digital production hub in Atlanta. The event will bring together leaders in fintech, video games, esports, entertainment, and sports technology, with the goal of promoting innovation and collaboration among traditionally separate industries.

The program will feature four executive panels. The first will address how financial technologies are driving digital growth in sectors such as video games, entertainment, and sports, with participants from Georgia

Banking Company, Greenslate, Xsolla Pay, and Checkout.com.

The second panel, focused on video games and esports, will explore the business behind being a professional player, featuring figures such as Todd Harris, Titus Walker, and acclaimed international gamers.

The entertainment panel will examine the impact of creative technologies on culture and industry, with executives from Electric Owl Studios, The Hype Magazine, and prominent music producers.

Finally, the sports technology panel will bring together



representatives from Warner Bros. Discovery, the Atlanta Hawks, The Atlanta Vibe, and SeventySix Capital to discuss how data, innovation, and community are shaping the future of sports.

The summit is establishing itself as a key forum for understanding the integration of the digital economy in Atlanta and around the world.

Diversity on Screen

Latinas in Media Atlanta (LIMA) announced a partnership with the Peaberry Film Festival to spotlight the talent of Latino filmmakers at the festival's 2025 edition, to be held October 3–5 at the historic Canton Theatre in Canton, Georgia.

The collaboration will present a special block of Latin films—both narrative and documentary—in Spanish, English, and Spanglish, with the aim of amplifying authentic stories, celebrating cultural diversity, and increasing visibility for new voices in independent cinema.

Denise Santos, founder of LIMA, expressed her enthusiasm for the initiative, recalling that the collaboration was born after early conversations with Brent Lambert-Zaffino, director of the Peaberry Film Festival, who



committed to creating space for Latin representation. Santos emphasized that this alliance represents “more than a screening: it’s a collective celebration of our voices and of the independent film community.”

Beyond the screenings, the event will include live music, cuisine,

and the participation of a surprise guest judge, creating a festive and culturally enriching atmosphere.

Organizers invited filmmakers to submit their work by August 15, 2025 (with an extended deadline of September 7). More information is available at www.LatinasInMediaATL.com and www.PeaberryFest.org.

A photograph of Joe Carrico, CEO and founder of TriNexa and Safety Link, speaking at a presentation. He is a middle-aged man with glasses, wearing a light blue and white striped button-down shirt. He is pointing his right index finger towards the audience. In the background, a large screen displays a presentation slide with the text "Dealing W" and a green arrow graphic. The foreground shows the back of a person's head with long brown hair, and a portion of a red and black patterned garment is visible on the left.

Leading the Convergence: Technology, Talent and Transformation in the Business World

Joe Carrico

CEO & Fundador, TriNexa & Safety Link

"It's not really about policies and procedures—it's about connection and understanding the culture. Who are your people? What do they value?"

In a business landscape where technology constantly redefines the limits of what's possible, Joe Carrico emerges as a leader who has forged his path from adversity to entrepreneurial success. Arriving in the United States as a Brazilian immigrant with limited command of English, Carrico turned each obstacle into a learning opportunity. His story is a testament to perseverance: from overcoming language barriers to complementing his training with executive studies at Harvard and Cornell, thus building a solid foundation for his future entrepreneurial foray.

With more than 25 years leading human resources, safety, and operations across various industries, Carrico held strategic positions at companies such as EnviroSpark Energy Solutions and Baldor Specialty Foods before taking the entrepreneurial leap. His multicultural experience—including projects in Mexico, Brazil, and China—gave him a unique perspective on how cultural differences impact talent management and technology implementation. This global vision is clearly reflected in the bilingual design of Safety Link, a platform conceived from the outset to be culturally adaptable.

For this issue of Factor de Éxito Atlanta, focused on how leaders are navigating the convergence between human talent and digital transformation, the conversation with Joe Carrico offers invaluable insights. Throughout the interview, we explore how his personal experience as an immigrant has shaped his approach to technology and leadership, and how his companies are redefining compliance management and talent development in a world that is increasingly automated yet hungry for authentic human connection.

Through TriNexa and Safety Link, Carrico is redefining how organizations manage regulatory compliance and talent development, using artificial intelligence as a tool to unlock human potential. As he mentions in the interview, his approach integrates automation for routine processes while preserving human judgment for critical decisions: “Automation handles the routine; people handle judgment.” This balance reflects his conviction that technology should complement—not dehumanize—the employee experience.

As the founder of TriNexa and Safety Link, you have created the “first integrated HR + Safety ecosystem.” How are you using AI and other emerging technologies to transform these traditionally labor-intensive fields?

It's important to note that while there are other HR and safety platforms on the market, many are “fill-in-the-blank” solutions that fail to meet the core requirement of the Occupational Safety and Health Administration (OSHA): each facility must have site-specific safety policies that address real risks. The only way to achieve this is by walking the plant floor and building tailored programs. That's where we differentiate.

At TriNexa and Safety Link, our mission is simple: we serve as your full HR and Safety department—or support your existing team—so you can focus on growing your business. We help minimize risk, strengthen regulatory compliance, and protect your company's future. What makes us unique is that all our clients receive this service at no additional cost, and we also provide free training for all new clients as part of our onboarding.

In addition, we're backed by one of the most respected names in safety law. Ed Foulke, former Assistant Secretary of OSHA under President George W. Bush and currently a partner at Fisher & Phillips, serves on our advisory board. This means our clients get not only technology and expertise, but also the credibility of being supported by one of the top OSHA attorneys in the country.

On the technology side, AI is already a critical component of everyday business, and we use it to automate repetitive yet essential tasks like training assignments, OSHA recordkeeping, and tracking corrective actions. But AI does more than send reminders: it identifies trends in incidents, inspections, and audits so risks are detected before they become accidents. In HR, TriNexa integrates workforce data with safety information, giving leaders a complete view of their people. Most importantly, AI is a tool; it will never replace the human component. Leaders still have to guide, hold people accountable, and connect with their teams. Our technology is designed to free leaders from paperwork so they can focus on culture, development, and strategy.



Could you share some concrete figures on the impact your technological solutions have had? For example, what percentage reduction in safety incidents or improvement in compliance have your clients experienced since implementing Safety Link?

Our clients typically see a 30–40% reduction in recordable safety incidents within the first year of implementation. We’ve also seen compliance audit scores improve by as much as 50% because policies, inspections, and training are automated, tracked, and transparent. At a metal recycling plant, for instance, incident rates were cut nearly in half after digitizing inspections and delivering bilingual safety training.

But it’s important to remember that it’s not just AI or training that drives results—it’s leadership. Every CEO and leader must be fully committed to safety. If employees feel the company doesn’t care, morale sinks, productivity suffers, and accidents continue.

I’ll share a personal story. When I interviewed for a role at a recycling company years ago, the CEO told me he only had 30 minutes. We ended up talking for four hours. What convinced me wasn’t the salary—it was that he genuinely cared about people. I was hired as

HR and Safety Manager, and I told him, “I don’t know anything about safety, but I’m going to learn.” That’s where my journey began.

At the time, the company’s Experience Modification Rate (EMR) was 2.67—among the worst in the industry, signaling a broken culture and skyrocketing insurance costs. I worked in every department to understand the jobs, the risks, and—most importantly—the people. I realized the real problem wasn’t safety procedures; it was leadership and morale.

I trained at Georgia Tech, became an OSHA-authorized trainer, and developed a management training program that taught leaders how to lead, how to engage their people, and how to make safety a priority across the company. In just two and a half years, we brought that EMR down from 2.67 to 0.67—the best in the U.S. recycling industry at the time. The insurer’s president flew in to ask how I’d done it. My answer was simple: I didn’t—our employees did. I just became the conductor.

The lesson is clear: when leaders understand their people, build trust, and make safety a true priority, morale and productivity rise—and the results speak for themselves.

With your command of three languages and international experience in Mexico, Brazil, and China, how does this global perspective influence the development of technological solutions that are culturally adaptable for diverse workforces?

It's not really about policies and procedures—it's about connection and understanding the culture. Who are your people? What do they value? A safety policy or an HR process can be written in any language, but if it doesn't truly connect with your team, it will fail.

Having worked in Latin America and Asia, I've seen firsthand how communication styles, regulatory expectations, and cultural norms can vary dramatically. That perspective not only shaped the way I lead; it also inspires me to expand Safety Link beyond the U.S. We're not just building software—we're building a platform that adapts to people wherever they are in the world. That's why Safety Link was designed from day one to be bilingual (English/Spanish) and easily expandable to Portuguese and Mandarin.

Our focus isn't just translation, but cultural adaptation—making sure policies and training truly resonate with people, connect with them, and ultimately protect them. Because at the end of the day, when people feel safe and understood, morale rises, productivity improves, and the entire organization performs at a higher level.

You went from being a Brazilian immigrant with limited English to a senior executive and now a founder. What role has technology played in your own professional development, and how does that influence your approaches to talent management?

When I first arrived in the U.S., my English was limited, but tools like online learning platforms, translation software, and later digital HR systems helped accelerate my growth. Over time, I also invested in myself by taking executive courses at Harvard and Cornell to broaden my knowledge and leadership skills. From personal experience, I know how technology can level the playing field for someone willing to work hard.

That's why our team designs every solution to be intuitive and accessible—so employees at any level can succeed. For me, talent management isn't



about bureaucracy; it's about empowering people. It's essential for the new generation to embrace technology, but they also need access, guidance, and support to make the most of it.

I believe universities today should revisit their curricula. We've invested heavily in teaching technology, data, and tools—but what's missing is teaching people how to lead. In the real world, organizations don't fail for lack of technology; they fail when managers don't know how to lead people. Leadership, accountability, and human connection should be taught alongside technology, because the next generation needs both to succeed.

Based on your experience at EnviroSpark Energy Solutions, how do you view the intersection of sustainability, human capital, and digital transformation—especially in emerging sectors like electric-vehicle infrastructure?

Sustainability isn't just about energy—it's about people. At EnviroSpark we saw that installing electric-vehicle infrastructure required not only cutting-edge technology but also a safe, trained, and motivated workforce. Digital platforms like ours ensure that fast-growing industries don't sacrifice safety or culture in the race to scale. I believe sustainability, digital transformation, and human capital are inseparable—if you don't invest in your people, the technology and infrastructure won't reach their full potential.

Your Safety Link platform uses AI for regulatory compliance. Could you explain how you balance automation with human judgment in sensitive areas like workplace safety and OSHA compliance?

Automation handles the routine; people handle judgment. For example, Safety Link will automatically flag overdue inspections or identify a trend in forklift near-misses. But the decision on how to address those findings still rests with supervisors and safety professionals. We built the platform with a "human-in-the-loop" design: AI provides the data; humans provide the context. That balance keeps compliance strong without creating a blind dependence on machines.

At a time when many companies are looking to automate HR processes, how do you ensure that technology complements rather than dehumanizes the employee experience?

Another great question. The reality is that AI will never replace the human touch. Technology can streamline processes, but it can't understand culture or navigate the difficult situations that arise in the workplace. That's where leadership matters most. A good leader still has to hold people accountable, have tough conversations, and guide employees through challenges—no software can do that for you.

That's why we design everything with the employee in mind. For example, our mobile training allows workers to complete required courses in their own language and on their own schedule, but we combine it with live coaching and on-site audits. HR isn't about replacing people with software; it's about using technology to free leaders from repetitive paperwork so they can spend more time leading, mentoring, and building trust.



In my view, the future of HR lies in balance: AI and automation for efficiency, combined with human leadership for connection. Technology is a powerful tool, but it will never be a substitute for human connection.

With your experience across multiple industries—from recycling to EV technology—what trends are you seeing at the intersection of digitization and human capital that will fundamentally transform the workplace over the next 5–10 years?

The biggest trend is convergence. Safety, HR, and operations are no longer separate silos—they're being connected through data. Over the next 5–10 years, companies will rely on platforms that integrate compliance, workforce analytics, and performance dashboards into a single ecosystem.

Another trend is personalization—using AI to tailor training, policies, and employee development plans to the individual. And finally, bilingual and multicultural accessibility will become a non-negotiable requirement for global competitiveness. In my view, the future belongs to organizations that balance technology and human leadership—automation for efficiency and people for culture and connection.

As an instructor at Georgia Southern University, which digital competencies do you consider essential for today's leaders, and how are you incorporating them into your leadership training programs?

Leaders need to understand three things: data literacy, digital collaboration, and cyber awareness. Data literacy means not just reading reports but knowing how to act on them. Digital collaboration is about leading hybrid teams across different geographies and time zones. Cyber awareness ensures leaders protect sensitive employee and company data. In my leadership courses, I integrate these skills into case studies, simulations, and projects so students don't just learn concepts—they practice them in realistic scenarios.

From your journey as an immigrant to becoming the founder of innovative companies, what aspect of your professional contribution would you like to be remembered as your most significant legacy, and how do you hope your solutions reflect it?

I want to be remembered for building solutions that protected people while helping businesses grow. My legacy isn't just founding companies; it's creating systems that made workplaces safer, more inclusive, and more compliant—while giving leaders the tools to focus on people instead of paperwork. If TriNexa and Safety Link continue to be used in the years ahead to protect workers and empower leaders, then I'll know I left something truly meaningful.

Joe Carrico's legacy transcends the creation of innovative companies to focus on something more fundamental: the protection and empowerment of people. His leadership philosophy resounds when he states that "organizations don't fail for lack of technology; they fail when managers don't know how to lead people." This perspective reminds us that, in times of accelerated technological transformation, true value still lies in our ability to inspire, motivate, and connect with those around us. As Carrico himself says in his reflections on the future, "the future belongs to organizations that balance technology and human leadership—automation for efficiency and people for culture and connection."



FACTOR DE ÉXITO

¡La clave está en la diferenciación!

ATLANTA



@RevistaFactordeExito
Revista Factor de Éxito
www.revistafactordeexito.com

Joe Carrico

CEO & Fundador, TriNexa & Safety Link

Liderando la convergencia: tecnología, talento y transformación en el mundo empresarial

Talento y tecnología:
El punto de intersección en la transformación digital

Edgar Pérez

Conferencista Internacional y Experto en Innovación Tecnológica

"La comunicación es el puente entre la innovación y la adopción"

Eliecer Trillos

Experto en sistemas de información y transformación digital

Transformando el Talento en la Era Digital: Una Visión de Liderazgo Innovador

Ramón Fauria

Founder & CEO de Experiencia RF Conferencista de alto impacto y experto en mindset, comunicación e influencia

Liderazgo transformacional con propósito: el arte de influir, emocionar y dejar huella en la era digital

Gerente de Éxito

Diego Ledesma

Consultor en transformación organizacional y liderazgo digital

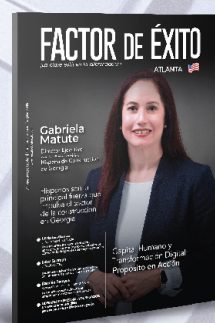
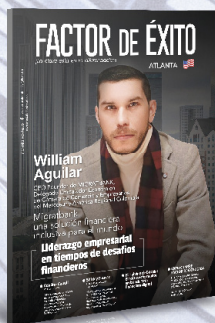
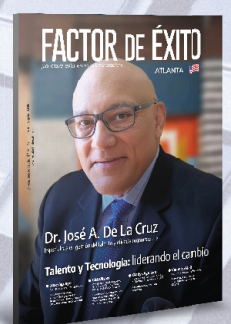
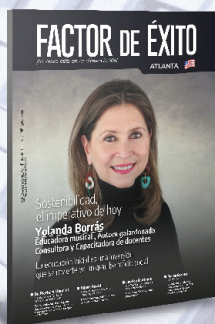
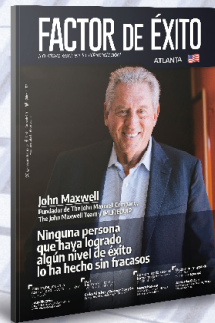
"La IA no reemplaza la sensibilidad humana, la amplifica"



EVENTOS | REVISTA | DIGITAL | WEB SITE



PLATAFORMA INTERNACIONAL PARA EL LIDERAZGO, EMPRESARIAL Y DE NEGOCIOS



CHILE | COLOMBIA | ECUADOR | MÉXICO | PANAMÁ
REPÚBLICA DOMINICANA | MIAMI | ATLANTA | NEW YORK

Juana Martínez Vizcaíno

Project Manager | Expert in Project Management,
Digital Transformation, and Talent Development

Transforming Talent Through Technology: An Innovative Approach to Organizational Success

“Professionals must be adaptable, curious, and committed to continuous learning. Skills such as data analysis, critical thinking, proficiency with digital tools, and collaboration in diverse teams are essential in a digitized market.”

In the dynamic landscape of digital transformation, Juana Martínez Vizcaíno stands out as a visionary who has successfully navigated multiple sectors—from banking and technology to education and non-profit organizations—applying universal project management principles tailored to each context. With more than three years leading strategic initiatives, Juana has built a track record marked by process optimization, the implementation of digital solutions, and the development of human talent in increasingly tech-driven environments.

Her approach—combining agile methodologies with traditional structures—has radically transformed the user experience in educational projects, demonstrating how well-implemented technology can unlock the potential of both processes and people. In this edition dedicated to the convergence of talent and technology, Juana shares valuable insights on how leaders can integrate tools like AI and automation to empower teams while keeping the human factor at the center of innovation.

You have led projects in sectors as diverse as banking, technology, education, and non-profit organizations. What key lessons have allowed you to transfer best practices from one sector to another?

Throughout my career, I've learned that the fundamental principles of project management—clear communication, strategic planning, and risk management—are universal. However, each sector has its own pace and challenges. In education, for example, I have applied methodologies learned in technology and banking to optimize administrative processes and improve the experience of students and teachers. I always strive to remain humble when entering new industries and to recognize which skills are transferable. I also actively participate in technology and education conferences, which helps me anticipate trends, inspire innovation, and prepare teams for future challenges. For me, continuous learning is not just a professional practice—it's a way to stay ready for the opportunities brought by technological evolution.

This edition of Factor de Éxito highlights the role of AI and automation in talent management. From your experience, what real impact are these tools having on the projects you lead?

AI and automation are transforming how we manage talent and day-to-day operations. In my projects, these tools have allowed us to organize tasks more efficiently, measure team performance accurately, and free up time to focus on strategic work. Automating reports and KPI tracking enables rapid decision-making and real-time feedback, strengthening both efficiency

and team motivation. Personally, I always look to explore new tools and attend industry conferences because I believe early technology adoption prepares professionals for a future of work that is already here.

In your career you have worked on process optimization and digital solutions. Could you share a concrete case where the integration of technology generated tangible improvements in the customer experience or organizational efficiency?

In an education project, we faced slow, manual processes for managing enrollment and academic tracking, which caused delays and errors. We implemented a centralized digital system that automated data capture, information validation, and notifications. We mapped each stage of the process, identified critical points, and defined clear requirements so the system would be intuitive and efficient. We coordinated the technological implementation, including pilot tests, training, and adjustments based on feedback. As a result, we reduced processing times, improved the user experience, and freed the team to focus on strategic tasks. This project reaffirmed for me that technology—combined with conscious leadership and a future-oriented vision—can transform education and any industry.

Change management is one of the major challenges in digital transformation. What strategies do you apply to align teams and stakeholders around a shared vision of innovation?

I firmly believe in constant communication, hands-on training, and clearly demonstrating the benefits of new technology. Listening to the team and adapting plans to their needs builds trust and commitment. Attending conferences and staying current on emerging trends allows me to anticipate challenges and guide the transition more effectively. The key is to inspire a shared vision and show that change is not an obstacle, but an opportunity for growth and continuous learning.

At the intersection of talent and technology, which competencies are indispensable for today's professionals to remain competitive in a digitized market?

Now more than ever, professionals must be adaptable, curious, and committed to continuous learning. Skills such as data analysis, critical thinking, proficiency with digital tools, and collaboration in diverse teams are essential. Participating in technology and education conferences helps professionals anticipate change, innovate, and stay relevant. For me, seizing opportunities for personal and professional development is not just a strategy—it's a commitment to the future of technology and education.

You combine agile methodologies with traditional approaches in project management. How do you strike that balance to maintain flexibility without losing process structure?

My approach blends the clarity and structure of traditional methodologies with the adaptability and flexibility of agile. I define clear deliverables and timelines, but allow for iterations and adjustments when necessary. This ensures projects meet strategic objectives without losing the ability to adapt to change. In addition, incorporating digital tools and emerging trends enables continuous improvements in planning and efficiency.

Digital transformation also calls for a new kind of leadership. Which qualities should project leaders strengthen to motivate, retain, and empower talent in this context?

Leaders need empathy, a high emotional quotient, and the ability to make every team member feel their voice matters. This fosters motivation, talent retention, and high performance in digital environments. It is also essential to stay current on technological trends, attend conferences, and constantly seek new ways to empower talent—preparing teams for a highly digitized and competitive professional future.

Looking ahead, how do you envision the evolution of project management in the Dominican Republic and the region amid the growing integration of emerging technologies?

I envision a future where continuous training and the adoption of emerging technologies will be decisive. Companies of all sizes must invest in learning and advanced digital tools—such as AI and predictive analytics—to improve efficiency and strategic alignment. I see a growing need for proactive professionals who attend conferences, stay up to date, and seize every opportunity to innovate. In a volatile and competitive market, technology is not just an advantage; it is a requirement to ensure relevance, growth, and sustainability.

The career of Juana Martínez Vizcaino represents the new leadership paradigm our organizations need: one that understands technology not as an end in itself, but as a tool to elevate human talent and generate sustainable impact. Her vision reminds us that, in a world of constant digital disruption, the true differentiator will remain our ability to combine empathy and strategy, adaptability and structure, innovation and purpose. The lessons she shares are not only a roadmap for navigating digital transformation, but also an inspiration for leaders seeking to build organizations ready for a future where talent and technology converge to create unprecedented opportunities.





PLATAFORMA INTERNACIONAL PARA EL LIDERAZGO, EMPRESARIAL Y DE NEGOCIOS



EVENTOS | REVISTA | DIGITAL | WEB SITE



CHILE | COLOMBIA | ECUADOR | MÉXICO | PANAMÁ
REPÚBLICA DOMINICANA | MIAMI | ATLANTA | NEW YORK



DESCARGA TODAS NUESTRAS EDICIONES AQUI ➡





Edgar Pérez

International Speaker and Technology Innovation Expert

“Communication is the bridge
between innovation and adoption.”

Global leadership that unites technological innovation and
human development for business transformation

With a career spanning the corporate halls of Citigroup, IBM, and McKinsey to stages in iconic cities such as Dubai, Singapore, London, and Beijing, Edgar Pérez has established himself as one of the most influential voices in the global conversation on innovation and digital transformation. A bestselling author, international speaker, and visionary strategist, his work explores the intersection of disruptive technologies—such as artificial intelligence, quantum computing, and 6G—and organizational transformation with human talent at the center.

Pérez champions a clear principle: technology should serve to empower people, not replace them. His approach, which has inspired audiences in more than 25 countries, rests on the balanced integration of digital tools with robust training, upskilling, and reskilling programs, ensuring that every innovation translates into human empowerment and business competitiveness.

Recognized for appearances in outlets such as CNN, CNBC, Bloomberg TV, and The New York Times, and for collaborations with global corporations including Huawei, Microsoft, Dell, and Franklin Templeton, Pérez brings to every stage a unique blend of technical rigor, strategic vision, and energizing presence. His experience has allowed him to witness—and help lead—success stories where AI, automation, and organizational culture converge to drive sustainable change.

Beyond the corporate realm, he expresses his vibrant personality through music and dance—a passion that has taught him the importance of rhythm, pauses, and emotional connection with the audience. This hallmark turns his talks into memorable experiences that go beyond technical knowledge, inspiring leaders to rethink their business models and embrace purpose-driven transformation.

For Pérez, the future of management is not merely about adopting the most advanced technology, but about creating organizational cultures where human talent and innovation walk hand in hand toward the same horizon. In a world where digital transformation is inescapable, his message is as clear as it is urgent: real change begins with people.



Your career has allowed you to work with leading companies across sectors. From your perspective, what is the greatest challenge organizations face when seeking to balance the implementation of disruptive technologies with the development and well-being of their human talent?

The greatest challenge is preventing technology from becoming an end in itself, forgetting that it is people who give meaning and direction to any innovation. In my conferences and seminars in more than 25 countries—from Naples Beach and London to Dubai and Shanghai—I have seen that the organizations that succeed are those that integrate technology as a tool to empower talent, not to replace it.

The balance is achieved when investment in digital tools is accompanied by a genuine commitment to training, well-being, and motivation of the human team.

In this edition we highlight how artificial intelligence and automation are revolutionizing talent management. What recommendations would you offer business leaders who seek to implement these tools while keeping the human factor at the center of the strategy?

First, adopt an “augmentative AI” rather than a “substitutive AI” vision, understanding that artificial intelligence should complement human capabilities. Second, involve teams from the outset to reduce resistance to change and foster ownership of the technology. And third, invest in ongoing upskilling and reskilling programs that allow every team member to evolve alongside the technology.

Automation without a solid human plan is like a ship without a rudder—a reality I have unfortunately observed in companies large and small.

You have shared your vision at global forums on technologies such as AI, quantum computing, and 6G. What trends do you believe will shape the next wave of digital transformation in business management?

In truth, we are privileged to stand on the threshold of three major revolutions: the convergence of AI with quantum computing; the hyper-personalization of experiences enabled by advanced predictive analytics; and the extreme connectivity that 6G will bring. Across the global stages where I participate—including forums in Asia, Europe, the Middle East, and the Americas—I find that the companies that adopt these technologies strategically and ethically will lead the next decade.

Upskilling and reskilling are essential in environments of accelerated change. Which training models do you consider most effective to prepare people in a scenario where technology evolves exponentially?

The most effective models are those that combine immersive experiences with immediate practical application. In my global seminars, I have found that learning based on real projects—together with simulations and industry-tailored case studies—creates deep and lasting understanding. In addition, microlearning with short, frequent, and up-to-date content is ideal for staying relevant in a world where technology changes at an exponential pace.

With experience in cities as diverse as Singapore, Dubai, and New York, what lessons have you identified about cultural and organizational adaptation in digital transformation processes?

Each city has taught me something different: in Singapore—the city-state that has just celebrated 60 years of independence—the importance of meticulous planning; in Dubai, the audacity to think big; and in New York, the speed of execution.

The key is to adapt the strategy to the local culture, respecting values and communication styles while maintaining a global vision. The most successful transformations are those that integrate cultural diversity with shared objectives.

Digital transformation spans from financial services to technology-driven sustainability. How can companies create a comprehensive strategy that connects technological innovation with business objectives and social responsibility?

Technological innovation cannot exist in isolation from strategic objectives or social responsibility. I recommend that every company design a “roadmap” in which each technology initiative is explicitly linked to a business goal and a positive impact on the community or the environment. For example, I have seen companies in Latin America use AI to optimize supply chains while simultaneously reducing carbon dioxide emissions. That dual contribution is what creates sustainable value.

As an author and speaker, you have inspired leaders around the world. What role does effective communication play in driving the adoption of new technologies within organizations?

Communication is the bridge between innovation and adoption. In my talks before shareholders and executives, I use clear language, inspiring stories, and tangible examples that connect technology with everyday life. A poorly delivered message can stall even the brightest innovation; by contrast, effective communication turns uncertainty into enthusiasm and commitment.

Beyond your professional side, how do your personal energy and passions—such as music—shape your ability to connect with audiences and convey transformative messages?

Within the arts, I am passionate about dance. It reminds me that every presentation should have rhythm, pauses, and moments of climax. I apply that same sensibility on stage to keep the audience excited and attentive—ignoring even the messages on their phones.

My energy comes from the conviction that every interaction is an opportunity to transform how someone sees the future. And I believe that genuine passion is felt, whether I am in front of 50 leaders in Santiago or thousands of executives in Beijing.





Eliecer Trillos

Senior Technical Support Engineer and
Expert in Digital Transformation

Transforming Talent in the Digital Era: A Vision of Innovative Leadership

“Digital transformation goes beyond
technology: it’s a mindset that, combined
with local culture, can be a true differentiator.”

CWith a trajectory that spans from Fortune 100 companies such as EY to his current role at Omnissa, Eliecer Trillos represents the new profile of global leader who understands the convergence between human talent and technology. A graduate with honors from Utah Valley University and holder of a Master's in Information Systems from the University of Florida earned on a full scholarship, Trillos has forged an international career that has allowed him to develop a unique perspective on digital transformation across diverse cultural contexts.

His experience working in multiple countries, fluency in three languages, and travel to more than 40 nations give him a privileged view of how organizations can adopt digitalization without losing their human essence. As the author of the book "I Graduated! Now What?" and founder of latinomoneymastery.com, Trillos has dedicated part of his career to sharing knowledge about financial freedom and personal development—elements he considers essential for navigating today's digital environment successfully.

In this interview, Trillos explores how Latin American companies can drive an authentic digital transformation that integrates talent management with technology adoption, offering valuable perspectives for leaders seeking to balance innovation and human development amid accelerated change.

You have built an international career in high-level companies such as EY and now Omnissa. How has that experience shaped your view of digital transformation and talent management?

Talent management is everything. At EY, I understood the enormous value of having mentors who guide and accelerate growth, while simultaneously hiring and training new people. A company's future depends on its people and their ability to adapt to the digital realm. At Omnissa, I've experienced firsthand how digital transformation can drive exponential growth. I've learned that true success lies in aligning innovation with talent management, fostering a culture of continuous learning and adaptability so teams can get the most out of new digital tools.

The role of artificial intelligence and automation in talent management is gaining momentum.



What opportunities and challenges do you see in integrating these technologies within organizations?

Artificial intelligence and automation open major opportunities in talent management: they enable more agile recruiting processes, personalized training, and better data-driven decision-making. The big challenge is balancing technological efficiency with the human side—maintaining empathy, creativity, and a sense of purpose within teams. Organizations that manage to integrate both aspects will have a sustainable competitive advantage.

In your experience, which upskilling and reskilling strategies are most effective to prepare employees for the accelerated changes of the digital era?

I believe the most effective approach is to combine several elements. First, hands-on learning programs that can truly be applied day to day. Second, mentorship, because having someone to guide you dramatically accelerates development. That's why one of the chapters in my book is "Mentors." You can learn everything on your own in five years, or learn it from a mentor in less than a year. Third, real projects where

employees can put what they're learning into practice. In the end, upskilling and reskilling work when they align with business strategy and foster adaptability—not just the use of technical tools.

You have worked and studied in the United States, speak three languages, and have traveled to more than 40 countries. What global lessons do you consider most valuable for Latin America to advance its digital transformation?

What my travels and experiences have taught me most is that digital transformation goes beyond technology: it's a mindset that, combined with local culture, can be a true differentiator. Every country has its own traditions, customs, and unique needs. In Latin America, the first step is to accept that any business that wants to grow must have a digital presence—



whether it's a neighborhood shop, a cleaning service, or anything else. Imagine a neighborhood shop with a strong brand, a website, and social media: it would easily stand out, could scale, and open more locations in other neighborhoods. Traveling also taught me to open my mind to new ideas; it's not about copying what works elsewhere, but adapting it to what our people truly need and value.

Organizational culture is key to adopting new technologies. What recommendations would you give leaders to strike a balance between technological innovation and human development?

I think the most important thing is for leaders to understand that technology without people doesn't work. My recommendation is to listen to teams, involve them in the change process, and provide constant training. Technological innovation must go hand in hand with human development: when people feel they are growing alongside technology, adoption happens more naturally and sustainably.

As an author and mentor, you've shared messages about personal growth and financial freedom. How does that focus connect with the need to prepare professionals for an increasingly digital world?

For me, personal growth and financial freedom are closely tied to digital readiness. Today, a professional shouldn't only know their technical field; they also need to understand how to use technology to create opportunities, be more productive, and build independence. My focus is to help people develop a mindset of continuous learning and adaptability, because those are the keys to growth—personally, professionally, and in an increasingly digital world.

To be financially free, you have to start a business or invest. If you manage to do these two things virtually, you'll be able to do what you want, when you want, where you want, with whom you want. Being able to run your business or investments from a computer is what will truly lead you to freedom.

The labor market is evolving toward hybrid and digital models. What changes do you think we will see in the next five years in how we work and develop talent?

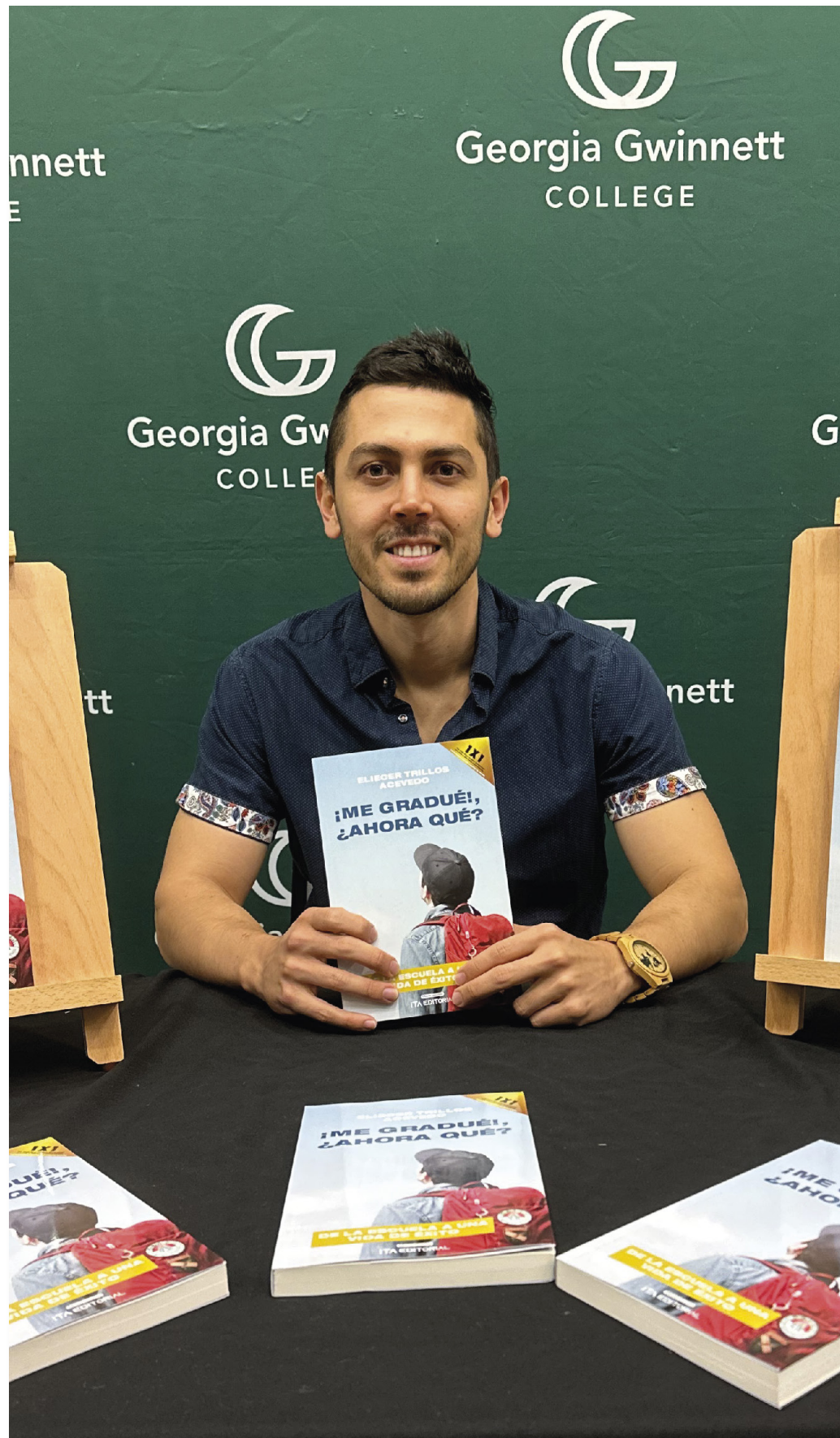
In the coming years, work will no longer be just a place—it will be an experience. Hybrid or remote will be normal, but what will make the difference is how we use technology to grow as people and professionals. Artificial intelligence will handle repetitive tasks,

but the interesting part is that it will push us to be more human: more creative, more strategic, and more conscious in how we lead. Moreover, talent will no longer seek just a job; it will seek projects that provide purpose and freedom, and the companies that understand that will be the ones that truly win.

Finally, how do you envision the role of the Dominican Republic and the region in building competitive digital ecosystems that integrate human talent and technology sustainably?

I believe the Dominican Republic and the region have a great opportunity. We have a young, creative population with a strong desire to grow. If we manage to invest in digital education and solid infrastructure, we can build highly competitive ecosystems. The important thing is not to stop at bringing in technology from elsewhere, but to integrate it with our talent and with what our people truly need. That's the key to making it sustainable.

Eliecer Trillos's leadership reminds us that true digital transformation is not only about implementing new technologies, but about cultivating a mindset of continuous learning and adaptability. His vision blends the best of both worlds: the efficiency and scalability that technology offers with the irreplaceable value of human talent. At a time when digitalization is advancing at a dizzying pace, his message invites us to remember that, ultimately, it is people who give meaning and purpose to innovation—and that conscious leadership will be the key to building organizations that not only survive, but thrive in the new digital economy.



Ramón Fauria

Founder & CEO of Experience RF | High-impact speaker and expert in mindset, communication, and influence

Transformational Leadership with Purpose:
the art of influencing, moving people, and
leaving a mark in the digital era

“Digital transformation is, above all, a cultural transformation... and that demands a change of mindset.”

Ramón Fauria doesn't just lead from knowledge—he leads from emotional experience. A former lawyer with a solid track record in London and Barcelona, he chose to leave the traditional path to pursue what truly drives him: developing the human factor. Today he is one of the most sought-after references in transformational leadership, high-impact communication, and corporate mentalism across Europe and Latin America.

His approach—a blend of strategic content, emotional participation, and memorable interventions—has impacted top-tier companies in sectors such as technology, healthcare, banking, automotive, energy, and luxury. He has achieved what few do: unite critical thinking with the power of emotion to mobilize organizational cultures toward positive, sustainable, human-centered change.

In this exclusive interview for our international edition of *Factor de Éxito*, Ramón shares key insights on preparing today's and tomorrow's talent in the age of artificial intelligence, the value of mindset as the root of all transformation, and why entertainment with purpose can be one of the most powerful tools in the digital era.

Your focus on the “human factor” and the power of mindset has transformed many business settings. Could you share a figure or indicator that reflects the measurable impact you’ve achieved with a company intervention or event?

Today there are devices that measure, in real time, the impact that talks or presentations have on an audience (for example, peaks in attention), but their use is not yet common. On the other hand, we must remember that, to a large extent, we are dealing with emotions—an intangible that is hard to quantify. Tools that can help somewhat to measure satisfaction, effectiveness, usefulness, and other aspects include interviews, surveys, feedback, or 360° evaluations.

A well-designed and well-executed intervention has a major impact on attendees' awareness, responsibility, proactivity, and readiness to act—and therefore on the bottom line. More concretely, it also affects talent retention, productivity, workplace climate, engagement, loyalty, skill development, and the impact of the strategic communication and messages you want to strengthen. But, as I said, having precise figures is complex because results also depend on factors beyond the intervention itself, such as publicity, promotion, preparation, and so on.

In a context where talent and technology converge in digital transformation, which “power skills” do you consider most urgent to develop in today’s high-performance teams?

Beyond a solid command of technique and the ability to leverage data, the power skills that have stood the test of time throughout history are:

Self-knowledge (technology advances by leaps and bounds while inner knowledge remains slow and stagnant), self-awareness, collaboration, emotional intelligence,

effective and advanced communication techniques; values (especially integrity and ethics), excellence (focusing on improving yourself every day more than comparing yourself to competitors, focusing on performance more than outcomes...), proactivity, perseverance, humility, passion, and adding positive value to others... all ultimately tied to a humanistic view and a sound mindset.

Let's not forget that when we talk about digital transformation, we are talking about cultural transformation—and that requires a change of mindset. One of the most powerful and crucial power skills is knowing how to manage our own mind—and other people's—well. The mind (and the mindset from which we mentally participate in everything that happens) is everything. It ends up being the root of all transformation, leadership, communication, influence, sales, performance, and well-being.

Understanding how our mind works allows us, for example, to get ahead—and that enables influence, and influence enables leadership. Without influence, there is no leadership.

You’ve worked with sectors as diverse as banking, technology, energy, and healthcare. What differences do you see in how each approaches human development and transformational leadership?

Aside from the specific needs, characteristics, and concerns of each sector, I would look at differences in size and, above all, in vision. Larger organizations usually require greater management capacity, and AI can be very useful in that regard as a tool to measure and optimize processes and strategies more quickly and in a more personalized way. Leadership visions and styles also show up in every detail (how they treat you in general, how they relate to one another, whether there's a lot or a little bureaucracy, whether doors are open or closed, whether they know how to inspire and connect with their people...).

Even so, the concerns are very similar: having well-defined purposes, visions, and missions; fueling a sense of belonging, commitment, unity, innovation, the drive to go a step further; agile adaptation to change; a healthy work climate and employee experience in order to attract and retain talent—leading to greater impact on the customer experience and therefore better influence across the board and better results. And especially today, generating an appropriate, humanistic mindset to face any kind of success and challenge effectively, intelligently, fully, and sustainably.

What role does entertainment with purpose—like your corporate mentalism—play in learning and change processes within technologically advanced organizations?

It plays an innovative, disruptive, distinctive role—and anything distinctive draws more attention and is internalized and remembered more effectively and for longer.

It also helps raise awareness from a different point of view, from another perspective, and brings clarity, ideas,

and learning about aspects that perhaps hadn't been seen before—and therefore more opportunities (and innovations). When the talk (properly aligned with the company's purpose, values, and culture) is delivered by an external person with that style, it tends to raise attention, vision, and impact, because when it's delivered by someone internal, attendees often don't pay as much attention or adopt a more skeptical "heard-it-all-before" stance.

It strengthens and increases connection, cohesion, interaction, and engagement—often fundamental purposes underpinning any meeting, action, or event. It elevates the key strategic messages you want to convey and communicate, imprinting them indelibly in attendees' minds. This is particularly relevant because the main purpose and objective of any strategic event usually runs along those lines.

Entertainment—when well-conceived and appropriate—helps persuade even people who don't want to be persuaded. It's a more powerful tool than most think. It's useful, effective, strategic, cost-efficient, and influential. It's not manipulative persuasion but influential, charismatic, magnetic persuasion. In many cases, a brand's sales rise or fall depending on the value of its entertainment—just as the employee experience is shaped by their perceived value received from the company. Well-designed entertainment sells, in the sense that it allows us to gain the audience's attention, relax their defenses and biases, and hands us the space to reinforce, elevate, and differentiate the message.

What resources can help? We know them: a challenge, a metaphor, a story, a game... But they need certain characteristics: for example, that they involve people, be useful, create an emotional bond, and provide motivation and inspiration in their professional and personal lives... Then the proposal becomes unbeatable. Follow the six points under the INDUCE acronym that I discuss in *The Book of Powers*, and I assure you, you will succeed.

Entertainment also helps with one of the keys to any sale, persuasion, or learning: change the moment—being able to place the other person in a different psychological state through a question, a metaphor, and especially a game or experience that surprises them.

For example, by leading them to see something they hadn't seen before or to a decision or an exciting, energizing future aligned with their goals. Ask a friend to think of a moment from the best summer they've ever had and watch them closely. You'll see physiological changes (in their gaze, eyes, speech...). With one question you've changed their thoughts, posture, and appearance. You don't force them into a happy state; you set the conditions for their mind to do the rest. The moment has changed.

Or create a surprising experience that reinforces the message; for instance, write your client's brand name on one piece of paper and a competitor's on another. The client's paper, surprisingly, can't be torn in any way; the other one can. Leveraging the surprise factor, you steer toward a message aligned with and highlighting the differentiating virtues of the client's product or service (unbreakable, high quality, guaranteed, innovative, etc.).

You mention that many of your interventions are “remembered for years.” What key elements do you include to achieve that memorability in an environment increasingly saturated with digital stimuli?

That would be presumptuous, haha. It is an aspiration—and it's what clients report.

Data gives you a wealth of information with which to personalize and make better decisions, but then comes the crucial human lens and approach—and several power skills that help achieve memorability or get very close to it. For example: personality and staging (script every moment and emotion you wish to elicit), the speaker's ability to transmit and communicate (especially by spreading passion and enthusiasm), likability, warmth, and humility (sharing generates more connection than showing off), ensuring what you share is useful, effective, and meaningful for your audience, participation, using as many sensory channels as possible (smell, sight, touch, hearing...), and above all the ability to surprise and create distinctive “wow” moments.

All this helps generate unique, memorable interactions, experiences, and moments. In the end, it's about connecting, engaging, moving—about making people feel! Everything adds up to greater emotionality; the more emotionality, the greater the attention; the greater the attention, the stronger the memory; and the stronger the memory, the longer the recall. A moment that remains forever—positively—in their minds, and that can even be revived by giving them an object that serves as an anchor to that moment. For example, a key, a bracelet, a card which, by merely seeing it, immediately transports you back to that wow moment you lived.

Could you tell us about a recent case where you intervened at a convention or business forum and how the experience sparked a notable change in the culture or organizational climate?

Let's be honest. With a single intervention you cannot bring about a total, deep change. To achieve that, you need action plans that are sustained and audited over time. However, it's also true that an intervention can open minds, perspectives, and awareness, create opportunities, and stimulate certain actions that in turn lead to significant optimizations and immediate transformations and results.

In your book *The Book of Powers*, you explore how to amplify influence, performance, and well-being. Which chapter or idea do you consider most transformative for leaders of the present and the digital future?

It's important to master technique and data as best as possible, but above all to be highly skilled in the human factor and the human mind.

There are many aspects—for example, the power of critical thinking and having sound criteria (in this way you'll put technology to work for you and differentiate yourself; otherwise, technology will carry you where everyone else is going, and without criteria you won't stand out. We're seeing, for instance, how in some cases AI is “killing” the truth, and critical thinking is essential for discernment and for improving strategy and sustainability).

Mindset—the mental stance from which we participate in what happens to us and how—will be ever more relevant. Knowing how the mind works will too, because it allows us to anticipate; and if we anticipate, we influence; and if we influence, we lead; and it also facilitates innovation).

Purpose and values also matter, because without them influence can turn into manipulation—and that's short-term and unsustainable. Humans have always wanted to be close to people who are upright, excellent, proactive, persevering, and contagious in their enthusiasm.

I would also highlight the power of knowing and regulating our emotions and those of others, as well as the power of communicating effectively (understanding more than merely listening; connecting; asking ourselves—and others—the right questions; leveraging the magic of a gesture or a single word, which can astonishingly change approaches, decisions, results, and even our neurology and that of others).



The power of continuing to learn humbly and to create value for others (when that happens, everything flows better and you generate extraordinary influence).

And especially, the power of taking action—the enabler of all transformation and the reason things finally happen. We cannot cross the sea by merely looking at it, as Tagore reminded us.

Finally, how do you envision the evolution of leadership in the age of artificial intelligence, and what role will human capital continue to play amid this digital transformation?

People will prove—and will continue to prove—ever more decisive. Everything starts with people. They are the main competitive advantage (impact on results, reputation, sustainability...). It's not about technology; it's about human textures and synergies. It's about making the most of AI's strengths as a tool or complement to manage and optimize the employee experience, talent retention, productivity, loyalty, skills development, results, etc.—and even to enable a fuller, more sustainable life for ourselves and our surroundings. But it's key to understand AI as a means, not an end. It will be important to listen, think, and understand purposes and needs before implementing technologies, not the other way around. Leadership with meaning. Hence, it will be essential to invest in technology—but especially in employees' development, well-being, and mindset (and even customers; as I am already doing strategically: my clients offer their clients the chance to enjoy my interventions as, for example, a loyalty mechanism—providing them with an enriching session that improves their professional and personal lives and that they value as a differentiator).

Our most humanistic version must surface. Digital transformation, after all, is a cultural transformation—and that demands a change of mindset. And the more any transformation honors that and is human, the higher its chances of success.

By the way, think of a two-digit number that it would be impossible for me to know. For example, the last two digits of your PIN or any other. Do you agree that there's no way I could know the number you're thinking of, right? And that at no point during this interview could I have influenced you to think of that number, right? Open the list of one hundred magazines in my phone notes. Which number are you thinking of? 31! What would have happened if it had been 11, or 29, or 51, or 78, or 99? They're the names of different international magazines. And what's at 31? Oh... ours: Factor de Éxito Magazine!

Ramón Fauria doesn't leave anyone indifferent. His approach blends science, emotion, purpose, and action. In times when machines learn faster than humans, his voice reminds us that what is truly irreplaceable remains talent with conscience, intention, and transformative power. We are proud to announce that his presence as an invited speaker at our upcoming Expo Cumbre Factor de Éxito will mark a before and after: an experience designed to make us reflect, take action, and, above all, remember. Because, as he himself says, "everything that moves us, transforms us. And everything that transforms us, endures."

A portrait of William 'Billie' Aguilar, CEO and Founder of MigratBank. He is a man with short dark hair and a mustache, wearing a light blue blazer over a white shirt. He is sitting at a wooden table, with his hands resting on a book. Behind him is a large wooden bookshelf filled with books. The lighting is warm and focused on him.

William "Billie" Aguilar

CEO and Founder of MigratBank

Technology with a Soul: Leadership that Humanizes Digital Transformation in Latin America

"Technology is only a means; purpose-driven leadership is the only kind that leaves a mark."

At the dynamic crossroads of talent and technology, two Latin American leaders are shaping a new paradigm—one where digital transformation is not only about efficiency or performance, but about dignity, ethics, and inclusion. William “Billie” Aguilar and José Alberto Manzano Rangel share more than a friendship of nearly a decade; they share a common cause: to prove that technology can have a soul, and that human talent, when cultivated with purpose, becomes the most powerful engine of change in our region.

From MigratBank, Billie leads a socially focused fintech—recently recognized in the Finnovista Fintech Radar Colombia 2025—that drives innovative financial services with an inclusive vocation. His approach blends technology with purpose, betting on digital solutions that respond to the realities of entrepreneurs, migrants, and communities excluded from the traditional system. Meanwhile, at LatinAI Digital, Pepe Manzano orchestrates artificial intelligence and automation strategies centered on ethics, developing frameworks that promote responsible innovation with a Latin American cultural identity.

Both have strengthened an ecosystem of alliances that includes platforms such as TuFirma, RIOLAB, and LotoPunto, with which they co-create accessible tools adapted to contexts where technology had not yet taken deep root. While they don’t share traditional metrics, their cases reflect tangible impacts on accessibility, process simplification, and the empowerment of new users in emerging markets. Most powerful of all, their leadership prioritizes trust, collaboration, and shared vision as the axis of a transformation that seeks not only immediate results, but footprints that endure over time.

In this interview, they reveal not only how they think and lead, but also how they envision a more just, human, and connected digital future.

From your respective positions at MigratBank and LatinAI Digital, how do you define the role human talent plays in technological and financial evolution in Latin America? What qualities do you look for in the teams you lead to advance digital transformation processes?

William “Billie” Aguilar (MigratBank): Human talent is not a resource; it’s the living architecture of every meaningful change. In purpose-driven fintechs like MigratBank, we look for people with technical skills, yes—but above all with social conscience. We value empathy, intercultural adaptability, and ethical thinking. Anyone leading transformation must understand that behind every data point there’s a human story.



As the CEO of a fintech, I see human talent as the heartbeat behind every line of code—and on that note, I’m proud to share that MIGRATBANK has been selected in the Finnovista Fintech Radar Colombia 2025, presented by Finnosummit in collaboration with Mastercard and Galileo Financial Technologies. This recognition positions us as one of the standout fintech initiatives within an ecosystem that today exceeds 678 companies, reaffirming the transformative potential of our international proposal.

José Alberto Manzano Rangel (LatinAI): At LatinAI, human talent is not a resource; it’s the engine of any sustainable technological and financial transformation. On a continent where inequality and lack of opportunity still define the gaps, true progress doesn’t come only from code or infrastructure, but from the people who design, apply, and lead technology with purpose. We focus on developing skills with regional identity, forming technology leaders who understand Latin America’s reality and can design solutions with cultural, economic, and social relevance.

MigratBank and LatinAI were born with a vision of social impact. How do you balance technological innovation with ethics, inclusion, and human values? What has been the greatest challenge when trying to scale purpose-driven technology?

William “Billie” Aguilar: Innovation without ethics is just sophistication. At MigratBank, every technological decision is filtered through the lens of human dignity. One of the greatest challenges has been maintaining the integrity of our purpose in negotiations with investors who prioritize quick returns over lasting impact. But we persist, because we don’t want to be just a fintech; we want to be a tool for financial justice—and LatinAI strengthens us through continuous learning.



José Alberto Manzano Rangel
Cofundador y Director Comercial de LatinAI Digital para LATAM



José Alberto Manzano Rangel: It’s not a dichotomy; it’s an inseparable equation. At LatinAI we believe that innovation without ethics is not innovation—it’s irresponsible automation. Our alliance with MigratBank was born precisely to show that technology can scale without dehumanizing processes. This balance is achieved from the design stage. That’s why we implement ethical development frameworks, participatory methodologies with real users, and principles such as explainable AI, privacy by default, and human-centered design. Innovating ethically isn’t a brake; it’s the only sustainable path to build trust and real adoption.

After so many multilateral forums, international recognitions, and alliances in different countries, how important is it today to build transnational technology collaboration networks for the development of regional talent?

William “Billie” Aguilar: *They’re essential. Financial inclusion has no borders, and neither should talent development. Multilateral spaces like ECLAC, IDB, and CAF have shown that connecting public, private, and academic actors enables regional solutions with local identity. Technology needs diplomacy and cooperation to become progress. That’s why LatinAI brings social and digital inclusion impact, and we complement it at MigratBank with financial inclusion impact.*

José Alberto Manzano Rangel: *Digital transformation isn’t about technology itself, but about the capacity to learn, unlearn, and relearn quickly—with ethical and social sense—and about multidisciplinary collaboration. A technically brilliant team that’s disconnected from human impact cannot lead the change Latin America needs. LatinAI is a differentiator with a social identity, and that’s where Billie’s leadership and the MIGRATBANK team are our connector to digital, social, and financial inclusion.*

The “GovTech” and “digital justice” concepts you promote suggest a new era of governance. What role should technology companies play in advancing ethical, regulatory, and inclusive frameworks in Latin America?

William “Billie” Aguilar: *We have the responsibility to propose solutions that are not only functional, but also fair. We promote the “digital justice” model from MigratBank because we believe ethics must be in the source code of every development. Tech companies should participate in building public policy and in mass digital literacy. Mexico, Colombia, and Chile, for example, have laid solid regulatory foundations (fintech laws, sandboxes, the state’s digital transformation) and deployed national strategies and AI initiatives that support nearly 1,000 fintechs and project annual growth close to 20%. These policies foster financial inclusion, streamline procedures for SMEs, and open controlled spaces to innovate with AI in education and services.*

What has been the greatest challenge when trying to scale purpose-driven technology? What lessons has your nine-year friendship and joint work taught you about collaborative leadership, resilience, and shared vision? How has that synergy influenced the projects you lead today?

José Alberto Manzano Rangel: *The main challenge is resisting the temptation to scale fast at the expense of meaning. Technology is often expected to deliver immediate returns, but when we talk about purpose, the return is deep, not fast. Scaling with purpose means educating allies, developing talent, and designing from diversity—and that*

requires more time and conviction. But it also generates lasting impact and strong bonds, like the ones we have today with MigratBank, governments, and universities.

William “Billie” Aguilar: *Pepe has been more than a partner; he’s been a human mirror. His strategic vision has amplified my social dreams, and together we’ve created a synergy where trust, humility, and listening have been the foundation. I learned from him that leading also means knowing when to yield.*

José Alberto Manzano Rangel: *With Billie we share values before objectives. His ethical sense inspires me to see beyond business. Our friendship has been a space for reflection and action—for balancing the passion to transform with the discipline to achieve it. These years have been a school of life. We learned that leadership isn’t about shining more, but about helping others shine with you. Our alliance has been strengthened in crisis, in disagreements, and in moments when the shared vision was the only compass. Today we are proof that when two leaderships align on values, you can scale mountains. Technology brought us together, but a common cause keeps us moving forward.*

You have both driven solutions that integrate artificial intelligence, digital onboarding, biometrics, blockchain, and automation. What real impact are you seeing on financial access for historically excluded sectors? Do you have any metric, concrete case, or testimony that evidences that change?

William “Billie” Aguilar: *Start with the “why,” not the “how.” Technology is only a means. Define your cause, connect with your community, and don’t sacrifice principles for metrics. Purpose-driven leadership is the only kind that leaves a mark.*

José Alberto Manzano Rangel: *Never underestimate the power of a team committed to something bigger than profitability. Invest in organizational culture, listen to the*



customer, and design with compassion. Profitability arrives when the purpose is clear.

William: *We decided to partner with TUFIRMA, a Chilean company created in 2019, with whom we’ve been building a strong relationship since the pandemic. Since then, we’ve maintained a strong bond of friendship and trust with its CEO, Javier Hasbum. TuFirma is a cloud platform*

that streamlines document management and digital signatures, designed to make agreements between people, professionals, and companies simpler. What excites us most is its focus on communities that are often left out, such as migrants and entrepreneurs.

What makes TuFirma unique is how it integrates technologies like biometrics, allowing secure, fast, and low-paperwork access to financial services. This not only improves the experience but also helps us build solutions that truly adapt to local needs in an inclusive and scalable way. For all these reasons, we want to keep growing together and take this alliance to new destinations from Chile to Colombia and Mexico, always with the idea of creating a fairer, more accessible financial ecosystem for everyone.



Another example aligned with MIGRATBANK is co-creation to foster a more human and inclusive digital economy. That's why, as a strategic ally, we have the Chilean company RIOLAB—a digital laboratory founded in 2004 through dialogue and commitment with its CEO, Francisco Arévalo—which integrates technology with human capital to digitally transform organizations, where design, social inclusion, and sustainability are fundamental pillars. Its differentiator lies in developing purpose-driven solutions, now channeled through its RDx platform, boosting local talent and driving a collaborative digital culture with real community impact—an approach we aim to replicate in Mexico and Colombia through our alliance with MIGRATBANK.



Even before founding MigratBank, we forged a strong friendship and trust with Víctor Espinosa, now CEO of LOTOPUNTO, a project of the Colombian company Apuestas Mil SAS that we consider a first-class fintech ally. Imagine approaching a self-service kiosk, choosing the country you want to send money to, feeding in your cash or scanning a QR from your digital wallet—and that's it: in seconds, your remittance travels over the Stellar network. Their IoT kiosks work wonders in unbanked areas, converting cash into digital services with no hassle. Backed by Techstars, Stellar, MoneyGram, and iNNpulsa, and accelerated by Google

Launchpad, LotoPunto also operates as a correspondent for Grupo Aval and Davivienda, maintaining more than 12,000 collection points across the country. It's cutting-edge technology with human warmth, all in one place.

William, beyond business leadership, you define yourself as someone guided by faith, ethics, and family. How does this personal dimension influence your decisions as the founder of a purpose-driven fintech? What legacy do you hope to leave through MigratBank and your role as a global ambassador?

My decisions are guided by ethics, faith, and love for my family. Being a father has taught me to lead with compassion and a long-term vision. I hope to leave a legacy that proves it is possible to innovate without losing your soul. I want MigratBank to be remembered not only as a fintech, but as a bridge to financial dignity for those who need it most.

José Alberto, your leadership has evolved from large corporations to impact-driven startups. What lessons has that transition left you about how to manage talent, innovation, and organizational culture at the same time? From LatinAI Digital, how do you see the future of digital transformation in Latin American SMEs?

I understood that agility and an emotional connection with purpose are competitive advantages. In large companies, everything is hierarchy; in startups, everything is possibility. Today, from LatinAI, I see a future where SMEs will be protagonists if they manage to adopt technologies that respect their identity and scale with meaning. Artificial intelligence will not replace talent, but it will amplify those who know how to integrate it with humanity.

The story of William Aguilar and José Alberto Manzano Rangel is not only that of two leaders with outstanding careers, but of a shared conviction: that the most powerful digital transformation is not born from technology alone, but from the human talent that drives it with purpose.

Through MigratBank and LatinAI Digital, they have shown that it is possible to innovate without losing one's soul, that progress can be made without disconnecting from what is human, and that true progress happens when technology meets ethics, empathy, and regional identity. They don't share bombastic metrics, but they do offer clear evidence of impact through alliances, inclusion, and meaningful design.

In this edition dedicated to Talent and Technology: the Point of Intersection in Digital Transformation, their vision reminds us that this point is not a technical crossing, but a deep commitment to people, to justice, and to the future we want to build. To transform is more than implementing systems: it is to humanize change. And along that path, they are already leaving their mark.

Emmanuel Puga

Founder & CEO of Great Plan, Specialist
in Strategic Knowledge Transfer

The Knowledge Strategist: Transforming Organizations for the Digital Future

“Urgency creates noise. Intention creates progress.”

Emmanuel Puga has devoted more than two decades to transforming how organizations understand, manage, and transfer knowledge. As a visionary strategist, he has identified that the real challenge for companies today is not simply adapting to change, but creating knowledge systems that allow leaders and teams to evolve with clarity and speed, ensuring long-term competitiveness and business viability.

After years designing leadership programs and change-management projects, Emmanuel discovered a critical pattern affecting numerous organizations: while CEOs set the strategic direction, teams execute without ownership or a shared vision, focusing on solving past problems instead of architecting their future. This core insight led him to develop the UDDT® model (Understand, Diagnose, Design, Transfer), a system that turns knowledge into a living strategic asset that drives continuous organizational evolution.

What distinguishes Emmanuel's approach is its integrative focus: it's not only about training hierarchical leaders, but about creating organizations where everyone co-creates the knowledge required to evolve toward new horizons. His KTP® Professional Certificate trains both the leader and the team, turning the former into a strategist and the latter into active implementation agents—transforming what used to be considered a problem (constant change) into the best model of strategic development for current and future leaders.

At a time when 45% of global CEOs believe their companies could cease to be viable without accelerated strategic evolution, Emmanuel has positioned his approach as a direct response to this urgency. His vision goes beyond technological implementation to focus on developing human capabilities that enable people to navigate transformation with autonomy, speed, and certainty. Through his methodology, he is shaping a new generation of leaders capable of thinking strategically in ambiguous environments and transferring critical knowledge to their teams.

The convergence of talent and digital technology is the core of his proposal. Emmanuel understands that the true value is not only in digital tools, but in the human capacity to use them with strategic judgment. His goal of certifying 10,000 leaders as Strategic Knowledge Leaders by 2030 reflects his commitment to creating a transformative movement that impacts multiple sectors.

After two decades of experience delivering leadership programs for global organizations, how has your view evolved on the relationship between leadership and business competitiveness?

That's a great question. To answer it, it's important to share a bit of context about my professional path.

I am the founder of Great Plan, a company that offers training and professional development services. Our focus is for every one of our graduates to help boost our clients' competitiveness, evolution, and leadership in their business sectors. Our purpose is to develop leaders with the mindset needed to address current and future challenges—leaders capable of transforming organizations and, through them, positively impacting the societies where they operate. In this way, we contribute to a better world.

My view changed completely when I noticed that a large number of organizations sought to train their leaders to solve yesterday's problems, but did not design the knowledge structure required to design and build the desired future. That's when I discovered something that has guided our entire journey: a company is not competitive because of what it already knows, but because of what it is capable of learning, applying, and evolving with intention.

My perspective on how the relationship between leadership and business competitiveness has evolved centers on five key factors:

- 1.- Role and function of the leader.*
- 2.- Source of organizational competitiveness.*
- 3.- Relationship with knowledge.*
- 4.- Type of leadership expected.*
- 5.- Organizational culture.*

We have shifted from an adaptive focus to a strategic-evolutionary one.

In today's environment of high complexity and uncertainty, the valued leader is the one who builds cultures of co-creation, with purpose and a future vision—without neglecting action in the present.

Business competitiveness has moved from process improvement and product quality per se toward the capacity to learn faster than the competition, make decisions with the greatest possible certainty, and mobilize transformations that generate added value for customers.

Today, training skills alone is not enough; what transforms an organization is its leaders' capacity to anticipate, connect the dots, and make decisions with clarity amid uncertainty.

We know you designed a model in which you propose that “well-transferred knowledge can define the future of an organization.” Could you explain how this connects specifically with the digital-transformation challenges companies face today?



That's right. I designed the UDDT® Knowledge Transfer Model with the vision that leaders and their teams could face constant organizational transformations with certainty, speed, and direction.

I took on the challenge of creating a new model in response to a need I identified in many companies. They acquired technology to address present and future challenges, but in most cases they lacked a model to create the knowledge and develop the capabilities their teams required—or would require—to perform successfully in current or future scenarios. That's where everything broke down: when the technological infrastructure existed, but the capacity to leverage it properly did not.

Together with my team, we searched for a model that would allow us to accompany our clients in the situation we had identified. We realized it didn't exist.

There were change-management models, which are very valuable for generating a strategy so the organization moves in one direction and understands the relevance of doing so as quickly as possible.

There were knowledge-management models, but their focus centered on processing, storing, and distributing key business information—not necessarily on translating that information into knowledge, and even less on how to enable human talent to apply it.

That's when I realized the model I was creating was not born to compete with other models; it was born to complement them and provide our clients with a

strategic gear that, until then, did not exist yet was sorely needed.

Digital transformation demands speed, but above all it demands the criteria—the judgment—necessary to make the right decisions at the right moments. In many cases, technology is implemented before people understand how to use it strategically. That's where well-transferred knowledge makes all the difference.

When learning is structured, shared, and aligned with the real challenges of the business at the same speed at which changes occur, a high-performance work culture emerges—one where people learn before, during, and after implementations; where evolution happens without jeopardizing product or service delivery; and where there is the speed to adapt and guarantee the company's future viability.

Great Plan has worked with global organizations such as Siemens, Lenovo, and Hershey's. What common patterns have you identified in how these companies approach knowledge management during their digital-transformation processes?

We have the privilege of working with many companies featured on the Fortune 500 list. The three main organizational behaviors I would highlight are:

- 1.- They all focus on acting in a standardized way and with a common language.*
- 2.- They understand that knowledge is much more than documentation related to a process.*
- 3.- They view knowledge as a business asset.*

What distinguishes companies that evolve successfully from those that do not is that they invest in gaining clarity, strengthen a common language, establish standardized transfer structures and practices, and create spaces where implementation plans are analyzed and co-created collectively.

You mention that “technology should amplify human judgment, not replace it.” How does this principle materialize in specific sectors such as financial services or supply chains?

Let's begin by understanding that judgment is the capacity to apply a rule, principle, or standard to make a decision, conduct an evaluation, or choose among options.

Today, it is still human talent that generates these rules, principles, or standards. When that talent is amplified with technology, information can be processed in volumes and timeframes once unthinkable.

At present, the final decision still depends on people, because new variables constantly emerge that were

not considered. Humans will continue to incorporate these variables into the equation, feeding back the technology's criteria and improving its performance.

An example in the financial sector would be analyzing a client's profile in seconds, integrating economic and reputational variables. Technology offers a recommendation based on established criteria, but the final decision remains human—and it is human talent that defines the criteria and raises the quality of analysis.

In supply chains, think of unprecedented geopolitical scenarios. Technology can rapidly analyze the new environment and suggest alternatives. But human talent decides, because it reasons based on intangible or unprogrammed variables.

We have worked with companies where technology was already in motion, yet leaders remained stalled—not for lack of tools, but for lack of the right criteria. When clear leadership thinking is combined with technology's execution capacity, that's when we can truly say technology is amplifying human capabilities.

A machine doesn't err. But without human judgment, it doesn't learn either.

In what ways do your UDDT® model and the KTP® Professional Certificate help leaders navigate the intersection between human development and technological adoption across industries?

A growing problem we've seen is that many leadership roles have stopped caring for the human dimension to focus exclusively on technological adoption. This has generated apathy in teams and directly impacted product or service quality.

Today's leadership demands closeness, purpose, and clarity. And that is only possible when the leader exits survival mode and enters a state of transformation and evolution.

Our KTP® Professional Certificate is based on the UDDT® model (Understand, Diagnose, Design, Transfer). Unlike other programs focused only on high hierarchical levels, the KTP® trains both the leader and the team. The leader becomes a strategist, and teams become active implementation agents.

What used to be considered a problem—constant change—we turn into the best model of strategic development for current and future leaders.

While other methodologies push for immediate action, our model guides leaders to think strategically, design with business vision, and present validated solutions that can be replicated in other areas or regions.

Thus, organizations strengthen teams' sense of belonging, and leaders gain time and focus to design the knowledge and capabilities their teams will truly need to evolve.

According to the data you cite, 45% of CEOs believe their companies will cease to be viable without strategic evolution. How does Great Plan prepare organizations to develop the “autonomy, speed, and certainty” needed to lead transformations?

This figure, published in a PwC study in 2024, deeply surprised us. It revealed that 45% of CEOs globally believe their organizations could cease to be viable if they do not transform and evolve quickly. Moreover, 80% of those CEOs stated that their executive teams had not presented a solid strategy to achieve that evolution.

We understand we are in new terrain. Sometimes, when we share our vision, some perceive it as too far ahead. But that actually confirms we are on the right path. Having designed a strategy that responds to a need CEOs already recognize pushes us to keep sharing it.

I am convinced that UDDT® is much more than a model: it is a movement—one that will enable hundreds of organizations to evolve with direction, impact, and autonomy, generating sustainable, positive results in the regions where it is adopted.



In today's context of digital acceleration, how do organizations balance the urgency to implement new technologies with the need to develop the human capabilities required to leverage them?

That balance is achieved only when leading with intention, not with fear of being left behind. Urgency often leads to decisions made without preparation, without purpose, and without return.

What we do is accompany organizations, leaders, and teams to build criteria before, during, and after activating technology. Because a leader or team that does not understand what they are transforming ends up repeating mistakes with new tools.

“Urgency creates noise. Intention creates progress.”

One crucial aspect is the financial capacity of organizations to properly enable their talent. We have often seen companies invest large sums in acquiring cutting-edge technology but lack the resources to train their teams in its strategic use.

The UDDT® model is based on giving leaders and their areas the autonomy to enable their talent. That area will not necessarily deliver the training directly, but it will generate the knowledge that can then be professionally shared by a central area.

We have also seen that even when companies have a budget to train their talent, they cannot keep pace with change. More than once we were hired to develop training materials that, by the time they were finished, were already outdated.

That led us to a decision: to stop selling that type of project. Instead, we help our clients invest strategically in internal mechanisms that allow them to keep their knowledge up to date, anticipate what's coming, and enable their people in real time.

Some clients tell us they do not want to generate more courses—and we completely agree. The traditional notion of designing a course is not sustainable, especially when knowledge needs to be implemented across dozens of teams simultaneously.

This is why we now help organizations analyze their capacity and resources to create their own mechanism for designing, safeguarding, distributing, and updating organizational knowledge.

Your goal is to certify 10,000 leaders as Strategic Knowledge Leaders by 2030. What impact do you expect this community of professionals to have on multisector digital transformation?

Certifying 10,000 leaders in the UDDT® Model is far more than a numerical target; it is a bet on transforming how organizations face their evolution.

My goal is to build a community of leaders—current and future—capable of activating, transferring, and preserving strategic knowledge within their teams. Leaders who understand that digital transformation is not achieved with technology alone, but with human judgment, adaptability, and shared vision.

I am convinced these 10,000 leaders will be catalysts of change across multiple sectors because:

1. They will understand that knowledge is a living asset that guides business evolution.

2. They will know how to enable their teams to adapt with certainty and speed to constant environmental change.

3. They will be prepared to lead complex processes in ambiguous environments without losing direction or purpose.

I will work with mind and heart so that this community becomes an active part of the strategic evolution of the most relevant sectors in the Americas and beyond.

What similarities have you observed in how different sectors (healthcare, finance, manufacturing) address the challenge of turning knowledge into a “living system of organizational evolution”?

One of the most evident similarities across these sectors is the difficulty of having truly qualified talent to accompany present and future transformation challenges. There are people available, yes—but that does not mean they are prepared to navigate change with strategic clarity, judgment, and systemic vision.

Each industry experiences this gap differently:

- *In technology and healthcare, knowledge is often concentrated in experts, but it is not transferred horizontally.*
- *In manufacturing, learning occurs in operations, but it is rarely systematized.*
- *In finance, there is an over-reliance on procedures that stifles strategic innovation.*

Having knowledge is not enough. What makes the difference is how fast you can mobilize it when everything changes.

Looking ahead, how do you envision the evolution of the relationship between human capital and technology in the next 5-10 years, and how is Great Plan preparing for that scenario?

I believe that over the next 5 to 10 years, the line between the human and the digital will be more blurred—but also more decisive. The organizations that lead that future will be those that know how to integrate technology while strengthening their culture and enhancing talent in capabilities and judgment.

The challenge today is not just adopting tools. It is developing leaders and teams capable of thinking strategically amid automation—preserving what is essential while everything changes—and generating progress with a strong human focus.

At GreatPlan, we have been designing that future for years. Our platform, our models, programs, and professional certificates aim to transform. We are preparing for a scenario where knowledge is generated in real time and becomes a strategic advantage.

The technology of the future will not replace talent. It will enhance it. But we need leaders prepared for the world to come.

The legacy Emmanuel Puga is building goes beyond methodologies or certifications. It represents a new philosophy of leadership in which strategic knowledge becomes the main competitive advantage of organizations. In a world where the line between the human and the digital grows ever more blurred, his vision reminds us that the technology of the future will not replace talent—it will amplify it. To achieve that, we need leaders prepared to turn knowledge into organizational evolution, to convert urgency into strategic intention, and to lead with clarity and purpose amid constant transformation.



Álvaro Daniel Cagüeñas Hernández

CEO of Prominence Partners | Executive President of
GLBC | C-Level Consultant | Strategic Mentor and Coach

**Architect of Convergent Leadership:
Transforming organizations with
purpose at the inflection point**

 prominence

 GLOBAL
LEADERSHIP
& BUSINESS
CONFEDERATION

“Our focus is on humanizing digital transformation, so that people not only adopt technology, but transform it with purpose.”

At the intersection of visionary leadership and digital transformation stands Álvaro Daniel Cagüñas, a strategist who has influenced more than 20,000 people across five continents. His exceptional trajectory as a Business Administrator with a Global MBA, studies at Harvard Business School, and specialized training at elite institutions such as Instituto de Empresa (Madrid) and the European School of Management and Technology (Berlin), has forged a multicultural profile that transcends geographic and intellectual frontiers.

As CEO of Prominence Partners, Cagüñas has redefined the concept of strategic consulting, implementing disruptive methodologies that have enabled organizations to transform their business models in highly competitive environments. His leadership of the Global Leadership Business Community (GLBC) has catalyzed the creation of collaborative networks among senior executives, facilitating the transfer of knowledge and best practices between North America and Latin America.

His role as a C-Level consultant has allowed him to directly influence the strategic decision-making of multinational corporations, while his facet as an international speaker has democratized access to cutting-edge knowledge on organizational transformation. As a mentor and strategic coach, he has cultivated a new generation of leaders who combine business vision with human sensitivity, multiplying his impact across sectors and geographies.

His vision of “Organizations of Evolutionary Intelligence” reflects a deep understanding of the current inflection point—that critical moment where technological disruptions, changes in talent expectations, and the redefinition of corporate purposes converge. This inflection point represents both an unprecedented challenge and opportunity for organizations that aspire to transcend in the business landscape of the future.

From Miami—now a strategic tech hub—Cagüñas leads initiatives that position this city as an epicenter of connection between cultures, methodologies, and capital. His approach integrates strategy and innovation with human capital to create sustainable, purpose-driven business ecosystems prepared to navigate the complexity of the global environment.

His perspective on the future of Latin American leadership toward 2030 reveals a vision in which interculturality, systemic innovation, and the integration of purpose with profitability will be decisive for the organizations that prevail. This approach reflects his commitment to a form of leadership that not only seeks business success, but also aspires to leave a transformative legacy in society.

As CEO of the consulting firm Prominence Partners, President of the Global Leadership & Business Confederation, international speaker, and member of company boards—with one of your operating hubs in Miami for the United States and Latin America—how does this perspective of leading multi-profile, multicultural, and multisector organizations enrich your vision of strategic and organizational transformation in the Pan-American context?

During my 25 years in the business world I have lived through different seasons of experience. I had the opportunity to develop

professionally for 15 years in multilatin and multinational companies, growing to hold regional leadership responsibilities in Latin America, managing the strategic and organizational transformation of companies in around 20 countries. After that, I became a partner in a consulting firm where, over the last 12 years, we have advised hundreds of businesses headquartered in the United States, Germany, France, South Africa, Mexico, Chile, Colombia, among others—facing all kinds of significant challenges and achieving extraordinary results in the interest of shareholders. Two years ago I began serving as Executive President of GLBC, opening a new stage of relationships with entrepreneurs and executives around the world, getting to know up close the realities they face and providing solutions from our global business ecosystem.

Leading multi-profile, multicultural, and multisector organizations has been a privilege that has allowed me to understand that strategic and organizational transformation is not a single, standardized model, but a systemic and dynamic evolution unique to each company, in response to its diverse contexts—the macroenvironment, the markets, and the company itself. Between 1960 and 1990, companies seeking new strategic understandings of transformation relied on standard models created and developed by firms around the world, which brought temporary and targeted benefits; however, with the new century—its speed, change, and political, economic, sociocultural, technological, legal, and environmental reconfigurations—those models became obsolete.

Even if companies share the same niche, competitors, suppliers, portfolio, and other similar elements, they can be completely different in their corporate governance and business model.

From Miami, as a strategic hub, we connect business realities from Silicon Valley to Bogotá, from Toronto to Buenos Aires, in addition to reaching business ecosystems in Asia, Europe, Africa, and Oceania. This confluence of philosophies, cultures, practices, and markets compels us to integrate strategic alignment, foresight, disruptive business models, collaborative stakeholder value approaches, the adoption of agile organizational architectures, and responsiveness to patterns of adaptive change. The key challenge is the convergence of these dimensions, enabling senior management to reconfigure the deep logics of their corporate and competitive strategies and the company's business model.

One of your main current challenges is leading GLBC's global expansion. What competitive advantages does Miami offer as a platform for this growth, and what concrete metrics have you established to measure the success of this expansion over the next 24 months?

Miami represents much more than a strategic location: it is a node of innovation, multicultural talent, and geographic proximity to Latin America and the Caribbean, which powers our expansion into both emerging and developed markets.

In Florida, companies have set up robust technological infrastructure, services that are more competitive than many local options in the region, a strong academic presence, and—above all—a convergence of investment capital with an international outlook.

Having operations in the United States has allowed us to establish and offer corporate structures with commercial and

tax benefits, broad networking with diverse stakeholders, and a growing, diversified business platform across all segments of the economy.

To measure the success of our expansion at GLBC, we have defined clear metrics for December 2026:

Opening in 12 new active countries with organizational representation across Latin America, North America, and EMEA—Europe, the Middle East, and Africa. To this end, over the last 12 months I have personally visited: the United States (several states), Germany, the Netherlands, the United Arab Emirates, Greece, Turkey, Malaysia, Singapore, Taiwan, Japan, Panama, the Dominican Republic, Guatemala, and Colombia.

- Growth of human talent for the international office in Miami with commercial, financial, and legal expertise, and proficiency in several languages (English, Spanish, and Portuguese).
- Strategic alliances with at least 10 global organizations (universities, industry associations, embassies, and complementary organizations). We are advancing in this process with universities such as MIT (Boston), Asia School of Business (Kuala Lumpur), the University of Amsterdam, ADEN Business School, and others; with 5 embassies and 3 organizations with global presence.
- Holding 6 business events around the world, with potential host sites in the United Arab Emirates, India, Pakistan, the Netherlands, Malaysia, Zambia, Spain, and the United States.
- Development of 8 sponsored business transformation projects.

From your multiple strategic vantage points as a member of senior management, how do you methodologically connect business strategy, adaptive human capital, and divergent technology to achieve powerful digital transformation? Could you share a specific framework you implement at Prominence Partners for organizations facing this challenge?

One valuable and positive outcome of the 2020 pandemic and its subsequent impact on countries, markets, and companies was the conviction we developed to become a major strategic ally for our clients and potential companies across all sectors—those that needed to achieve successful transformation, leveraging technology not only to survive but to stand out competitively and comparatively.

As a result of weeks of study, research, development, and analysis—reviewing academic positions, reports such as those from the World Economic Forum and other benchmark organizations, tracking projects by major multinationals, and examining expert views around the world on how to achieve digital transformation—we arrived at a model of the dimensions that must be addressed, which we have applied with several companies in Latin America.

Broadly speaking, if a company is undertaking a genuine digital transformation, it must review and reconfigure the logic and operation of these 5 dimensions and their components transversally across the company—leveraging ERPs, software, applications, developments, interfaces, web environments, and other technological resources—to create a perfect synergy that delivers measurable improvements in results:

- **Strategy:** from corporate governance, make conscious decisions to incorporate technology and innovation into corporate, competitive, and comparative strategies; business intelligence and data analytics (BI); risk, barriers, and opportunities management (R.B.O.); compliance; stakeholder relations; sustainability; and reputation management.
- **Diversified business model:** reconfigure and restructure the business value chain, commercial models and operations with technology; analyze market and competitor best practices; adopt non-conventional organizational architectures; create multidisciplinary committees and collaborative methodologies with knowledge management to find new and better businesses.
- **Customer experience:** design and develop, through technology, new commercial channels; processes for direct feedback with clients and consumers; brand experience, marketing, and advertising; global digital platforms; and the creation of digital tribes or communities.
- **Corporate management:** improve the effectiveness—through technology—of financial and administrative management; human capital with an employee experience (EX) vision; integrated management systems; sourcing and procurement; legal; corporate communications; and projects.
- **Technology:** strengthen the company's technological profile and capacity—from infrastructure, network communications, cybersecurity, connectivity, and servers to artificial intelligence (AI), blockchain, machine learning, cloud and big data, virtual reality (VR) and augmented reality (AR), and robotic process automation (RPA).

Intellectual property of Prominence Partners

As a mentor and strategic coach to entrepreneurs and C-level executives, what transformation have you observed in leaders' competency development needs in the United States, Canada, and Latin America? How has your own mentoring approach evolved to incorporate advanced digital capabilities?

Over the last five years, I have witnessed a profound transformation in the new leadership profile companies need looking toward 2030, and in the competencies their executives must develop to inspire, influence, impact, and mobilize employees and stakeholders, enabling prospective strategic direction for their companies. In my view, these are the competencies that entrepreneurs, board members, and senior leaders must develop:

- Strategic, systemic, and exponential thinking
- Adaptability and organizational agility
- Innovative, digital, and technological capability
- Conscious leadership and ethical influence
- Intercultural and global vision
- Results orientation with a value focus
Resilience and personal/organizational intelligence
- Conflict resolution and negotiation

- **Decision-making in V.U.C.A. environments** (volatility, uncertainty, complexity, and ambiguity)
- **Anticipatory mindset and foresight**

In mentoring and coaching processes with entrepreneurs and executives, my approach has evolved into a “Hybrid-Adaptive-Experiential” model, where we integrate these fundamentals toward transformative strategic leadership:

- **Well-Being Mentoring:** a concept I developed while working with Siemens and have continued to mature, where we focus the leader’s transformation on identity as a person more than on behavioral externalities.
- **Data- and fact-based mentoring:** effective leadership should ground its analysis and intelligent response in data and facts generated from diverse personal, technological, and documentary sources.
- **Agile, technology-enabled learning:** addressing the leader’s reality must generate learning awareness with immediate applicability, and artificial intelligence becomes a key tool.
- **Intergenerational, inclusive, diversity-oriented mentoring:** we enable knowledge transfer, valuing generations, cultures, and diverse ways of thinking.
- **Practical digital mentoring:** throughout the process we use multiple technological resources—tests, assessments, platforms, and software—that contribute to the journey.
- **Hybrid mentoring:** we create in-person and virtual spaces for support, follow-up, and oversight, enabling a fluid process even when travel or other executive commitments arise.
- **Neuroscience-supported mentoring:** we facilitate the leader’s inner knowledge with assessments and resources that bring them closer to understanding themselves emotionally, cognitively, and behaviorally.
- **Executive and corporate simulation mentoring:** there are simulators that allow a leader to be exposed to judgment and decision-making in virtual realities, providing a broader vision of the process and its evolution.

Your privileged position in Miami as a strategic base with global operations gives you a unique vantage point. How do you leverage this perspective to create innovative business solutions applicable to both developed and emerging markets?

The ability to create tailor-made strategic solutions for multi-profile, multicultural, and multisector companies has a highly complex and profound background—it’s a privilege to achieve. After so many years, I am aware that God, throughout my life journey, favored me with factors that enable me to do this consistently and effectively. The factors I identify in my trajectory—and that enhance my vision—are the following:

Experience with real corporate growth: personal and professional growth is vital. Starting in basic and junior roles, moving through different areas of companies, and being promoted to roles with high executive responsibility allow you to understand very well how a company works and everything

involved in business dynamics—strategy, business, structures, people, processes, and integrated resources like technology.

- **Knowledge of diverse markets and company types:** working in companies across several economic segments (oil & gas, pharmaceuticals, manufacturing, industry, energy, healthcare, commercialization, and consulting) and in different countries—even living in them—some with international backgrounds, family-owned, or domestic, helps you understand how the macroenvironment and the market uniquely impact companies with their own legal and regulatory frameworks.
- **Studies at universities around the world:** first-rate training at institutions such as George Washington University (USA), Instituto de Empresa – IE (Madrid, Spain), Harvard Business School (Boston, USA), European School of Management and Technology – ESMT (Berlin, Germany), Tec de Monterrey (Mexico), INALDE and Universidad Javeriana (Bogotá, Colombia), with access to high-value knowledge, greatly expanded my executive thinking, management models, and strategic frameworks to lead and advise companies.
- **Networking and relationships built over decades:** when you’re clear that everything in life is transient except people—and that people can become the most important asset in a professional career—you build a “tribe or community” that accompanies you throughout business life.
- **Track record as a director in consulting projects:** surpassing 25,000 hours of experience as a sponsor and director in consulting projects nourishes you with stories, challenges, learnings, and mistakes that make you a more competent corporate person.
- **Knowledge of world-class practice standards:** being connected to trends and experiences of multilatin and multinational companies—validating business, strategic, and organizational hypotheses with results not just for one company but for hundreds worldwide—lets you confirm they are worthy of homologation as world-class practices.
- **Global reach across five continents:** the ability to turn with the world and in the world brings a balanced, objective, and diverse worldview that enables thinking free of bias, limits, and ceilings—becoming more about opportunities and truths to be discovered.
- **Our own business ecosystem:** I deeply believe in generating shared value and building strategic alliances that ultimately benefit many stakeholders. Thanks to our ecosystem, we learn daily that the business world is still there to be discovered.

How are the consulting firm Prominence Partners and the Global Leadership & Business Confederation positioning and mobilizing digital transformation in our region and globally? What specific initiatives are you implementing to connect human capital with advances such as AI, blockchain, or advanced automation?

Digital transformation is not optional; it is mandatory to be successful and sustainable in the market. We have been working on several fronts and are seeing significant results for entrepreneurs, executives, and companies.

First, training programs in alliance with universities for entrepreneurs, executives, and professionals—executive courses, graduate programs, MBAs, and doctorates. The



portfolio is broad and allows every corporate specialty to find ways to contribute to strengthening the professional profile.

Second, consulting and advisory services for companies of any nature that want to optimize, increase profitability, improve, or diversify their business model, value chain, and processes. We present several strategic and organizational solution models with technology so they commit to systematization, digitization, and automation.

Third, direct and third-party research on business reality in the face of digital transformation, showing entrepreneurs and senior management—with statistics and data—the benefits of leveraging the company with technology.

Fourth, the development of business cases for academic, industry, or our own spaces—from the firm and GLBC—that allow executives to understand and become familiar with real transformation challenges.

Fifth, corporate events where we open spaces for inquiry and feedback on experiences with panelists and speakers who undertook digital transformation projects and can share their achievements as well as their mistakes.

Sixth, a continuous focus on creating value through concentric diversification (related to the natural core business) or conglomerate diversification (unrelated to the natural business) as a success factor.

We have initiatives focused on our target—the leadership of companies—to connect them with digital transformation and its resources from different perspectives:

- **Knowledge ecosystems:** We created the “Future Ready Boards” program to train digital boards of directors.
- **Talent-Tech Bridge:** a matching platform between adaptive talent and AI, blockchain, and automation projects.
- **Digital Labs:** collaborative innovation spaces to co-create technological solutions with partner companies.

Our focus is on humanizing digital transformation, so that people not only adopt technology, but transform it with purpose.

Miami has become a tech hub connecting North America with Latin America. From your strategic position, how do you envision this ecosystem evolving over the next five

years, and what opportunities does it present for leaders seeking to drive digital transformation in Latin American organizations?

Over the next five years, Miami will consolidate its position as a hemispheric tech epicenter—not only because of its geographic location, but for its ability to be a cultural, financial, and digital bridge between North America and Latin America. The ecosystem will evolve toward greater integration of international talent, consolidation of investment funds with a regional focus, and the proliferation of tech startups with a Latin DNA yet global projection.

From our strategic position at Prominence Partners and GLBC, we have identified three major vectors of evolution:

- **Convergence of innovation ecosystems:** Miami will cement itself as the meeting point between technological innovation, U.S. regulatory advances, and resilient solutions developed in Latin America. This convergence will facilitate the creation of products and services designed for the Latin American reality but built to global standards.
- **Acceleration of tech talent migration:** The city will attract bicultural, bilingual talent with advanced digital capabilities, creating a fertile environment for multicultural teams that think globally but act locally. This will enable capability transfer that strengthens organizations in Latin America.
- **Scaling digital solutions with social impact:** Startups with social impact—in areas such as fintech, edtech, digital health, and sustainability—will find in Miami a platform to scale quickly, especially in countries where technological gaps still represent high-value opportunities.

Projecting into the future, how do you envision the evolution of Latin American leadership based on hubs like Miami by 2030? What types of organizations do you believe will prevail in this new landscape where strategy, technology, and human capital must be harmoniously integrated?

By 2030, Latin American leadership will be marked by a paradigm shift: it will move from being reactive and centered on traditional management to becoming visionary, inclusive, and digitally orchestrated. Strategic hubs like Miami will act as catalysts—not only to connect markets, but to transfer innovation methodologies, regulatory frameworks, and specialized talent to Latin America.

Three key transformations in Latin American leadership by 2030:

- **High-adaptability intercultural leadership:** Leaders will need to navigate multicultural environments, multilateral negotiations, and global remote teams with fluency, integrating diverse perspectives to create universal solutions.
- **Systemic innovation mindset:** Beyond adopting technology, leaders will learn to design ecosystems where technology, strategy, and talent coexist in a permanent cycle of innovation, always moving in diversification.
- **Purpose and profitability as an inseparable binomial:** Strategic decisions will be guided by building businesses that transcend their portfolios, with real social and environmental impact as well as financial return.

The organizations that will prevail by 2030 are those that adopt what I call Organizations of Evolutionary Intelligence:

- **Corporate governance with transparency and ethics:** governance must increasingly show a full commitment by shareholders to living out principles and values and complying with the regulatory frameworks of each country.
- **Prospective Strategic Direction:** companies must define and implement unique, consistent, and powerful strategies that take them to better scenarios and realities in the markets where they operate, with a strong future component and value alignment with stakeholders.
- **Insight-Driven Company:** senior management—from shareholders and boards to the C-suite—must steer decisions based on data analysis, drawing on cross-intelligence from varied internal and external sources.
- **Companies with dynamic, systemic, and flexible architecture:** agility requires decentralized, adaptive structures with the ability to reconfigure business models quickly, even in weeks rather than years.
- **Human-Tech Integrated organizations:** companies that achieve an organic integration between human talent and technological capabilities, where AI, blockchain, and automation act as amplifiers of creativity and innovation—not as substitutes.
- **Corporations with collaborative ecosystems:** multi-level alliances among startups, corporations, academia, industry associations, communities, governments, and others to solve complex problems at regional scale with a spirit of shared prosperity.
- **Businesses with sustainable conviction:** companies that, beyond being profitable, are designed to solve social or environmental challenges relevant to the region.
- **Adaptive, integrative, and resilient cultures:** the ability to unify corporate purpose with the personal purpose of employees—building identity through adaptive behaviors and habits that shape brand ambassadors.

In this new landscape, Miami will consolidate itself as the epicenter connecting Latin American leaders with global trends, enabling the region's leadership not only to participate, but to influence the global digital economy decisively.

Having influenced more than 20,000 people on five continents through your multiple roles, what personal impact do you aspire to leave through your work as CEO of Prominence Partners, President of GLBC, and as a speaker and strategic mentor? Is there a principle you hope will be recognized as your most significant contribution to the development of Latin American leadership in the global context?

I am absolutely clear that the privilege of being a person with reach I never dreamed of, I owe to God and His unique purpose for my life. I was a young man with many problems and a sense of “no future” due to various circumstances that surrounded my life. However, I had a second chance to know God and become a person with a different vision and a conviction to transcend and leave a legacy in people. At no point can I attribute a title of success to my name, because the strategic presence that

inhabits me manages to touch—in a special way—the people and organizations I interact with.

In the business world there are deep beliefs and philosophies about what really determines a person's value—whether entrepreneur, executive, or professional—and it is often based on their level of power, accumulated wealth, roles of prominence, and purchasing capacity. But from my experience, all of these are ephemeral and circumstantial. I know, globally, thousands of people who have achieved these markers of value, and yet, in reality and in their privacy, they live relentless loneliness and personal problems that cause them to lose and move away from what genuinely has value: a full life, a home, and people who want to follow them for what they represent in inspiration and influence.

As to the impact I want to leave on Latin American leadership—and even globally—it is to be a genuine, humble, studious person, passionate about the business world, and responsible for inspiring others to seek leadership with the strategic presence that may identify me. I would like that, the day my life's purpose is complete, there will be people convinced and determined to continue the vision of transformation I leave through my companies and roles—benefiting businesses, markets, and society.

In a business world frequently centered on metrics and results, Cagüenas reminds us of the importance of authenticity and a transcendent purpose. His personal testimony of transformation and his recognition of a higher force guiding his path add a deeply human dimension to his strategic leadership. Beyond titles and accolades, his aspiration to inspire others to lead with purpose and strategic presence resonates as a call to redefine leadership's value in terms of its capacity to generate positive impact on people, organizations, and communities.



Diego Ledesma

Organizational Transformation
and Digital Leadership Consultant

“AI does not replace human
sensitivity, it amplifies it.”

His perspective blends AI, organizational
culture, and emotional leadership to
transform companies from the inside out.

Diego Ledesma has become one of the most influential Latin American voices in human and digital transformation. With over 17 years of experience in the corporate world—and a professional reinvention that took him from leading the IT department of a bank to founding his own consultancy, Humagement—Ledesma understands that real organizational change happens when technology and culture move forward together toward a shared purpose.

From Argentina, with a presence throughout the region, he supports leaders and companies in building resilient, inclusive, and empathetic organizational cultures. For Ledesma, artificial intelligence doesn't replace human sensitivity—it enhances it, enabling us to detect emotional signals, anticipate needs, and design healthier work experiences. This vision comes alive in every one of his interventions, where he combines performance metrics with awareness maps, organizational analysis with deep conversations.

The founder of Humagement is a firm believer that there is no digital transformation without cultural transformation. His approach is based on a model that begins with mindset, followed by people, then processes, and finally technology. “Great transformations don't start by asking what to do, but who we need to become to make it happen,” he affirms. He has developed methodologies that integrate adaptive leadership, emotional well-being, automation, and personal branding—turning each leader into a catalyst for change within their own organizational sphere.

Recognized by a community of over 400,000 followers on LinkedIn and Instagram, Ledesma has worked with companies in sectors such as energy, healthcare, technology, retail, and financial services. His role as ambassador for Uber for Business in Argentina has also shown how aligning internal culture with customer experience can create real competitive advantages.

Today, in the era of automation, Ledesma promotes conscious leadership—where emotional intelligence and strategic thinking don't compete, but coexist as the foundation for more agile, resilient teams that are connected to their purpose. His personal story—shaped by a dismissal that became a turning point—gives even more power to his mission: creating environments where people don't have to suffer in order to grow.

From your experience in technology and human capital management, how do you envision the convergence of artificial intelligence and organizational well-being in digital transformation processes?

We are living in a hybrid moment, especially in the organizational realm, where emotions and artificial intelligence, in-person and remote, coexist in a “phygital” context. This convergence between AI and organizational well-being has become a strategic pillar to achieve truly sustainable and human digital transformations.

The word “convergence” comes from the Latin con (together) and vergere (to turn toward), reminding us that moving forward with technology requires clarity of purpose and direction. Organizations today are made up of multiple generations—some born in the digital era, others from the analog world. This generates a diversity of mental models and thought patterns, making it essential to integrate AI through an inclusive, human, and strategic lens.

When applied ethically, AI can anticipate needs, reduce mechanical tasks, detect early signs of burnout or emotional disengagement, and free up time for meaningful conversations. At a healthcare company, for example, we automated invoice reconciliation, which allowed teams to focus on coaching and emotional development sessions. The impact was twofold: greater operational efficiency and stronger connections.

True digital transformation isn't about implementing technology—it's about redesigning the conversational system within organizations. My approach is to integrate AI with what I call CI: conversational intelligence. In doing so, organizations can generate healthy, sustainable, and resilient environments.

The goal is to build cultures that not only tolerate change but lead it—with awareness.

You've said there's no digital transformation without cultural transformation. What do you consider the key first steps for launching a real cultural shift in organizations?

Cultural transformation is the foundation for any sustainable technological change. It's not just about defining actions—it's about rediscovering the organizational identity by asking: Who do we want to be?

The first step is to create spaces designed for difficult conversations—the kind that make the complex accessible. This includes practices like climate surveys, brief weekly meetings to share emotions, or pulse-check dynamics. In a financial institution we worked with, implementing a weekly “emotion rainstorm” created a radical shift in leadership perception and increased team trust.

Another crucial step is reviewing symbolic rituals: shifting from vertical hierarchies to horizontal networks. In a tech company, we replaced traditional committees with “decision circles” where all team members had a voice. This networked hierarchy boosted innovation and inclusion.

For transformation to be effective, it must follow this strategic sequence:

- **Mindset:** Why?
- **People:** With whom?
- **Processes:** How?
- **Technology:** With what?

This approach avoids one of the most common mistakes I see in Latin American organizations: starting with technology. It’s also key to align recognition systems with the new expected behaviors. In a retail company, we redesigned evaluation criteria to include collaboration, continuous learning, and adaptability.

Big transformations are built on small, everyday actions.

According to recent studies, over 60% of leaders see the lack of digital skills as a barrier. What strategies do you propose from a leadership perspective?

The digital gap isn’t just technical—it’s fundamentally emotional. Many people don’t reject technology because they lack ability, but because they fear making mistakes, being judged, or losing motivation. That’s the real barrier.

An effective strategy is to build a continuous learning culture that integrates both technical and emotional training. For example, in a professional services firm, we created a monthly “Digital Learning Week” with short workshops on digital tools, automation, and agile thinking. Employees who already mastered certain topics volunteered as internal mentors, building a peer-to-peer knowledge network.

We also encourage identifying “digital ambassadors” within teams—people who lead tech adoption in everyday contexts. This decentralized approach has proven effective in reducing resistance.

Equally important is leading by example. When CEOs join digital transformation programs alongside their teams—as happened in an industrial company we supported—it creates strong cultural alignment. Emotional competencies must accompany technical

development so that learning translates into sustainable results.

In your role as Uber for Business ambassador in Argentina, could you share an example of how you aligned organizational culture and customer experience through technology?

One of the most meaningful projects was with a pharmaceutical company during the pandemic. They faced the challenge of ensuring safe, efficient transport for essential staff. With Uber for Business, we designed a solution that automated corporate travel management, reduced operational risk, and protected employees.

The real value came in how this action was communicated internally. We created a campaign called “Taking care of you is part of our job,” which connected the initiative to the company’s culture. That narrative elevated the sense of belonging and boosted internal satisfaction.

I always say: if we want customers to love the brand, employees must first love what they do. When internal and external experiences are aligned, a virtuous circle of trust and competitive differentiation emerges.

Various reports show that 70% of transformation initiatives fail due to neglecting the human component. What key elements are essential to avoid this outcome?

The human component is the decisive factor in any transformation. Often, leaders ask teams to “wear the jersey” without first stepping into their shoes. That’s a guaranteed path to failure.

The first step is empathetic change management. Before implementing technology, it’s essential to talk about the “whys” and the “what fors.” In a logistics company, for instance, we conducted listening workshops before rolling out an ERP system, which helped refine the approach and reduce resistance.

Ongoing training is another pillar. In an energy organization, we designed personalized learning paths based on roles and exposure to change. This led to smoother and more emotionally supported adoption.

Visible leadership is vital. When leaders communicate transparently and make themselves available, commitment deepens. Also, measuring the human impact of change—via pulse surveys and network analysis—allows real-time strategy adjustments.

Transformation isn't imposed; it's built—with people.

What role do emotional skills play in leading agile and resilient teams?

Emotions are the foundation of all competencies. In agile and complex environments, emotional intelligence sustains motivation, manages conflict, and fosters psychological safety.

In a coaching process with a telecom development team, the leader—technically skilled but emotionally underprepared—faced high turnover. By strengthening his emotional intelligence, he improved feedback, managed conflicts, and achieved greater cohesion. Within six months, the team doubled its productivity and significantly reduced turnover.

True agility isn't about moving fast—it's about moving with meaning. Leading with empathy and authenticity creates adaptive cultures where mistakes aren't punished—they're transformed into learning.

In an automated world, what strategies do you recommend for supporting leaders in change and talent management?

We're in the age of automation and emotion. To support leaders, I propose three pillars:

- **Adaptive leadership:** *with tools that blend coaching, emotional intelligence, and emerging technologies. In agribusiness, we designed a comprehensive program to prepare leaders for disruption.*
- **Innovation labs:** *spaces where leaders can experiment with agile methodologies and new work models in a safe environment.*
- **People analytics:** *to map internal capabilities and anticipate reskilling needs, enabling strategic decisions around mobility and development.*

Support must be continuous. Transformation isn't an event—it's a process built through presence, feedback, and mentoring.

Your approach integrates the emotional and the strategic. How do you maintain that balance when supporting CEOs and high-performance teams?

It all starts with a question: "How do you want to be remembered in 10 years?" From there, we build a roadmap that combines results with purpose.

I apply a methodology that balances strategic planning with human development. Organizational diagnostics are paired with deep emotional reflection sessions. We also incorporate mindfulness, personal purpose, and empathetic listening dynamics.

I encourage a culture where feedback is a continuous practice. Emotions aren't left out—they're integrated into decision-making. When a leader connects with their humanity, their decisions become wiser, and their team more committed.

What lessons have you learned from supporting transformation across different industries?

I've learned there's no transformation without coherence. The companies that move forward are those that align speech, decisions, and behaviors.

Another lesson: the pace of change must be human. In a tech company, slowing down helped recover talent and commitment.

I also discovered the power of co-creation: when teams are involved in process redesign, their sense of ownership strengthens.

Finally, I learned that the path to results is the path of relationships. Transformation is about letting go of what no longer serves—and embracing what's next with openness and awareness.

On a personal level, what motivates you to keep promoting people-centered organizational cultures?

My personal story is my greatest driver. At 35, while serving as an IT manager, I was laid off due to political reasons. What initially felt like a breakdown became the platform for my reinvention.

Today, I support leaders so their teams don't have to go through what I did. My purpose is to create environments where technology serves people—not the other way around.

Every time a leader reconnects with their purpose, a team reunites, or an employee feels valued—I feel something changes in the world. Transforming organizations also means transforming the lives of those within them.



SENIOR TALENT AS A DIFFERENTIATING VALUE

Gustavo dos Santos

Specialist in employability and career transitions

We know that reframing professional maturity entails a call to find new meaning and purpose in one's own life.

Today, senior talent remains a differentiating value amid complexity, as they bring career journeys and practices that make it possible to support that “new way of doing.”

Senior leaders are true mentors who know how to generate energy, strength, and mental fortitude for uncertainty, as well as manage teams to lead through crises.

Today, management depth and results-oriented leadership are amplified by multigenerational, highly diverse teams.

Age does not define our value, capabilities, or contributions. Talent has no age!

Each team member, through their talent, is a small learning powerhouse that—within intergenerational collaboration—can multiply that knowledge.

We need to reaffirm the value of senior talent to act in the face of complexity and thus practice a conscious acceptance of the ambiguous and the seemingly impossible, which calls for clear, empowering experiences to embrace what is urgent.

New cultural paradigms and technological development constantly push us, generating

doubt, discomfort, and even frustration when we lack adequate answers to new realities. The answers today have changed to the questions we have always asked. May those new answers be framed by a clear framework that strengthens intergenerational collaboration through the integration of knowledge.

Senior talent is defined by their career, achievements, renewed value proposition, purpose-driven leadership, and flexibility to adapt to the complex and the seemingly impossible.

A key task today is to build inclusive, integrative, multigenerational cultures with a collective outlook toward a new “know-how.”

To evolve is to integrate in order to achieve impactful results.



¿QUÉ ES
WEF?



PRESENCIAL
11.SEP.2025
CUENCA

El Women Economic Forum nace en la India como uno de los foros más importantes a nivel mundial.

El liderazgo colaborativo es esencial para la sociedad: fortalecerlo es cambiar vidas. ¡Y ahora en Cuenca!



Propósito, sinergia y
expansión



88
speakers
8 best sellers



Alcance 14 países

Líderes que comparten sus experiencias y estrategias



Networking

Conecta con aliados claves para impulsar tu carrera y negocio



9 horas
de conferencias
y talleres



Tendencias

Acceso a información en: negocios, emprendimiento y transformación



+600
Asistentes
presenciales



Aval

Tecnológico de Monterrey - México
Global Innovation Management Institute - EEUU
Parlamento Andino



Mentorías

Acceso exclusivo con expertos internacionales del ecosistema WEF Ecuador

20 becas

Certificación como profesional en innovación

8 carreras

Técnicas y oportunidades laborales, gestión de visa
*pasajes aéreos - Alemania

INSCRIBETE YA

www.wefecuador.com

Auspicia



Coopera



Colaboran



ORIFLAME
SWEDEN

ATREVIEW

Avalan



Media Partners



Impulsan:





AUTHENTIC TRANSFORMATION ORCHESTRATES STRATEGIC CHANGE

Jeannina Valenzuela

Sustainability and Reputation Specialist

What if your company's next big leap didn't depend on a new idea, but on an intelligence capable of reinventing them all? In a landscape where data multiplies at a dizzying pace and the speed of interpretation defines competitive advantage, artificial intelligence (AI) emerges not as just another tool, but as the new cognitive and decision-making engine that articulates, connects, and powers every layer of the modern operating model. In doing so, it propels the most resilient and adaptive business models in today's economy.

This paradigm shift is no longer a future possibility. Seven of the world's ten most valuable brands don't just dominate markets; they have made data their primary strategic asset. They understood that true innovation doesn't lie in collecting information, but in orchestrating it with surgical precision to convert it into agile, evidence-based decisions aligned with sustainable value creation.

Seen this way, digital transformation transcends technology. It is a mindset, a cultural infrastructure, and a decision framework based on live data. Integrating AI without a clear purpose is like installing a reactor in a poorly calibrated machine: the power is there, but real progress doesn't happen. Only when applied with a systemic vision—from strategy through customer experience—does AI unleash its full potential. It detects hidden patterns, anticipates risks, proposes solutions, and does so in real time.

Within this evolving ecosystem, AI differs radically from traditional software. While the latter executes instructions, the former learns, adapts, and acts. Its most advanced expression is intelligent agents: autonomous systems that interpret their environment, decide based on defined objectives, and refine their responses through machine learning. These agents are already quietly reconfiguring the operations of companies that once seemed immovable.

Real examples prove it. In Colombia, the startup Agros empowers small farmers through artificial intelligence. Its tools analyze satellite data and field sensors to anticipate pests, plan harvests, and facilitate access to credit. Here, AI doesn't replace; it democratizes.

Similarly, in Chile, NotCo uses AI to reimagine the food industry. Its "Giuseppe" algorithm breaks down the molecular structure of animal-based foods and reproduces it with plant-based ingredients, accelerating the development of sustainable, surprising products. Milk without cows, burgers without meat—innovation without limits.

In a completely different industry, but with the same disruptive logic, the U.S. insurtech Lemonade has reinvented insurance. From onboarding to claims management, everything flows through algorithms that process data in seconds, minimize costs, and elevate the customer experience to levels unthinkable in the traditional model.

In Asia, vision also turns into execution. XPeng Motors is redefining mobility with AI. In its factories, intelligent robots assemble vehicles while learning from the process. On the streets, its cars collect data and improve their autonomous driving with every trip. Here, intelligence isn't a component; it is the essence of industrial design.

These are not isolated cases or long-term promises. They are symptoms of a new reality in which AI doesn't just improve processes—it changes the rules. Organizations that understand this don't seek to automate for fashion's sake; they seek to transform with purpose.

That said, achieving this transformation requires much more than adopting advanced software. It demands structures capable of governing data responsibly, leadership that inspires change, and an organizational culture that balances technical rigor with an empathetic lens. It's not simply about implementing what's newest, but about committing to what truly generates value and sustained purpose.

For this reason, digital leadership will not be measured by the number of algorithms, but by the quality of the decisions those algorithms enhance. In this era, where the urgent often displaces the important, artificial intelligence is the bridge that connects vision and execution.



DIGITAL DISRUPTION WITH AI.

WHEN HUMAN CAPITAL, CULTURE, TECHNOLOGY, STRATEGY, AND LEADERSHIP CONVERGE, AI STOPS BEING AN EXPERIMENT AND BECOMES THE ENGINE OF DIGITAL DISRUPTION.

Andrés Silva Arancibia

Technology communicator and digital strategist. Founder of Flumarketing.com and Senior Partnership Advisor at Falcondale, a company specialized in quantum algorithm development. Contributor to the International Astronomical Search Collaboration (IASC), official partner of NASA. Visiting Professor at the Complutense University of Madrid (Spain). Author, consultant, and speaker with extensive experience in innovation, digital marketing, and technological transformation.

Can an organization radically redesign its value proposition—and its competitive position—by placing artificial intelligence (AI) at the core of its business model? The question isn't merely rhetorical: today, the speed of technological change threatens to leave behind those who cannot turn AI into a differentiating advantage. To answer, we must break down five critical vectors—human capital, customer-centric culture, exponential technological advances, strategy, and leadership—whose orchestration determines the success or failure of any digital disruption initiative.

Human capital: augmented talent, not displaced

Intelligent automation will eliminate tasks, but it will create more roles than it destroys: in the World Economic Forum's Future of Jobs Report 2025 (January 2025), 170 million new jobs were projected for this decade alongside an accelerated shift toward profiles in data science, AI, algorithmic ethics, and change management. Meanwhile, 92 million jobs will be displaced by these same intelligent automation trends. That implies a net increase of 78 million jobs. The imperative is to re-skill the workforce through continuous learning programs that combine upgrades in technical competencies with professional reskilling in soft skills (critical thinking and human-machine collaboration).

Customer-centric organizational culture

AI delivers sustained value only when it's anchored in the user experience. According to the Executive Survey on AI and Data Leadership 2025 published in HBR on January 2, 2025, in 2024 executives across 18 industries agreed that the biggest barrier to monetizing AI isn't technology, but the lack of trustworthy data and of cultural rituals that put the customer's voice into every product development effort. Only 32.5% of Fortune 1000 companies report having developed an AI-and-data culture. The rise of generative AI has driven investment in data quality precisely because executives understand that "better AI" means "better service" and, by extension, greater customer loyalty.

Exponential technology: ride the curve instead of chasing it

McKinsey's Global Survey on AI from early 2024 found that 65% of companies already use generative AI regularly—almost double just ten months prior; additionally, 15% have integrated the technology into at least four or more business functions. The result is an ever-shorter innovation cycle: use cases that moved from lab to production in 24 months now do so in under six. Organizations need modular technology architectures, governed by APIs and unified data platforms, to absorb the next wave without friction (autonomous agents, persistently connected multimodal AI, etc.).

Strategy: from experiments to scalable value

Gartner projects that by 2028, 33% of enterprise software applications will include AI agents, enabling 15% of day-to-day work decisions to be made autonomously. If a third of



corporate software will host agents capable of deciding 15% of tasks, companies will need to redesign processes, roles, and metrics. Strategy must prioritize algorithmic governance, trustworthy data, talent re-skilling, and platforms that integrate AI agents, in order to translate algorithms into tangible financial outcomes. Those who anticipate these changes will gain competitive agility, lower costs, hyper-personalized experiences, and sustained operational resilience.

Leadership and ethical governance

A 2024 global study by Harvard Business Publishing on leadership development indicates that 70% of companies require their executives to master a broader range of effective leadership behaviors to meet current and future business needs. Leaders who inspire trust combine a bold vision

with ethical safeguards: “responsible AI” frameworks, bias audits, and explainability/transparency. This governance, more than a regulatory requirement, becomes a competitive advantage by strengthening reputation and reducing future costs from litigation or technical rework.

So, back to the opening question

Can an organization radically redesign its value proposition—and its competitive position—by placing artificial intelligence (AI) at the core of its business model? Yes, but only if it brings the five vectors into harmony. Human capital must be prepared to work with increasingly autonomous machines; culture must revolve around a customer whose experience standard evolves by the minute; the organization must surf—not chase—the exponential technology curve; strategy must translate algorithms into tangible financial results; and leadership must ensure that customer-centric innovative ambition is fused with solid ethical principles. When these elements converge, AI stops being an experiment and becomes the engine of authentic, sustained digital disruption.



OPTIMAL HUMAN CAPITAL MANAGEMENT TO DRIVE CORPORATE TRANSFORMATION

Alvaro “Cuco” de Venegas

International Change Guide
| Business & People Transformation

in <https://linkedin.com/in/cucodevenegas>

Effective management involves identifying the skills and competencies needed for the success of the business plan of a business unit, an SME, a government administration, or a large corporation. We must first start with ourselves—from within—and then recruit and nurture the rest of the team.

It entails providing opportunities for development and growth, and what employees experience as stability—what we, from a management perspective, call retention. Through solid people-management strategies and practices, institutions can drive and secure their transformation, ensuring they are prepared for the challenges of the future.

We are continually facing new market challenges—new unmet needs demanded by our clients—adapting how we manage talent, even altering natural turnover, and ultimately seeking approaches that allow us to evolve and grow in an era of constant change. Being prepared does not necessarily come from technology, nor even from budgets, but—obvious as it may seem—from the attitude of internal teams and the vision held for the organization’s future.

Motivation doesn’t exist without incentives. Proactivity, without incentives, fades. Perhaps the most recurring mistake in any kind of team is failing to channel and manage the capabilities, expectations, future vision, and resistance to change that arise from human capital to drive corporate transformation.

Identifying and developing the skills required to face a changing environment—whether role-specific competencies or those added through internal training programs—and soft skills such as resilience, creativity, and teamwork are fundamental, individually and especially collectively, to avoid difficulties when implementing significant and sustainable changes in an organization’s structure and processes.

Another critical factor is the overreliance on theory. Our teams need to see, understand, and ideally take part in concrete, empirical examples—backed by metrics and, if possible, within companies recognizable to those we expect to apply changes in their day-to-day work. Some shifts go far beyond technology (as noted): empowerment, leadership, ongoing support, leading by example, resource allocation, and—perhaps the most overlooked of all—moving away from the “fad” effect or the temporariness of change. Let’s talk about evolution and transformation; let’s talk about change management—optimized.



HUMAN CAPITAL IN THE DIGITAL ERA: LEADING, TRANSFORMING, AND HUMANIZING THE FUTURE OF WORK

Amarilis Gonzalez

Coach and strategist

In recent years, the way we work, lead, and develop professionally has changed irreversibly. It's no longer enough to adapt to change: today, the real challenge is to anticipate it, lead it, and humanize it. The speed and depth of technological transformations have impacted not only processes, but also how people relate to their work and to organizations.

Technology has transformed processes, business models, and communication channels, but it has also challenged one of the most sensitive foundations of any organization: its human capital. In this digital era, understanding the value of people and their capacity to reinvent themselves is not merely a competitive advantage; it is a strategic necessity that determines the survival and success of companies in markets that are increasingly dynamic and unpredictable.

Talent is no longer local... it is global, remote, and dynamic

We live in a world where artificial intelligence coexists with human intuition, where automation lives alongside empathy, and where job opportunities no longer have physical borders.

The organizations that thrive today are not the ones that spend the most on technology, but the ones that recognize that talent needs new ways to be discovered, developed, and connected. In this context, human capital is no longer "managed"—it is empowered, supported, and made visible through strategies centered on the employee experience and workplace flexibility.

This transformation also implies new ways of working that combine in-person and remote, individual and collaborative, technical and emotional. Adapting to this hybrid environment requires organizations and their leaders to stay attuned to the changing needs of their teams, fostering a culture of trust and well-being that encourages engagement and innovation.

The leaders of the future don't just direct... they develop people

As leaders, we need to change the question to:

How do we build environments where people can grow, contribute, and transform the business with us?

This means investing not only in digital tools, but also in leadership models that are more human, collaborative, and conscious. Today's leadership demands skills such as active listening, change management, emotional intelligence, and a systems perspective. Because in a world of uncertainty, stability comes from the leader... not from technology.

The leader of the future is a facilitator of authentic connections, a driver of continuous learning, and a champion

of balance between productivity and well-being. Their role is fundamental in creating spaces where diverse talents are valued and amplified, recognizing that innovation is born from collaboration and inclusion.

Professional reinvention: a shared responsibility

On the individual side, the digital era has also changed the rules. A degree or solid experience is no longer enough: today you need to be visible, relevant, and adaptable. Talent must understand how to present itself in this new environment. Optimizing a résumé, updating a LinkedIn profile, knowing how to use the keywords recruiters search for, or positioning oneself for remote opportunities is not just personal marketing—it's part of the new professional language.

Reinvention, employability, and personal brand have become pillars of professional development. And this process requires guidance, clarity, and strategy. Continuous learning, the acquisition of new digital skills, and the capacity for self-directed learning are decisive factors for staying current in highly competitive and constantly evolving job markets.

What defines human capital in this new era?

I would sum it up in three words: awareness, connectivity, and contribution.

- Awareness, to understand our strengths, limitations, and professional purpose.
- Connectivity, to be part of value networks that transcend geographies and hierarchies.
- Contribution, because work is not only about productivity, but about positive impact on the organization and society.

A new role for HR and business leaders

If we want sustainable organizations, it's not enough to digitize processes. We must digitize with a human lens, and that begins by redesigning how we attract, develop, and support talent.

Human Resources departments and executives are called to become architects of transformative work experiences, where continuous learning, inclusion, internal mobility, and mental health are part of the natural ecosystem. Human capital management must be holistic, aligned with organizational values, and responsive to individual needs.

Conclusion:

The future of work isn't technological—it's human.

- Digitalization is here to stay, but the real advantage lies in people. In those who dare to grow, to change, to lead with awareness.
- As a consultant and observer of human capital at a global level, I see it every day: the companies that invest in people today will be the ones that lead tomorrow.
- Ultimately, transformation begins by knowing who you are, how you present yourself, and how you choose to evolve in a world of constant change.



INCREASING OPERATIONAL EFFICIENCY IN LATIN AMERICAN RETAIL

Gonzalo Zermeno Terrazas

Business Development Manager
Retail Digital Platform Solutions & Services

🌐 Gonzalo.Zermeno@ncrvoyix.com | ncrvoyix.com

Digitization in the retail industry is not a new concept, but its imperative has grown dramatically in recent years.

According to McKinsey, “People now expect the retail industry to speak to them individually, whether in the product area or in the purchasing experience. The idea is to understand the consumer’s current sentiment.” These were the conclusions of a report by the firm. The report surveyed 8,000 consumers in ten Spanish-speaking Latin American countries: Argentina, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Panama, Peru, and Uruguay.

Survey topics included attitudes toward food, shopping, prices, and convenience; shopping behavior (frequency, store format, and purchasing method); channel behavior (online versus traditional); and supermarket performance.

In Mexico and Latin America, today’s business landscape demands agility, operational efficiency, and a deep understanding of new digital tools.

The main challenges:

The digital transformation challenge in retail is multifaceted, presenting a series of obstacles that—while demanding—are surmountable with the right strategies.

Resilience, interoperability, and operational efficiency in every store are key to lowering costs and increasing productivity.

Strengthening a customer-centric omnichannel strategy—that is, knowing customer preferences and delivering a better shopping experience to increase loyalty through continual purchases.

Inventory control with a predictive focus to anticipate stockouts or address overstocking, and to trigger or automate tasks such as inventory replenishment.

Empowerment and cross-functional collaboration within human capital through reports and automated actions based on predictive data in stores and offices. This implies connecting, measuring, analyzing, and managing from the physical point-of-sale (POS) infrastructure and peripherals, ERP systems, existing applications, and the operating processes of both the store and digital commerce (e-commerce).

Key technologies at play: Which technologies are driving digital transformation in retail?

Edge and Cloud Computing: Enables unifying a single convergent, efficient, and reliable architecture across multiple existing systems and legacy, multi-protocol infrastructure in each store.

Big Data, Machine Learning, and Artificial Intelligence (BD, ML, AI)

Predictive and prescriptive analytics (AI) allow us to better understand in-store operational behavior (operational efficiency).

They enable us to predict customer behavior, and it is now possible to forecast demand.

Personalize promotions and recommendations.

Optimize delivery routes.

Companies like Amazon base their entire strategy on intensive use of AI, from its search engine to internal logistics.

Augmented Reality (AR) and Virtual Reality (VR). AR lets users “try on” products from home. IKEA, for example, developed an app that allows users to visualize how furniture would look in a customer’s home. This kind of innovation boosts confidence in online purchases and reduces returns—two major challenges for digital commerce.

Chatbots and service automation. Thanks to digitization, brands like Sephora have implemented virtual assistants that answer questions, recommend products, and drive engagement—providing 24/7 support without the need for a human agent. Given all this technology, we can and should launch one or more digital transformation projects across our retail chain that meet

business objectives and increase reliability, operational efficiency, and sustainable productivity in-store and via e-commerce.

This is not just about modernization; it is a necessity for the survival, growth, and competitiveness of retail companies (groceries, convenience & gas stores, food retail, fashion retail, pharma, digital stores, e-commerce, kiosks, etc., of any size) in an increasingly globalized, competitive, efficient, agile, innovative, and differentiated market that depends on technology and is centered on serving the customer.

How to Start a Digital Transformation

To increase in-store operational efficiency from the point of sale (POS) and peripherals, we must connect an Edge-Cloud computing platform capable of converging POS infrastructure with current systems and apps in the store, thereby streamlining processes such as change control, in-store and online updates, stock control, cost control, and the management of promotions and offers.

Accelerate the flow of information—changes, notifications, reports, and automated actions—by empowering staff in stores and offices with predictive data on operations, cost, utilization, efficiency, and performance, by store and in aggregate, to establish an operations control center.

Focus on measuring the end-to-end customer experience—whether the customer shops in-store, online, or both, such as when they prefer to visit the store to learn about a product and then pick it up directly. It is important to measure and understand the service chain experienced by different customer types and needs, since preferences change and drive recurring and new sales. Keep customers satisfied with our services and interested in our products because they deliver value. In addition, it is necessary to innovate in technology and enable new services with applications that make it easier for customers to learn about, adopt, and purchase our products.

Incorporate various sustainability topics—ESG (Environmental, Social, and Governance)—as well as the SDGs (Sustainable Development Goals).

Examples of transformation in the retail sector:

Zara: from Spain to the world.

Part of the Inditex group, Zara has been a global leader thanks to its ability to adapt quickly. Through a smart digital transformation model, it has:

- Integrated physical and online inventory in real time.
- Offered buy online, pick up in store (BOPIS).
- Used smart fitting rooms and RFID (radio-frequency identification) to improve the experience.

This strategy lets the company respond quickly to demand, reducing production times and avoiding excess inventory.

Falabella: regional reinvention from Chile.

The Chilean giant not only digitized its sales channel but also created its own marketplace, opened new stores, and automated logistics and delivery processes.

Its digital transformation also included strategic alliances with digital banks (fintechs) to improve payment options and build customer loyalty.

Grupo Éxito: innovating in Colombia.

Grupo Éxito has been a pioneer in implementing self-checkout, ordering via WhatsApp, and loyalty apps. It has also developed analytics programs to optimize assortments and reduce losses.

Its success shows that digital transformation is possible in emerging markets with clear, customer-centric strategies.

Conclusions:

Leadership must be convinced of the benefits and act as an active driver of the initiative—empowering all employees/associates to improve, take action predictively, mitigate in time, learn new things, and develop professionally within the company based on their skills.

The digital platform-as-a-service (SaaS) model—converging with and complementing the physical infrastructure of points of sale and existing in-store applications in a reliable, efficient, and sustainable way—is a prerequisite for any digitization initiative.

Customer data security is essential. As companies digitize operations and handle more data online, they become more vulnerable to cyber threats. It is vital to implement robust security measures and train staff in cybersecurity best practices.

Process automation has significant impact. Repetitive, manual tasks—such as billing, order management, or inventory tracking—can be automated, freeing valuable employee time and reducing errors. This not only improves operational efficiency but also allows teams to focus on higher-value strategic activities.

Technology adoption also requires continuous training. A phased approach is critical. Trying to digitize every aspect of the company at once can be overwhelming and counterproductive. It is better to identify the highest-impact areas and start with pilot projects, scaling gradually as results are achieved and experience accumulates. Celebrating small wins along the way can motivate the team and maintain momentum.

24 - 25 octubre
Sanctuary - Cap Cana



REAL ESTATE



RENOVABLE



TURISMO



MIPYMES

Visibilidad, conexiones clave y oportunidades reales
para hacer crecer su negocio en el corazón del Caribe

EXPO
CUMBRE
2025
FACTOR DE ÉXITO



Lo que le espera en EXPO CUMBRE 2025:

- Oportunidades de inversión exclusivas en el mercado inmobiliario caribeño
- Conexiones directas con tomadores de decisiones de alto nivel
- Información privilegiada sobre tendencias y proyectos futuros
- Plataforma para expandir su presencia en el mercado regional

MÁS INFORMACIÓN



**¡Asegure su lugar en el evento empresarial
más exclusivo del Caribe!**



CONSULTREE

TIEMPO DE TRANSFORMACIÓN






"En **CONSULTREE**, creemos que **las personas** y **las organizaciones** tienen un **potencial ilimitado de crecimiento**"

Luisa Guzmán
CEO

CONSULTREE

Construyendo **Liderazgo** para el **Futuro**

Desde 1998, **CONSULTREE** ha sido líder mundial en Búsqueda de Ejecutivos y Asesoramiento de Liderazgo. **Nuestros servicios son:**

-  Búsqueda Ejecutiva y de la Junta Directiva
-  Búsqueda Ejecutiva de Capital de Riesgo y Capital Privado
-  Consultoría de Empresas Familiares
-  Desarrollo de Liderazgo y Coaching Ejecutivo
-  Efectividad de la Junta Directiva

¿POR QUÉ CONSULTREE?

CONSULTREE Executive Search coloca a ejecutivos extraordinarios en las principales empresas del mundo y los equipa para tener **éxito**. Brindamos a nuestros clientes un conjunto integral de servicios de **asesoría de liderazgo** con un toque **humano incomparable**.

DTI DIGITAL
TRANSFORMATION
INDEX

APT
METHOD™
ALIGN PEOPLE'S TALENT

 www.consultree.com
 +1 305-850-5820
 consulting@consultree.com
 www.linkedin.com/in/luisarafaelaguzman/

