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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

Talent and technology:
The intersection point in digital transformation

Tony S. Medina

Director of InterAction XXI | Psychologist,
therapist, coach, and international speaker

Leading with Empathy: The
Human
Force Behind Every Great
Transformation

Edgar Pérez

International Speaker and
Technology Innovation Expert

"Communication is the bridge
between innovation and
adoption."

Jorge Ramírez Díaz

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Over 25 years uniting strategy
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transform communication

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Organizational Transformation and
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sensitivity, it amplifies it."



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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.



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APUNTA Y ACCEDE
A TODAS NUESTRAS EDICIONES



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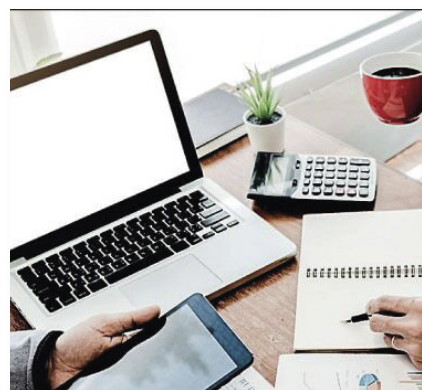
An analysis by Clarify Capital, based on state-by-state data, identifies which U.S. territories offer the most favorable environment for small-business growth in 2025. The study evaluated factors such as the number of new business applications, access to financing, business density, and policies that foster entrepreneurship.

Florida tops the national list in small-business density, with 13,822 per 100,000 residents—a new record in the country. It also ranks third in new business applications per capita, reflecting strong entrepreneurial dynamism,

and third overall for small-business climate.

Challenges remain, however: Florida stands 14th in Small Business Administration (SBA) loan approvals per capita and 23rd in the average size of those loans, suggesting limitations in access to growth capital.

Even so, the state maintains an attractive environment thanks to policies that reduce red tape, expand financing, and support entrepreneurs. The study also warned that, in other states, restrictive tax policies and lower access to capital hinder business



development. Taken together, Florida continues to be a national benchmark in the creation and strengthening of small businesses.

AI and Hispanic Leadership

The South Florida Hispanic Chamber of Commerce (SFLHCC) successfully held its Annual Artificial Intelligence Symposium, bringing together renowned experts to analyze AI's transformative impact on the business, healthcare, hospitality, and education sectors.

The central panel, titled “Smart Moves: The Power and Challenges of Artificial Intelligence in Business, Health, Hospitality, and Education,” was moderated by Eileen Cardet, an Emmy-winning host on Univision 23, and featured prominent representatives from academia, healthcare, and technology. Participants shared perspectives on the benefits and challenges of AI, addressing topics such as precision medicine, cybersecurity, process automation, and personalization in education.

Subsequently, the SFLHCC presented the Health Champions



Awards, recognizing twelve individuals for their outstanding contributions to the community's health and well-being, highlighting their commitment to innovation and social impact.

The event reaffirmed SFLHCC's mission to drive the adoption of

emerging technologies among its members. Through its Business Technology Committee, the Chamber promotes training, knowledge-sharing, and competitiveness in a constantly evolving digital economy, thereby strengthening Hispanic business leadership in South Florida.

Record High Construction Employment

Miami-Dade's construction sector is experiencing a historic boom, with annual job growth of 8.2%—well above the state and national averages. In June, the county reached a record 63,400 workers, the highest level in its history, after five consecutive months of increases. By contrast, Florida as a whole grew just 1.1% in this sector over the past year and lost 1,600 jobs between May and June.

Over the past decade, construction in Miami-Dade rose from 40,200 employees in 2015 to more than 63,000 today,

cementing its role as the engine of the local labor market. The county's unemployment rate stood at 2.4% in June, the lowest since January.

Nationally, construction added 15,000 jobs in June, reaching 8.32 million workers. Labor shortages are pushing wages higher: the average hourly pay for production and nonsupervisory employees rose 4.6% over the year to \$37.20, outpacing the overall wage increase of 3.9%.

However, immigration measures and deportations have



limited the availability of skilled workers, which could complicate the execution of key projects in advanced manufacturing, infrastructure, energy, and data centers.

Florida Shines in Economy and Workforce Talent

Florida has been recognized as the third-best state for doing business in 2025, according to CNBC's "Top States for Business" ranking. The report evaluates all 50 U.S. states across 135 metrics grouped into 10 categories such as economy, workforce, infrastructure, innovation, and quality of life.

The state leads the nation in economy for the third consecutive year and ranks second in workforce—key drivers of its competitiveness. Advantages include a low number of state employees per capita, the lowest state debt, the second-lowest public spending, and the absence of a state income tax, which attract companies and investors.

In other categories, Florida placed 16th in infrastructure, 12th in technology and innovation, 22nd in quality of life and cost of doing business, and 23rd in ease of



entrepreneurship. Nevertheless, it faces challenges in operating costs, bureaucracy, and access to housing.

North Carolina leads the ranking, followed by Texas, thanks to their business environments

and major investments such as Amazon's \$10 billion. With its pro-business climate and sustained growth, Florida consolidates its position as one of the country's most attractive investment hubs for 2025.

IGC Florida: Future Leaders

Florida State University's Institute of Governance and Civic Education (IGC), created in 2023 by state legislation, is driving the renewal of civic education and the promotion of freedom through research, academic programs, and public events. Its mission is to strengthen constitutional, economic, conscience, and educational freedom, fostering dialogue and informed civic participation.

Among its initiatives are the only First Amendment Clinic in Florida and an Interdisciplinary Degree in Civic and Liberty Studies, with

four specializations designed to prepare students for citizenship and professional development. IGC surveys reveal that young people aged 18 to 24 are less likely to interact with people who hold opposing political views, reflecting a growing polarization that even affects personal relationships.

The Institute also studied public opinion on the Supreme Court's ruling in *Mahmoud v. Taylor*, finding 61% support for allowing parents to exempt their children from lessons that conflict with their religious beliefs. Likewise, 53% support removing books



with transgender themes from elementary schools, prioritizing age appropriateness.

Coworking and jobs drive the region

Tampa has been recognized as one of the best cities in the United States for recent college graduates launching their professional careers, according to a report by CoworkingCafe. The city ranked ninth among the 100 largest U.S. cities evaluated for their potential for professional development, securing a spot in the top 10 for the first time.

The study considered factors such as job availability, median income for graduates, affordability, access to amenities, and coworking spaces. Tampa stood out for its high rate of entry-level jobs per capita and for consolidating its status as an emerging destination for young professionals in sectors like technology, healthcare, finance, and business services.

The report noted that this positioning reflects the city's economic momentum and its appeal relative to the high costs in other metropolitan areas. Data



from WalletHub supported these strengths, highlighting both economic growth and the influx of residents aged 25 to 34.

Affordability is also a key factor, as Tampa's cost of living is lower than the national average, making it easier for young people to achieve financial stability as they begin their careers.

Likewise, the rise of coworking spaces has boosted flexibility and networking opportunities, benefiting remote workers, freelancers, and startups.

Tampa was, along with Orlando, one of the only cities in Florida to place among the top 10.

Business Growth

South Florida's economy continues to expand at a pace above the national average, driven by new business formation and a strengthening labor market, according to the latest Economic Outlook Report from Florida Atlantic University (FAU).

The study, led by Dr. Bryan Cutsinger, shows that the information and financial services sectors rank among the best-paid in Palm Beach, Broward, and Miami-Dade counties. However, Trade, Transportation, and Utilities—together with professional and business services, education, and health services—concentrate most of the region's employment.

By number of firms, Miami-Dade leads with more than 126,000 businesses, followed by Broward



(84,000) and Palm Beach (73,000), reflecting the sustained post-pandemic migration of companies and solidifying South Florida as the so-called "Wall Street of the South."

Updated quarterly, the report includes three key tools: the Business Tracker, the Labor Market Tracker, and the Three-County Output Analysis. These metrics help explain the evolution of the

local economic landscape, offering useful data for entrepreneurs, policymakers, and residents.

In terms of output, South Florida surpassed \$400 billion in real GDP in 2023, representing 31% of the state total. With GDP growth rates between 3.5% and 4.8%, the region reaffirms its position as one of the most dynamic and robust metropolitan economies in the United States.

Training That Drives Success

Cruise Planners, the largest home-based travel agency franchise network in the U.S., continues to strengthen its leadership by offering training and support programs designed to ensure franchisee success. According to a Franchise Business Review webinar, the company provides new entrepreneurs with comprehensive onboarding that enables them to launch their business with confidence—even without prior industry experience.

Theresa Scalzitti, Chief Operating Officer, highlighted the six-day, in-person training at STAR University, complemented

by self-paced modules and ongoing coaching, which ensures progressive development. Advisor Phyllis Bixler shared her personal experience, emphasizing how the training, cutting-edge technology, and brand's community support enabled her to build a thriving business.

Founded in 1994, Cruise Planners has more than 2,500 franchisees backed by innovative marketing programs, proprietary technology tools, and executive support. The company has been recognized for 18 consecutive years as the number-one travel franchise by Entrepreneur and achieved a



99% satisfaction rating among its franchisees in 2024 and 2025.

With travel demand on the rise, Cruise Planners offers entrepreneurs an attractive opportunity to build a flexible, profitable business backed by a national brand with a long track record and strong reputation.

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

Álvaro Daniel Cagüeñas Hernández

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

 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.



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Arquitecto del Liderazgo Convergente:
Transformando organizaciones
con propósito en el punto de inflexión

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

Tony S. Medina

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Liderar con empatía: la fuerza
humana detrás de toda gran
transformación

Edgar Pérez

Conferencista Internacional y
Experto en Innovación Tecnológica
"La comunicación
es el puente entre la
innovación y la adopción"

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Managing Director & Partner -
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"Ningún algoritmo
reemplaza una conversación
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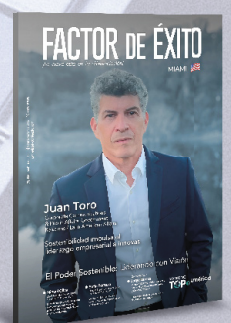
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"La IA no reemplaza la
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Emmanuel Puga

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.



Tony S. **Medina**

Director of InterAction XXI | Psychologist,
therapist, coach, and international speaker

Leading with Empathy: The Human Force Behind Every Great Transformation

“A leader who influences others is one who understands
both the mind and the heart of their people.”

With more than 38,000 hours of training, coaching, and mentoring—and a direct impact on 30,000 people across 17 countries—Tony S. Medina has built a career that crosses borders and sectors. From the helm of InterAction XXI, he has supported leaders and teams at global companies such as Coca-Cola, Nestlé, Mondelez, and Procter & Gamble, developing competencies that balance digital transformation with human development. His approach—grounded in emotional intelligence, empathy, and positive influence—has shown that in a world where technology advances at breakneck speed, true leadership lies in putting people at the center of change.

In this conversation with Factor de Éxito, Tony Medina shares his view on how to integrate soft skills and technological tools to lead with purpose, build cultures of trust, and generate measurable results—even in hybrid and remote environments.

What human patterns—emotional or cultural—have you identified as constants in leaders who manage to drive real change in their organizations, even in technological environments?

Leaders who succeed in driving transformations in their organizations deeply consider, value, and understand not only human psychology but also the emotional dynamics of teams. Emotional intelligence is fundamental in this process because it enables them to manage their own emotions and those of others, especially in contexts of change or uncertainty. This kind of leadership is rooted in self-knowledge and emotional self-regulation, allowing them to remain calm, make objective decisions, and provide a safe space for team members to express themselves without fear of judgment. In addition, these leaders foster a culture of trust through vulnerability and authenticity—qualities that build a genuine, respectful relationship with their teams.

Empathy is another key element. Successful leaders strive to understand the different cultural and emotional perspectives of team members, recognizing that each person has their own personal story and, consequently, their own motivations. This ability to adapt to diversity facilitates collaboration in multicultural or technological environments. Moreover, by promoting psychological safety, team members feel more comfortable innovating and taking calculated risks, contributing to the organization's growth and success. Finally, these leaders maintain a steady focus on organizational purpose and collective well-being, which drives a sense of belonging and commitment.

In a world where technology is advancing faster than people can adapt, how do you strike a balance between digital transformation and human transformation? Which soft skills are non-negotiable for leading in this new landscape?

The balance between digital transformation and human transformation is achieved by integrating technology as a tool that enhances people's development rather than replacing them. The key is to keep individuals at the center of the process, ensuring that the adoption of new technologies comes with emotional and training support that enables adaptation.

Soft skills become essential in this context. Empathy and active listening are indispensable for understanding emotional resistance to change and for fostering a supportive environment. Effective communication allows leaders to manage uncertainty and clearly explain the purpose behind transformations. Additionally, openness to change, the ability for continuous learning, and resilience become non-negotiable skills, as they enable teams to adapt proactively to constant technological advances. Collaboration—within teams, across teams, and interpersonally (one-to-one)—is another crucial skill because it promotes innovation and joint work in the face of shared challenges. Ultimately, the ability to lead with purpose and a clear vision amid technological disruption inspires and motivates team members to stay committed to the organization's mission.

In your work with global companies such as Coca-Cola, Nestlé, Mondelez, and Procter & Gamble, could you share a case where developing human capital—through programs like Positive Power and Influence®—had a tangible impact on an organization's productivity or culture?

In a project with The Coca-Cola Company, we implemented the Positive Power and Influence® program with a group of key leaders in Latin America. The goal was to strengthen positive leadership skills to improve communication, the design of influence strategies, and team management in a highly competitive environment. Through the program, leaders learned to use their influence effectively to create a collaborative atmosphere and increase team motivation. They not only incorporated a set of tools but also learned a set of criteria to design and implement influence strategies aimed at achieving the proposed objectives. Six months after implementation, Coca-Cola reported improved productivity among the teams involved, with a notable increase in the quality of projects managed within and across functional teams. Better communication, influence, and conflict resolution also reduced response times between departments, accelerating key processes such as managing new products, implementing new procedures, and aligning with bottlers.

Culturally, the program helped strengthen cohesion, climate, and team member engagement. Internal surveys and participants' verbal feedback showed that more than 85% perceived a significant improvement in their ability to influence their colleagues positively.

In an environment that demands immediacy and measurable results, how can organizations calculate the return on investment (ROI) of training in soft skills such as influence, feedback, leadership, or negotiation? What indicators do you use to demonstrate real business impact?

Measuring ROI in soft-skills training—such as influence, feedback, leadership, and negotiation—requires a comprehensive approach combining qualitative and quantitative indicators. We assess productivity through increased operational efficiency and improved on-time project delivery. We also look at employee turnover, since greater satisfaction and engagement translate into lower attrition, especially in critical roles. In addition, workplace-climate surveys provide key insights into collaboration, trust, and communication levels within teams, reflecting the impact of soft skills on organizational culture.

We also evaluate leadership capabilities by measuring leader performance through 360-degree assessments or direct performance reviews, which allows us to observe improvements in interactions with team members. These indicators can be correlated with direct financial results, such as increases in sales, cost efficiency, or profitability. The key is to link soft-skills training to tangible outcomes using pre- and post-program measurement tools.

You are a certified trainer in methodologies such as LEGO® Serious Play®, Points of You®, and even a certified magician by Kassan Magic Academy. How do these unconventional tools influence executive training and the adoption of deep change processes?

The use of play in methodologies such as LEGO® Serious Play® and Points of You® functions as a unique facilitation process that enables leaders to access deep levels of self-knowledge and reflection. Through play, participants free themselves from the mental constraints of conventional thinking and immerse themselves in an open space of exploration, where they can discover new perspectives about themselves and the problems they face. Play encourages experimentation and active learning, allowing participants to find answers to internal and professional challenges more creatively.

By building models with LEGO® or selecting images with Points of You®, leaders confront physical or visual representations of their thoughts and emotions, enabling them to visualize, process, and better understand their beliefs, values, and blockages. This externalization lets them step back from their own judgments, promoting self-awareness, deep reflection, and, consequently, insight. On the other hand, illusionism or magic—an idea I took and learned many years ago from Robert Pike—offers a unique metaphorical approach to illustrating internal and

external processes. Much like a magic trick, where misdirection can reveal new perceptions and elicit different emotions, magic games during training or coaching sessions can show how limiting perceptions can be transformed. Magic tricks allow participants to experience how the “seemingly impossible” can be reinterpreted, while producing a “suspension of disbelief” and thus a cognitive and emotional “awakening” that facilitates psychological awareness. Together, these playful and magical resources not only facilitate learning but also open the door to a deeper process of self-knowledge, enabling leaders to discover and redefine how they lead and face organizational change.

On LinkedIn you write about positive influence as a power that transforms. In your experience, what distinguishes an influential leader from one who is merely hierarchical, and how is that influence cultivated in hybrid and remote contexts?

The fundamental difference between a leader who uses positive influence and one who relies solely on the authority of their position lies in how they exercise power. A leader who uses influence does not use their role to impose; they use their role to take responsibility—to make things happen, and to make them happen through others—by leveraging their ability to inspire, motivate, and connect emotionally with their team throughout the process. Their influence stems—among other things—from trust, respect, and empathy, which allows them to guide others by example and not just through formal authority. This kind of leadership is cultivated through authenticity, the capacity to listen, and the skill of creating an environment where people feel valued and understood, regardless of their hierarchical role. In hybrid and remote contexts, this influence becomes even more crucial. The lack of physical contact demands greater clarity in communication and better influence strategies. Positive leaders must be able to foster a sense of virtual community and keep teams aligned around a common purpose, even at a distance. This is achieved through emotional management, the use of digital tools to maintain fluid collaboration, and creating spaces for personal connection—such as one-to-one meetings or informal sessions—that strengthen human relationships beyond work. A leader exerts influence when, even without being physically present, they generate commitment and motivation through their approach and vision. Today, the constant must be achieving results through relationships. In other words, it is essential to deliver results while building and maintaining strong interpersonal relationships—whether in person or virtually.

We know you’ve delivered more than 38,000 hours of training. Looking back, what has been the most revealing or moving moment of your professional path? Was there a personal story that reminded you of the true meaning of your work?

One of the most revealing and moving moments of my professional journey occurred while supporting Procter & Gamble. I clearly remember an Assistant to the Brand Manager with whom I worked closely in a leadership and soft-skills program. Throughout our group coaching sessions, she showed great capability and dedication, but also a lot of restlessness—something common among many young talents. I helped her strengthen her influence, leadership, and self-confidence, guiding her to recognize her true potential. A few years went by and, to my surprise, one day I ran into her again—this time as a Marketing Director at the same company. The impact of our work together was tangible to me—especially when she told me how those tools had been key to her growth. Most moving of all, a few years later, during a conference we both attended, I met her again—now as VP of Marketing at The Coca-Cola Company. Without a doubt, a story of meetings and re-meetings... an experience that always brings back memories of that very young, talented woman, the great boss she had, and the opportunity I had to accompany her in her growth process. Experiences like this always serve as a profound reminder of the true purpose of what I do: it's not just about transferring knowledge or shaping behavior, but about empowering people to discover their potential and transform their future. Those moments—when the leaders we support achieve their dreams and goals, when they grow personally and professionally—are the true reward of our work.

To close: in such a rapidly changing context, how do you prepare to continue supporting the leaders of the future? What skills are you cultivating right now, and what advice would you give to those leading amid digital and emotional disruption?

To continue supporting the leaders of the future, I prepare continuously by cultivating facilitation and intervention skills—technological, yes, but also psychological. In a context of constant disruption, my knowledge and experience as a psychologist have become fundamental, crucial tools for understanding how cognitive processes influence decision-making, stress management, and team resilience. I am always delving deeper into cognitive psychology, because understanding how people process information, respond to change, and make decisions allows me to better adapt my coaching and training approaches to individual and collective needs.

I am also implementing coaching strategies for intergenerational teams, especially with millennials and centennials. These generations seek purpose, authenticity, and an environment that values balance between professional and personal life. It is essential for leaders to learn to listen to and address their expectations without losing strategic vision. My recommendation for those leading amid this disruption is to cultivate empathy and the capacity for continuous learning. In a digital and emotionally

dynamic environment, a leader must be able to connect with their team on a human level, promote intergenerational collaboration, and—above all—manage the emotional change that accompanies digital transformation. A leader who influences others is one who understands both the mind and the heart of their people.

Thony S. Medina's vision reminds us that digital transformation alone does not guarantee organizational success; it is human transformation that gives meaning and sustainability to any technological advance. His work demonstrates that positive influence, authenticity, and emotional connection are catalysts for deep, lasting change. For those leading amid disruption, his message is clear: cultivating empathy, maintaining continuous learning, and understanding both the mind and the heart of people is not just a competitive advantage—it is the very essence of the leadership of the future.



EXPO 2025

FACTOR DE ÉXITO

LIDERAZGO EMPRESARIAL
Y DE NEGOCIOS

October 24 & 25

Convention Center
Hotel Sanctuary Capcana

**Sustainability and convergence:
The future of business in the Caribbean**
CONFERENCES | BUSINESS ROUNDS



EXPOSICIÓN
COMERCIAL



CONFERENCIAS
CONVERSATORIOS



RONDAS
DE NEGOCIOS



In a world where sustainability and innovation are fundamental for business success, the Factor de Éxito Summit Expo 2025 emerges as the ultimate stage for visionary leaders who aspire to leave a mark on the Ibero-American economic landscape. This event, which transcends traditional conventions, offers a unique opportunity to establish strategic alliances, explore

new business perspectives, and actively contribute to the sustainable development of the region.

A transformative event in the heart of the Caribbean

The Factor de Éxito Summit Expo 2025 is not just another corporate event; it is a convergence point where influential leaders from Ibero-

America come together to dialogue, innovate, and forge collaborations that transcend borders. On October 24 and 25, the exclusive Sanctuary Hotel in Cap Cana (Dominican Republic) will become the epicenter of business innovation, bringing together directors, top executives, strategic investors, government authorities, and representatives of major business associations.

► Moments that marked the previous edition:



In a world in constant change and with global competition, business leaders know that their true value does not lie only in the products they offer or in the reports they present, but in their ability to inspire, connect, and transcend. The Factor de Éxito Summit Expo 2025 is born with the purpose of turning that inspiration into action, of generating alliances through connection, and of expressing transcendence in projects that impact all of Ibero-America.

Impact of the Factor de Éxito Summit Expo 2024

+400 participants
44 speakers from 8 countries
+30 business meetings
10 conferences
8 panel discussions

Dominican Republic: the emerging strategic hub of the Caribbean

The choice of the Dominican Republic as the venue is not a coincidence. This Caribbean country has experienced a remarkable economic transformation, positioning itself as a privileged destination for business and foreign investment in the region.

Historic record of visitors: 11,192,042 tourists in 2024 (8.5 million by air and 2.6 million by cruise), consolidating its leadership in the Caribbean tourism sector.

Robust foreign investment: foreign direct investment (FDI) in the Dominican Republic in 2024 reached a historic record exceeding 4.5 billion dollars, concentrated mainly in the tourism, construction, energy, and real estate sectors.

Sustained economic growth: an average of 5% annually during

the last decade, demonstrating the resilience and dynamism of its economy.

Dominican Republic in numbers: a destination with a vision for the future:

+11.1
million
tourists 2024

+US\$4,500
million
FDI

+5%
annual growth

Cap Cana, with its unmatched luxury and exclusivity, not only represents the tourism excellence of the Dominican Republic, but also offers the ideal environment for a global-scale business event. Its first-class facilities, combined with a privileged natural setting, create the perfect atmosphere to foster meaningful connections among participants..

A world-class venue for strategic encounters:



The four strategic pillars that define the future of the region.

The agenda of the Factor de Éxito Summit Expo 2025 is structured around four strategic sectors that not only offer immediate investment opportunities, but also set the trends for sustainable economic development across the region.



Real Estate: investment with a vision for the future.

The Caribbean real estate sector has experienced an unprecedented boom, with investments exceeding 1.5 billion US dollars annually. The Summit Expo will serve as a privileged platform to access opportunities with high returns and the legal security that characterizes the Dominican Republic.



Renewable Energy: the sustainable future of the Caribbean.

Attendees will be able to explore everything from high-end residential developments to innovative resort complexes, all designed under criteria of environmental sustainability and energy efficiency. Trends in green construction and planned communities will take center stage in this segment.

With a total installed capacity of 5,835.34 MW and the implementation of projects to integrate more renewable energies and energy storage systems in order to achieve a more stable and efficient grid, the Dominican Republic is projected as a regional leader in the development of clean energy, particularly in the solar, wind, and hydroelectric sectors. This event will offer a privileged space to discuss green **financing alliances and energy transition projects.**

International specialists will share success stories and best practices applicable to the Caribbean context.



Sustainable Tourism: reinventing the Caribbean experience.

This session will open a fundamental dialogue on how to integrate sustainability and competitiveness into the regional tourism model to create destinations that preserve their natural appeal while generating economic value for local communities.

Topics such as the digitalization of the tourism experience, the certification of sustainable destinations, and the creation of innovative tourism products will be addressed, with the participation of international operators and sector authorities.



MSMEs and Entrepreneurship: the regional economic engine.

MSMEs, which generate approximately 60% of employment in the region, face critical challenges related to

access to capital, international markets, and digitalization. With the support of leading institutions such as the Global Confederation of Entrepreneurs (CGE) and the Ibero-American Business Council (CEIB), the Summit Expo will actively promote their internationalization and strengthening.

Participants will have access to specialized conferences on alternative financing, digital transformation, and export strategies specifically tailored to the needs of Caribbean entrepreneurship, facilitating their integration into global value chains.

► **Leaderships that transform: Key voices of the Summit Expo 2025**



► **Álvaro Daniel Cagüeñas (USA):** Executive President of the Global Leadership & Business Confederation – GLBC and CEO of Prominence Partners. Recognized for building bridges of collaboration among entrepreneurs from different Latin American countries, Cagüeñas will share his vision on how companies with strategic and evolutionary intelligence can leverage transnational networks to expand their operations in international markets.

on how to invest in Miami real estate without buying properties. The silent strategy that is changing the rules of the game. Their objective is to explain how new real estate investment models allow entrepreneurs to access the Miami market without acquiring properties, optimizing risks and generating attractive returns.



► **Erik Díaz (España):** This international speaker will address innovation driven by the challenge of longevity: present and future, analyzing how the longevity phenomenon is transforming business and wellness models, and how innovation must respond to the challenges and opportunities generated by a population that lives longer.



► **Marta Alonso Pelegrín (Chile):** Director of South America at Global Energy Services (GES), with more than 25 years of experience in the renewable energy sector. Her conference will highlight how innovation, sustainability, and teamwork are key to transforming the energy future. Alonso Pelegrín will also address the importance of closing the gender gap in the industry and listening to the voices of new generations in building a fairer and more sustainable world.



► **Salvador Pepe y Ana Márquez (Estados Unidos):** Salvador Pepe is the second Vice President of the Venezuelan-American Chamber of Commerce, and Ana Márquez is a lawyer and partner at Estratega Boutique, a firm that offers reserved access to real estate investments in Florida. Both present the conference



► **Juan Andrés Romero (España):** The CEO of Larimar City & Resort will join us with his conference on the innovative smart city project. A city for the future that responds to global urban trends, conceived under principles of sustainability.



► **Diego Ledesma (Argentina):** Coach, mentor, and international speaker, founder of Humagement, a consultancy that integrates technology, well-being, and culture to build more human organizations in the era of artificial intelligence. With more than 17 years of experience, Ledesma will share how emotional leadership and organizational happiness are key to enhancing talent and connecting human purpose with technological speed, demonstrating that AI does not replace sensitivity, but rather amplifies it.

► Reasons to participate

- High-level networking with business leaders, investors, and regional authorities.
- Access to strategic information on trends, projects, and opportunities in Tourism, Real Estate, Renewable Energy, and MSMEs.
- Personal and corporate visibility at an event that brings together the business elite of the Caribbean and Latin America.
- Possibility of generating real business alliances and agreements.
- Participation in conferences and panels with international experts.
- Direct connection with key markets and sustainable investment projects.

Connect with leaders and investors who can transform your business!

The Factor de Éxito experience: beyond the event.

What distinguishes the Summit Expo is its integration into the global ecosystem of Factor de

Éxito. For participants, this means their investment goes beyond the two days of the event, becoming a continuous platform for visibility and connections.

Multiplatform editorial presence:

Sponsors have the opportunity to be interviewed for the different editions of Factor de Éxito in nine strategic locations (Atlanta, Miami, New York, Colombia, Ecuador, Chile, Mexico, Panama, and the Dominican Republic), amplifying their message to qualified audiences.

Being part of the Factor de Éxito Summit Expo means joining a select network of executives and entrepreneurs who share vision, values, and collaboration opportunities. What makes the difference is the backing of an international media outlet that not only organizes the meeting but also multiplies the visibility and reach of its protagonists through our international editions.

Institutional support and expectations of the business community.

The interest shown by prestigious institutions such as the ECOFIN Forum, the Global Confederation of Entrepreneurs (CGE), the Ibero-American Business Council (CEIB), ProColombia, and the US-VEN Chamber confirms the strategic relevance of the Summit Expo as a genuinely global platform. Their early participation validates the concept of the event and ensures an exceptional level of networking for all attendees.

"Those who have appeared in the pages of Factor de Éxito sum it up like this: being here means being on the platform that projects leadership in Latin America. That is the real key."



Save the date: October 24 & 25, 2025 Sanctuary Hotel, Cap Cana Dominican Republic

One event, one experience, one platform of international transcendence that strengthens your professional path and amplifies your footprint in the Ibero-American business world.



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.



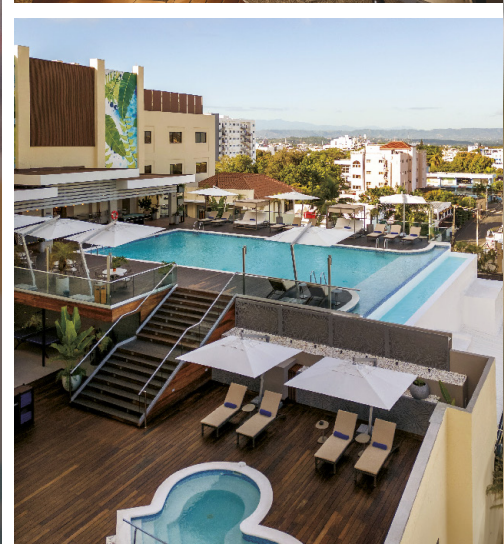
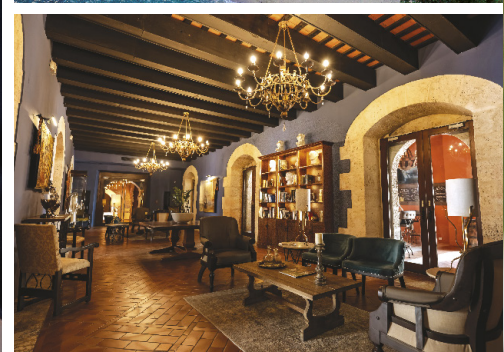
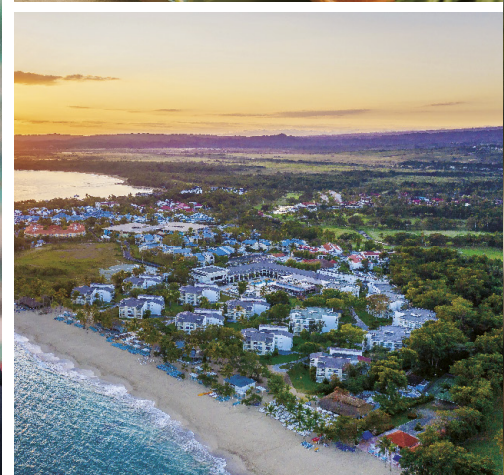




35 AÑOS DE EXPERIENCIA NOS RESPALDAN.

En Hodelpa Hotels, somos más que una cadena: somos una operadora hotelera con visión, compromiso y excelencia, liderando el turismo con pasión desde hace más de tres décadas.

Pasión por la hospitalidad.



Jessica Aja **Franco**

Executive Vice President, Hodelpa Hotels & Resorts

Hodelpa Strengthens Its Organizational Culture While Advancing Its Human- Centered Digital Transformation

Technology integrates with service to enhance both
guest experience and team engagement

With a strategic vision anchored in human sensitivity, Jessica Aja Franco, as Executive Vice President of Hodelpa Hotels & Resorts, is shaping a new stage in her career within the hospitality industry. Trained in International Business with a master's in Communication and Digital Marketing, Aja Franco represents the balance between technological innovation and an organizational culture centered on talent.

Her career at Hodelpa spans more than eight years across various leadership roles, positioning her as a professional with a deep understanding of the company's DNA. This internal experience allows her to drive a digital transformation that not only translates into operational efficiency but also into an evolution of organizational leadership toward more empathetic, collaborative, and resilient models.

Aligned with this edition's focus—where human talent lies at the center of the digital revolution—Aja is committed to leadership that combines automation and artificial intelligence with the development of both soft and technical skills. Under her direction, Hodelpa will continue to strengthen upskilling and reskilling programs while also reinforcing employees' emotional connection to the company, which she considers essential for sustaining long-term engagement.

In her view, true business success lies in integrating technology without losing the warmth that characterizes Hodelpa's service. The company has built long-lasting ties with its staff—some with more than 30 years of service—thanks to a culture that promotes listening, recognition, and professional growth from within.

Her story also stands as an inspiring testimony of female leadership in a competitive sector. From her first steps in corporate social responsibility to leading the chain's marketing strategy, she has shown that it is possible to lead with purpose while staying true to personal values. Today, her mission is clear: to consolidate a Hodelpa that is more connected with new generations, more digital, yet always human.

You assume the role of Executive Vice President at a key moment for Hodelpa. What does this new challenge represent in your professional career?

This new challenge represents both a great responsibility and an enormous opportunity for me. It is the culmination of a journey that began at a very young age, driven by a passion for business, a commitment to service, and the constant inspiration of my family. It means stepping into a more strategic role where I must balance innovation with

the essence that has defined us as a chain: service with love. My purpose is to continue elevating Hodelpa's positioning, strengthening our brands, and driving an organizational culture that inspires excellence and closeness.

Hodelpa is known for employees who have dedicated more than 30 years to the company. What aspects of the organizational culture do you consider essential for sustaining that long-term commitment?

At Hodelpa, we have nurtured a culture centered on human value. We believe in continuous training, in promoting from within, and in close leadership that listens and appreciates. Our employees don't just work at a hotel—they feel part of a big family. What sets us apart is the philosophy of serving with love and the belief that every interaction can become a memorable experience. And not only with our guests: our relationship with staff is built on love and appreciation. That emotional connection and sense of belonging are the foundation of our teams' loyalty.

What will be your strategic priorities to continue strengthening human capital and service excellence within the company?

My priority will be to keep investing in our people. We will continue to design training experiences that go beyond technical skills and also nurture the human side. I want every person at Hodelpa to feel they have room to grow, to contribute ideas, and to be heard. We will also focus strongly on how technology can help us serve better—without losing the warmth that defines us. I believe excellence is achieved when a solid culture, empathetic leadership, and a motivated team aligned with a shared purpose come together.

As a woman in a senior leadership role in the hospitality industry, what lessons have you learned along the way, and what legacy do you aspire to leave at Hodelpa?

I have learned that leading as a woman is not a disadvantage but an opportunity to inspire through sensitivity, consistency, and determination. The mentorship of my parents and surrounding myself with people who believed in me have been key throughout my journey.

I aspire to be an example that one can build a career with purpose without sacrificing personal essence. My legacy will be having contributed to strengthening a culture that values talent, promotes equity, and fosters authentic leadership. I want to leave behind a Hodelpa that is more human, closer, and more connected with new generations.



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.”

[La transformación digital integral en el entorno empresarial]

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 desk, leaning forward with his hands resting on a book. The background is a large wooden bookshelf filled with books.

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 Victor 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 iNNpuls, 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.



Jorge
Ramírez Díaz

Managing Director & Partner – Untold

Over 25 years uniting strategy
data, and humanity to
transform communication

“No algorithm replaces a meaningful conversation.”

In the fast-paced world of communications, where trends change at the speed of a click, Jorge Ramírez Díaz has learned that what matters most isn't immediacy, but genuine connection. His career isn't defined only by the global brands he has advised or the markets he has conquered, but by a firm conviction: technology is a powerful ally, yet empathy is what turns a strategy into a real bond with people.

From his role as Managing Director & Partner at Untold, he leads projects that combine creativity, data, and purpose, always with a clear objective: to generate real human impact. In his view, no algorithm can replace the value of a meaningful conversation, and technology should act as a bridge, not a barrier. That philosophy has guided his work for brands across sectors as diverse as health, consumer goods, and finance, integrating listening tools, CRM, and artificial intelligence with a deep understanding of audiences.

His experience—shaped by more than 25 years in key positions within global communications firms—has allowed him to lead strategies for companies such as Mastercard, Uber, Visa, Bayer, and Coca-Cola, among many others. In every project, Ramírez aims for creativity to converse with technology and, above all, for both to serve stories that resonate emotionally. “Latin America is not a market; it’s a mosaic of identities,” he has stated, emphasizing that the true challenge in building purpose-driven brands lies in cultural translation, not just linguistic translation.

In an environment where automation is redefining processes and immediacy is the norm, he champions leadership that prioritizes presence, strategic listening, and critical thinking. He has managed crises, supported digital transformations, and defended authenticity as an asset built in calm so it stands firm under pressure.

Beyond results and awards, what distinguishes his leadership is a personal conviction: building teams that think big, that question, and that understand that communication isn't just about speaking—it's about moving people. For Ramírez, leading in communications is both a privilege and a responsibility—an opportunity to connect data with emotion, brands with people, and technology with humanity.

With more than 25 years in the world of strategic communications, how have you seen the relationship between technology and human talent evolve within organizations?

Throughout my career, I've learned that technology isn't the enemy of talent—it's its mirror. It reflects our biases, amplifies our ideas, but it doesn't

replace judgment. Leading teams through times of transformation, I've relied on technology as an amplifier, never as a substitute. I believe deeply in augmented intelligence, not displaced intelligence.

In an environment that rewards speed, I continue to bet on the value of thoughtful, strategic thinking. Above all, in a hyperconnected world that automates everything, what I value most in a team is what can't be measured: empathy, vision, and the ability to build trust. That's where true human value resides.

You have led operations across multiple Latin American markets and the U.S. Hispanic market. How do cultural factors integrate into building purpose-driven brands in a digital environment?

Latin America isn't a market; it's a mosaic of identities. And the U.S. Hispanic consumer lives between overlapping codes. Building purpose-driven brands in this context requires more than translation; it requires cultural translation. I've learned that when a brand takes the time to understand its audience's aspirations, pains, and pride, it can become something more: a voice that accompanies, not just one that sells. And when that aligns with a genuine purpose, the magic happens—a brand that not only gets noticed, but is truly felt.

In your current role at Untold, how do creativity, technology, and human closeness come together to generate effective communications solutions?

Within the Untold ecosystem, we start from a conviction: no algorithm replaces a meaningful conversation. We design strategies where creativity is powered by data and technology becomes a bridge, not a barrier. In a recent project, we integrated listening, CRM, and AI to build hyper-personalized messages for patients undergoing chronic treatments, and it was the empathy of our teams that allowed us to craft messages that accompany rather than impose.

What we do isn't just communication—we help brands resonate. Because, in the end, people aren't moved by algorithms; they're moved by stories that truly see them. The result wasn't just efficiency: it was gratitude, connection, and improved treatment adherence. That's real impact.

What skills do you consider essential today for communications leaders facing the challenges of automation and constant change?

Leadership today demands more than experience; it demands presence. I believe in leading from the question, not from certainty. It's essential to develop skills in strategic listening, critical thinking, and contextual reading—along with the courage to say “this won't fly” when something compromises a brand's purpose or truth.

In my experience, teams don't need bosses who know everything; they need role models who challenge them, back them, and teach them how to think. Leading in this industry means navigating paradoxes—and that takes judgment... and empathy.

Throughout your career, you've managed crises, reputation, and digital transformation. How can a company maintain its authenticity and values in moments of high technological or media pressure?

Authenticity isn't improvised in the storm; it's built on calm days. In my experience, companies that invest in internal culture, active listening, and clarity of purpose are the ones that respond coherently when everything shakes. I've lived through crises where the greatest asset wasn't the public statement, but the backing of collaborators who knew the brand wasn't acting to save its image, but to honor its values.

You've worked with global brands in sectors such as health, finance, and consumer goods. What key learnings have you gained about connecting emotionally with audiences in hyperconnected environments?

Connection today isn't about volume; it's about tuning. In health, I learned that an empathetic message can change the perception of an entire treatment. In consumer goods, I understood that the brands that inspire are the ones that earn the right to accompany you in your daily routine. Hyperconnection hasn't made connection easier—it has raised the bar.

People aren't looking for perfect brands; they're looking for brands that understand them. And that's only achieved by truly listening, not just measuring interactions.

Could you share a recent case where technology, in the service of communication, generated significant human impact?

During the pandemic, we supported a global pharmaceutical company in a moment of enormous pressure and uncertainty. We redesigned its communications strategy for patients with chronic diseases, integrating technology to segment content not only by clinical profile, but also by emotional state and stage of treatment. It was a deliberate bet on humanizing the digital experience.

The result was much more than efficiency: it was closeness. Patients who felt isolated found messages that spoke to them with empathy and clarity. One of them wrote to us: "Thank you for thinking about how I feel, not just about what I have." That message changed everything for me. It reminded me that when technology connects with human sensitivity, it stops being just a tool and becomes a bridge—between



brands and people, between data and emotions, and above all, between what can be done and what truly matters.

In that project I understood that true impact doesn't lie in scale, but in meaning. Because when communication is designed from compassion, even an automated message can feel profoundly human.

From a personal perspective, what motivates you today to keep leading and building teams in a sector as dynamic as communications?



After more than 25 years in this industry, you might think you've seen it all. But the truth is, challenges change, contexts are redefined, and people always surprise you. What motivates me today is precisely that: continuing to discover the transformative power of a well-told idea, an honest conversation, and a team aligned by conviction rather than just function.

I lead because I believe in people's potential when they feel seen, challenged, and supported. I know what it means to start over, to adapt to another culture, to rebuild your professional identity from scratch, and to turn stumbles into learnings. That personal experience

didn't just make me more resilient; it made me more conscious of the kind of leadership I want to practice: one that enables, inspires, and builds with others.

I'm excited to build teams that not only execute well, but also question, think big, and understand that communication isn't just saying—it's moving. Today, more than ever, I believe communication is a strategic force capable of changing realities. And leading in this sector isn't just a role; it's a privilege I take on with responsibility and a hunger to keep learning. Because when you lead with purpose, motivation doesn't run out—it renews itself.



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.



Juliana Matiz: The Latina entrepreneur behind Super Alisados is conquering the haircare industry in Miami

Founder of Super Alisados, mother, journalist, and businesswoman, Juliana Matiz has turned a brand born in Colombia into a benchmark for hair innovation and transformative purpose—now in full international expansion.

At just 30, Juliana Matiz is building far more than a beauty brand: she's leading a vision. A vision born from the personal, strengthened by business strategy, and grounded in a deeply human purpose: to offer effective, safe, and accessible hair solutions while accompanying thousands of real women through their journeys of well-being and confidence.

What began as her own need—to regain control of her hair without compromising her health—became the seed of a business with identity, ethics, and global projection: Super Alisados by Juliana Matiz, a company that now has a presence in several Colombian cities and two locations in the United States.

From personal experience to a successful business model

A communications professional by training, Juliana experienced firsthand the limitations of traditional hair treatments: aggressive formulas, inconsistent results, and an industry that failed to consider women's diverse needs. That experience propelled her to research, train, and make bold decisions: she traveled to Brazil, purchased the first liters of product, and from her home in Bogotá launched the first prototype of what is now a consolidated brand.

Through social media and organic strategies, she built a close, active community. Her first launch, the “Liso en Casa” kit, was an innovative response to the reality faced by thousands of women during the pandemic: effective, safe, and accessible solutions without having to go to the salon. The success was immediate and marked the start of sustained expansion.

A brand with identity, purpose, and results that truly transform

More than a haircare line, Super Alisados has become an experience of personal transformation. Each treatment aims not only to straighten or revitalize hair, but to accompany women through a deeper process: reclaiming their confidence, feeling at ease with their image, and reconnecting with their inner strength. The brand has learned to read the moments that shape clients' lives—motherhood, recovery, transition, reinvention—and to offer solutions that go beyond aesthetics.

Among its most recognized formulas are Extracto de Perla (Pearl Extract), ideal for achieving shine, softness, and a silky texture, and Secretos del Mar (Secrets of the Sea), a line inspired by marine ingredients that revitalize hair from the roots. These



products are designed not only to transform hair, but to elevate the self-care experience with purpose and sophistication.

Balancing leadership and motherhood

Beyond business success, Juliana represents a new generation of women leaders who embrace the complexity of their roles. While building her company, she also faced personal challenges: motherhood, team management, health issues, and high-pressure moments. Her journey speaks to resilience, strategic vision, and determination.

At 27, she enabled her parents to retire through her work. And most importantly, she turned haircare into an emotionally meaningful experience—for her family and for her community of clients.

A vision that transcends business

Super Alisados is not just a commercial brand. It's a platform for transformation. From its centers, Juliana leads hair-donation campaigns, collaborates with associations supporting women with cancer, and promotes training spaces for stylists who want to become entrepreneurs responsibly.

Her vision stems from a deep understanding of what real-life well-being means: respect for the body, knowledge of the product, and empathy for each woman's experience.

Today, Juliana Matiz is one of the most promising entrepreneurs in Latin America's conscious beauty ecosystem. Her story doesn't just inspire—it lays out a clear roadmap: it is possible to build with purpose, grow with strategy, and create brands that matter.



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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

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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.

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