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Founder of Revamped

Stories That Open Doors

Talent and technology:
The intersection point in digital transformation

Indhira Báez

Founder of CEO Talks Innovation

Augmented leadership: the vision of a CEO who connects technology and humanity

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Gente de Éxito

Diego Ledesma

Consultant in organizational transformation and digital leadership

"AI does not replace human 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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Nuestros **entrenamientos**

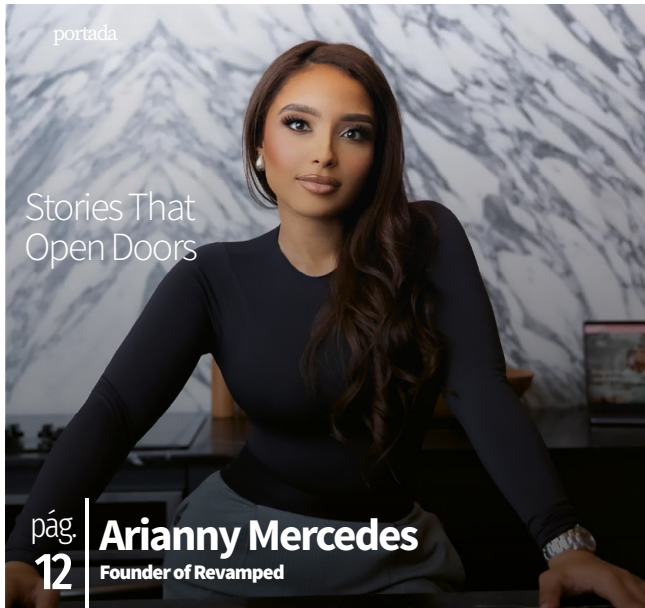
- ✓ Autorregulación emocional
- ✓ Toma de decisiones consciente
- ✓ Motivación basada en el cerebro

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[contenido]

portada

A portrait of Arianny Mercedes, a woman with long dark hair, wearing a dark blue long-sleeved top and a light blue skirt, sitting at a desk with a laptop and a book.

Stories That Open Doors

pág. 12 | **Arianny Mercedes**
Founder of Revamped

interview

A portrait of Ramón Fauria, a man with short grey hair, wearing a grey blazer over a white shirt, standing and gesturing with his hands.

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

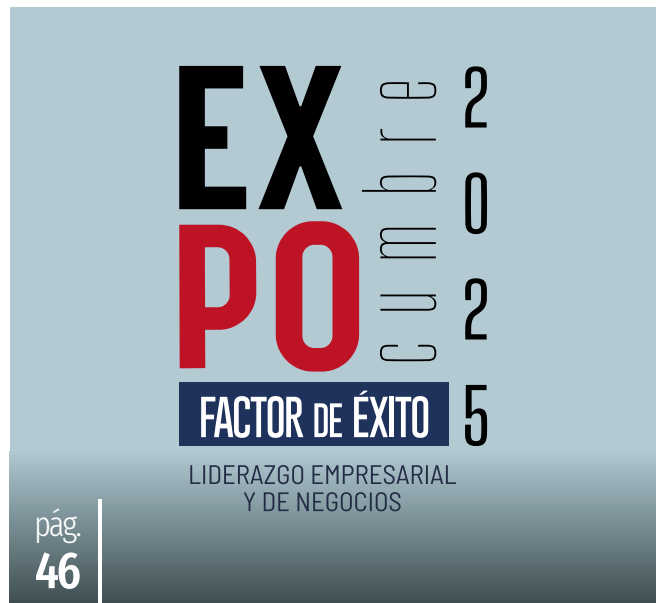
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pág. 32 | **Ramón Fauria**
Founder & CEO of Experience RF | High-impact speaker and expert in mindset, communication, and influence

interview

A portrait of Indhira Báez, a woman with short dark hair and glasses, wearing a white blazer, resting her chin on her hand.

Augmented Leadership: The Vision of a CEO Who Connects Technology and Humanity

pág. 42 | **Indhira Báez**
Founder - CEO Talks Innovation

A graphic for EXPO 2025. The word 'EXPO' is in large black and red letters. To the right, the numbers '2025' are stacked vertically, with the word 'EXPO' written vertically between them. Below this, a dark blue box contains the text 'FACTOR DE ÉXITO' in white. At the bottom, the text 'LIDERAZGO EMPRESARIAL Y DE NEGOCIOS' is written in white.

EXPO 2025
FACTOR DE ÉXITO
LIDERAZGO EMPRESARIAL Y DE NEGOCIOS

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Gente de éxito

A portrait of Diego Ledesma, a man with a beard and glasses, wearing a dark suit jacket over a light blue shirt, smiling.

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

pág. 50 | **Diego Ledesma**
Organizational Transformation and Digital Leadership Consultant

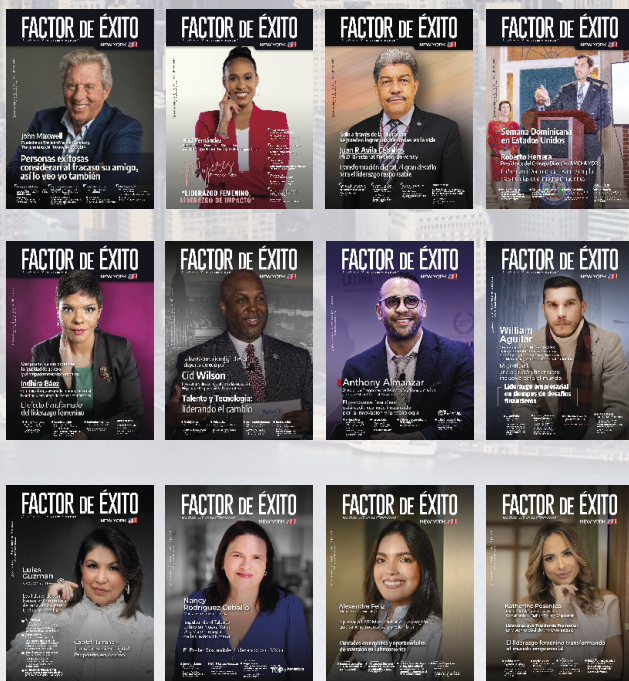
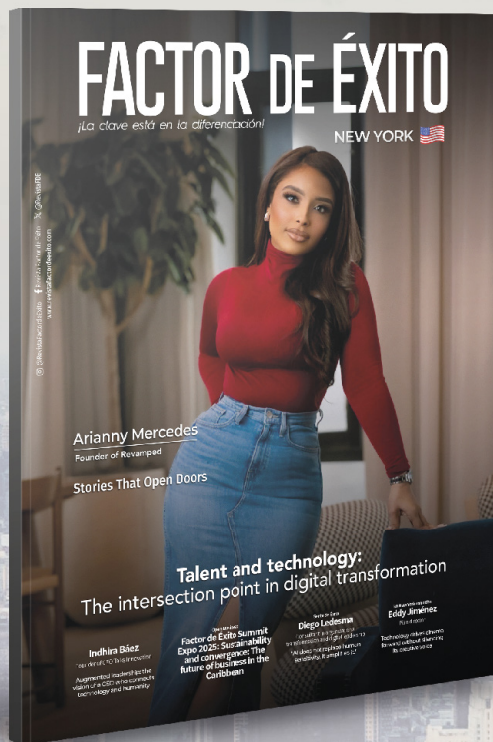
En New York con éxito

A portrait of Eddy Jiménez, a man with a beard, wearing a dark shirt, looking directly at the camera.

Technology drives cinema without silencing its creative voice

pág. 58 | **Eddy Jiménez**
Film Director

► Factor de Éxito Magazine New York Edition 15, Year 4



APUNTA Y ACCEDE
A TODAS NUESTRAS EDICIONES



[directorio]

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Best Place to Work

Fifth Avenue Financial (FAF) celebrates a major milestone in 2025 by earning recertification as one of the Best Places to Work for the third consecutive year and, for the first time, recognition as a Best Workplace for Women. These achievements reflect the company's strong commitment to building an inclusive, diverse, and well-being-oriented work environment for its employees.

Chief Executive Officer Scott Greenfield highlighted that these distinctions are the result of an organizational culture built on respect and motivation: "When people feel valued and inspired, they can achieve extraordinary results." Meanwhile, Chief Financial and Operations Officer



Christina Mantzaris emphasized the importance of ensuring that women within the company feel supported and have opportunities for growth, calling the recognition especially meaningful.

FAF continues to prioritize the professional and personal development of its team, ensuring that every member has access to

the resources and support needed to excel. The Best Places to Work certification, granted globally, is based on employee surveys and an analysis of HR practices, ensuring that only organizations meeting high standards receive this annual distinction—further consolidating FAF's reputation as a reliable and attractive employer at the international level.

Networking and Celebration

More than 175 business leaders and local professionals took part in the Summer Networking Night held this past July at the newly inaugurated Borden Complex in Long Island City. The event marked the 20th anniversary of the Long Island City Business Improvement District (LIC BID) and brought together prominent community figures to strengthen connections and celebrate the area's economic development.

Among the attendees were Council Member Julie Won, Queens Chamber of Commerce President Thomas Grech, and other civic and business representatives. Guests enjoyed drinks and appetizers provided by Manducatis Rustica, along with stunning panoramic views of the city, in an atmosphere designed to



encourage collaboration and new business opportunities.

The gathering was organized by Innovo Property Group, in partnership with LIC Partnership, LIC BID, and the Queens Chamber of Commerce. It was one of the first community events held at the Borden Complex, a development of more than 90,000 square meters

that includes industrial space and a state-of-the-art film and television studio, inaugurated in March.

Andrew Chung, Founder and CEO of Innovo Property Group, underscored the importance of supporting initiatives that strengthen the community and contribute to the dynamic growth of local businesses.

Labor Market and AI

A new survey by Qlik reveals that tariffs and trade disruptions are influencing graduates' career decisions almost as much as artificial intelligence (AI). Thirty-four percent of students from the classes of 2024 and 2025 reported that these factors altered their career plans, a figure close to the 33% who cited AI as the main influence.

This trend reflects broader transformations in business dynamics. The rise of tariffs and disruptions in global supply chains has driven the creation of new roles such as Tariff Mitigation Strategist, Relocation Manager, or Supply Chain Resilience Analyst. In fact, one in five companies is currently hiring for positions that did not exist five years ago.

Brendan Grady, General Manager at Qlik, emphasized that tariffs have shifted from being a political

issue to becoming a decisive factor in recruitment and graduates' career decisions. Furthermore, 31% of U.S. companies plan to increase investments in supply chain and manufacturing over the next year, despite current disruptions.

However, one challenge remains: only 57% of business leaders believe recent graduates are adequately prepared, pointing to gaps in skills related to AI, automation, and data analysis as the most significant shortcomings.



Strategic Alliance

New York Life Group Benefit Solutions (NYL GBS) announced a strategic alliance with Employee Navigator, a leading benefits administration platform, aimed at delivering simpler and more connected experiences for brokers, employers, and employees.

The integration with Employee Navigator's Data Exchange will streamline benefits management through automated data synchronization, reducing the administrative burden on HR departments. It will also enhance the billing experience with customized reporting and make enrollment, access, and claims processing easier for employees.

Corey Remillard, Head of Producer Relations at NYL GBS, highlighted that participation in the platform will enable agents to more easily connect



employers with the company's solutions. Meanwhile, Kristina Welke, Vice President of Strategy and Solutions, emphasized that seamless connectivity is now a business necessity and that this collaboration reinforces NYL GBS's commitment to operational efficiency and customer service.

The new capabilities will be available starting January 1, 2026. With this alliance, NYL GBS expands its market reach, strengthens relationships with brokers and employers, and further consolidates its reputation as a leader in benefits solutions through a streamlined, user-centered experience.

Workforce Training

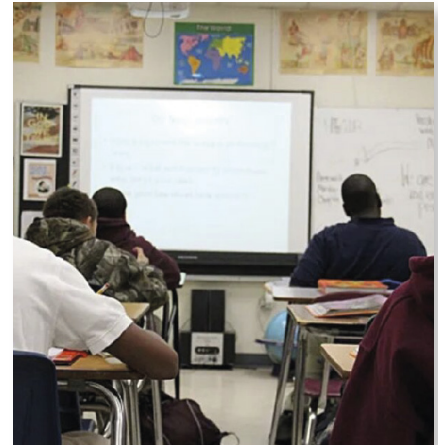
Governor Kathy Hochul announced the allocation of \$14.4 million in Workforce Development Scholarships to support teacher training programs at SUNY, CUNY, and private universities across New York. The funds will be distributed between the Paraprofessional Training Program and the Alternative Teacher Certification Program, with the goal of expanding pathways into teaching and addressing the state's critical teacher shortage.

The Paraprofessional Training Program will benefit teaching assistants and support staff by providing resources to obtain initial certification through bachelor's degree programs. Meanwhile,

the Alternative Certification Program will allow graduate-level candidates to access faster and more affordable pathways into the teaching profession.

Among the beneficiaries are SUNY New Paltz and Queens College (CUNY), which will receive \$4.5 million under the first program, while Bank Street Graduate School of Education, Adelphi, SUNY Buffalo, and City College of New York will share \$9.9 million for alternative certification.

Officials from SUNY, CUNY, and the Commission on Independent Colleges and Universities emphasized that the investment strengthens teacher preparation, removes financial barriers, and



accelerates the readiness of future educators. State legislators agreed that these scholarships are essential to ensuring quality education and meeting the needs of New York's school communities.

Training Future Air Traffic Controllers

Vaughn College of Aeronautics and Technology, in East Elmhurst, celebrated the approval of its expanded air traffic controller training program, authorized in April by the Federal Aviation Administration (FAA). The program, the first of its kind in the U.S. Northeast, aims to address the national shortage of personnel in this critical aviation sector, offering local students a direct pathway to highly demanded, well-paid jobs.

Congresswoman Alexandria Ocasio-Cortez and Congressman Tom Suozzi supported the initiative, highlighting that it will provide opportunities for youth from the Bronx and Queens while also improving air safety. Suozzi stressed that more than 4,000 controllers are currently needed nationwide and that Vaughn graduates will be able to train directly at FAA facilities without



having to relocate to the Academy in Oklahoma.

The program will allow training at the New York TRACON (N90), which manages traffic for JFK, LaGuardia, and other regional airports. Vaughn President Sharon DeVivo, along with industry representatives such as JetBlue Airways and TRACON N90, agreed

that this step will strengthen local talent and address the specific needs of New York's complex airspace.

According to estimates, 71,000 controllers will be needed worldwide over the next decade, making this program a key step in ensuring the safety and efficiency of air travel.

Bachelor's Degrees in AI

The University at Buffalo (UB) announced the approval of seven new bachelor's degree programs and two minors in artificial intelligence (AI), set to launch in fall 2025. Supported by \$5 million in state grants, these initiatives are part of SUNY's newly established Department of AI and Society. By 2030, more than 300 students are expected to enroll annually in these programs, which integrate AI with disciplines such as communication, economics, philosophy, political science, geography, languages, and linguistics.

The programs will not only provide technical training but also an interdisciplinary approach that addresses the ethical, social, and cultural aspects of AI use. According to Governor Hochul, this investment aims to prepare New Yorkers to lead in a constantly



evolving economy, leveraging AI as a tool for innovation and the public good.

SUNY Chancellor John B. King Jr. and state leaders emphasized that these degrees position UB as a pioneer in higher education linked to AI, while also reinforcing the mission of Empire AI—an initiative bringing together ten universities

with more than \$500 million in public and private funding.

With more than 200 researchers already working on AI applications in healthcare, education, and manufacturing, UB further consolidates its role as a national leader in technological innovation and the responsible training of talent.

Boosting Employment

New York State Senator Joseph Griffo (RC-Rome) recently recognized several Oneida County businesses with the New York State Senate Empire Awards, an honor that celebrates leading companies for their innovation, job creation, economic growth, and community commitment.

Among the awardees were Clinton Tractor and Implement Co. and Bonomo's Dari Crème, both in Clinton; Joe Tahan's Furniture, with locations in Yorkville and New Hartford; and McCraith Beverages in New York Mills. In addition, Griffo visited Morehouse Appliances in New Hartford to present a Senate Resolution commemorating its

130th anniversary, highlighting its legacy as an essential part of the local business fabric.

The senator emphasized that these businesses not only strengthen the regional economy but also reflect the entrepreneurial spirit and dedication to community service. He also reaffirmed his commitment to supporting business owners and employers across the state.

Griffo stressed the need to improve New York's economic climate by reducing taxes, energy costs, and regulations in order to provide companies with greater opportunities for growth, job creation, and prosperity.



Through these recognitions, the Senate seeks to underscore the importance of local businesses in building a stronger future for both the region and the state.

Stories That Open Doors

Arianny Mercedes
Founder of Revamped

*Strategy and Purpose to Transform
Careers in the Digital Era*

In a world where digital transformation is redefining work and how professionals access opportunities, Arianny Mercedes has turned her story into a platform to change lives. As the founder of Revamped, a global career and professional development consultancy, she has supported more than 700 people in reinventing their careers, helping them position for high-impact roles and negotiate competitive compensation in industries such as technology, media, healthcare, and finance. Her approach blends strategy, empathy, and a deep understanding of global market dynamics.

Born in the Dominican Republic and raised in Boston, Mercedes grew up observing the invisible barriers that limit access to education, networks, and opportunities. That awareness became the core of her professional mission: to close the pay, access, and skills gaps that especially affect women, minorities, and underrepresented professionals. Her work has crossed borders, impacting clients across Latin America, North America, Europe, and Asia.

At Revamped, Mercedes operates on two fronts. On the individual side, she offers personalized mentorship to refine clients' professional narratives, build confidence and negotiation strategies, and optimize tools such as résumés, LinkedIn profiles, and executive portfolios. On the corporate side, she implements technological solutions and methodologies that drive equity in hiring processes, skills development, and talent retention. In both cases, technology is integrated as a resource that amplifies—and never replaces—human value.

Her leadership philosophy rests on three principles: clarity to recognize one's value, strategy to position it in the market, and purpose so that every individual achievement contributes to collective progress. For Mercedes, true transformation doesn't happen only when a client lands a new role or improves their salary; it happens when they gain the confidence and tools to lead with authenticity in any environment.

Based in New York, Mercedes maintains a strong bond with the Dominican diaspora and views her visibility as a responsibility: to inspire other migrants to see themselves as protagonists of their own success. Through her story, she shows that the combination of confidence, personal narrative, and conscious strategy can open not just one door, but an entire path toward a future of greater equity and real opportunity.

How did your experience as part of the Dominican diaspora influence your leadership vision and the creation of Revamped?

I arrived in Boston, Massachusetts, at seven years old with more curiosity than certainty about the world I was entering. It didn't take long to notice the socioeconomic inequalities that shape people's lives—not only in terms of material resources, but also access to education, opportunities, and the networks that open doors. That early awareness became a constant thread throughout everything I've done.

My entry into the world of human resources happened by chance, but it revealed something profound: a job doesn't just transform a person's income; it also shapes their confidence, their sense of belonging, and the possibilities for future generations. I came to understand that careers aren't only about making a living; they're about building identity, influence, and legacy.

When I founded Revamped, I brought both perspectives with me: the child who had seen inequity up close and the professional who understood the structures that perpetuate it. My leadership philosophy is built on empathy, clarity, and the conviction that those who break barriers carry the responsibility to open the path so others can move forward.

Revamped has supported more than 700 professionals across industries and countries. What are the main barriers you've identified, and how do you work to overcome them?

The barriers I most often see are a combination of internal and external factors. On the one hand, many professionals carry deep self-criticism and doubt about their value, the result of having been overlooked or underestimated in the past. That experience can shape how they see themselves and limit what they believe is possible for their careers. On the other hand, there are systemic barriers—like inequitable hiring practices, lack of access to influential networks, and persistent pay gaps—that make advancement difficult even for highly qualified people.

At Revamped we address both fronts with the same intention. We help clients transform their self-view, replacing limiting beliefs with firm clarity about their value and potential. At the same time, we renew their professional tools—such as résumé, LinkedIn profile, portfolio, and interview strategies—so they're competitively positioned in the market. This combination allows them not only to show up for opportunities with renewed confidence, but also with the concrete elements that back their candidacy.

In a context of digital transformation, how are you using technological tools to enhance your clients' career development and optimize employability processes?

On the business-to-consumer side, my approach is intentionally human-centered. People navigating professional transitions need more than algorithms or automation; they need personalized, empathetic mentorship tailored to their unique experiences. With one-on-one clients, this means deep, individualized work focused on refining their professional narrative, strengthening confidence, and equipping them with strategies they can apply in real-world conversations and negotiations. That said, I also integrate technology and management software to support the full job-search cycle—from organizing and tracking applications to interview preparation and offer negotiations.

On the business-to-business side, technology plays a much more active role. In corporate partnerships, we implement software solutions and best practices that optimize processes, boost employee engagement, and make talent development measurable. This can include tools that improve performance reviews, platforms that track skills development, or technology that facilitates continuous learning and cross-team collaboration. In these environments, technology becomes a lever for scale and efficiency, ensuring organizations make data-informed decisions without losing sight of the human element in leadership and talent management.

The current job market demands ongoing upskilling and reskilling. What strategies do you recommend so professionals can stay competitive?

I think of learning as a continuous cycle, not a temporary stage. Skills have a limited shelf life if they aren't consistently updated. I recommend creating a personal growth plan that's reviewed every six months, ensuring it aligns with industry shifts and long-term goals.

That plan should balance technical development with the soft skills essential for effective leadership—such as empathy, adaptability, and cross-cultural communication. It should also include exposure to global perspectives, whether through international professional networks,



collaborative projects, or cultural experiences. Staying competitive today isn't only about what you know, but about your ability to adapt and apply that knowledge in a constantly changing environment.

Being part of the Dominican diaspora in the United States has given you access to global networks and opportunities. How have these connections strengthened your work and benefited your clients?

Throughout my journey, I've had the privilege of working with clients around the world—from Latin America and the Caribbean to North America, Europe, and parts of Asia. Each context brings its own realities and challenges. In some countries, the most obvious barriers are economic and limited access to educational resources. In others, the challenge lies in navigating highly competitive corporate environments where access to influential networks is closely guarded. I've also seen how cultural factors, regulations, and even perceptions of foreign talent influence the opportunities available to a person.

Even so, beyond regional differences, there's a common thread that connects everyone: the desire to grow, to be seen and valued, and to change the course of their professional life. That pursuit transcends borders, languages, and time zones.

My role through Revamped is to build bridges that shorten those distances. It's not only about making a résumé competitive or improving an interview, but about strengthening the vision each client has of themselves and of what's possible for their future. I've learned that global connections aren't just channels to access opportunities; they're also spaces to share knowledge, open our minds to new ways of working, and discover that although the paths may differ, the ultimate goal is the same: to move forward—with purpose, dignity, and confidence—toward the future each person has set for themselves.

Your work has been recognized by international outlets such as Forbes, CNN, and Business Insider. How do you use this visibility to inspire other Dominican immigrants?

Visibility is both a privilege and a responsibility. Every appearance in outlets like Forbes, CNN, or Business Insider is more than a personal achievement;



it's an opportunity to broaden the narrative of what it means to be a Dominican immigrant. Too often, our stories are told only from the lens of hardship, leaving out the leadership, innovation, and creativity we bring to every space we enter.

I see media appearances as a platform to represent not only my voice but also those of many who haven't yet been heard. I share both the moments of success and the challenges I've faced because I want others to see the full journey. My hope is that someone—reading an article or watching an interview—recognizes part of their own story in mine and, in doing so, feels the strength and determination to pursue opportunities they once thought were out of reach.

As an expert in personal branding strategy and salary negotiation, what role do confidence and personal narrative play in attaining high-impact roles?



Confidence is the foundation of all professional advancement, but it's often misunderstood. True confidence isn't about being the loudest voice in the room or projecting perfection all the time. It's the quiet, unshakable belief in the value you bring—even in the face of uncertainty or competition. Personal narrative gives that belief shape and life, turning an internal truth into an external connection.

A compelling story is more than a timeline of jobs or a list of achievements. It's the thread that ties together experiences, skills, and values into a narrative others can relate to. When told with clarity and authenticity, your story becomes a bridge between your journey and an employer's vision for the future.

In my work, I help clients uncover not only what they've done, but why it matters and how it aligns with the roles they're seeking. This process often changes how they see themselves, replacing doubt with confidence. The most successful candidates are those who come to an interview not only prepared to answer questions, but to inspire the person in front of them to believe in a shared future. When confidence and narrative meet, the result isn't just landing the role—it's stepping into it with purpose and impact.

You represent the Dominican diaspora in New York and have built a standout professional path as an immigrant. What was the journey like to achieve what you've accomplished, and what lessons marked that path?


I grew up in Boston, Massachusetts, and that city will always be part of me. But moving to New York was the change I didn't know I needed. New York gave me a sense of connection both professionally and personally. Here, my culture isn't something I have to search for—it's present in the music on the streets, in the food in our neighborhoods, and in the faces of the community. It's everywhere, woven into the fabric of the city.

That environment reminded me every day where I come from while pushing me to go further. My path hasn't been free of challenges: there were moments of doubt, seasons when I had to rebuild from scratch, and situations where I had to prove my value again and again. But living and working in New York, surrounded by a vibrant representation of my heritage, gave me the motivation to keep going.

The lessons I carry from this journey are clear: success is rarely linear, community is a source of strength, and investing in yourself is non-negotiable. No matter the city, those lessons travel with me and shape how I lead, serve, and create opportunities for others.

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Arianny Mercedes
Fundadora de Revamped

Historias que abren puertas

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

Indhira Báez
Fundadora de CEO Talks Innovation
El liderazgo aumentado: la
visión de una CEO que conecta
tecnología y humanidad

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**Expo Cumbre Factor de
Éxito 2025**
Sostenibilidad y
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Genio de Éxito
Diego Ledesma
Consultor en transformación
organizacional y liderazgo digital
"La IA no reemplaza la
sensibilidad humana, la
amplifica"

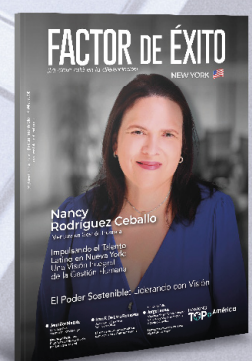
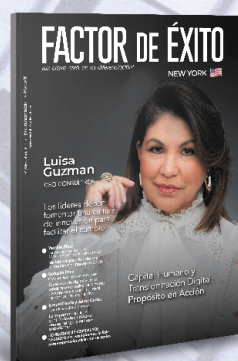
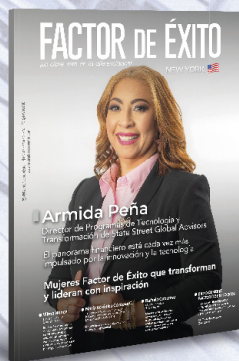
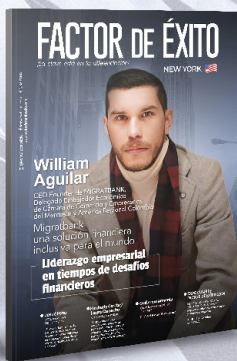
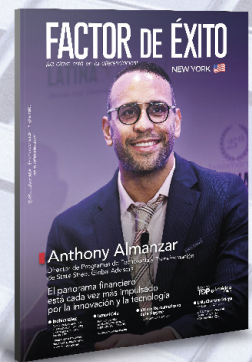
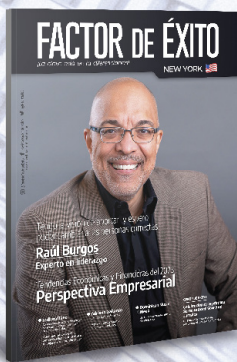
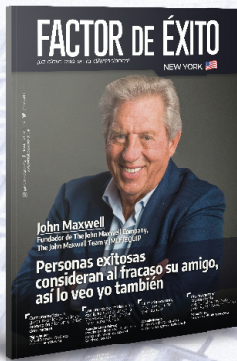
En New York con Éxito
Eddy Jiménez
Director de cine
La tecnología impulsa el cine
sin apagar su voz creativa



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PLATAFORMA INTERNACIONAL PARA EL LIDERAZGO, EMPRESARIAL Y DE NEGOCIOS



CHILE | COLOMBIA | ECUADOR | MÉXICO | PANAMÁ
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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.





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DESCARGA TODAS NUESTRAS EDICIONES AQUI ➡



Festival Brings Together Latino Entrepreneurs in New York

The Bronx was the stage for the First Latino Entrepreneurs USA Festival, a space that celebrated the creativity and resilience of the community.

More than 40 ventures from diverse sectors participated in the First Latino Entrepreneurs USA Festival, successfully held at Poe Park in the Bronx, in a historic event that highlighted the talent, creativity, and strength of the Latino community.

The initiative was supported by elected leaders such as Assemblyman George Álvarez (District 78), Councilmember Pierina Sánchez (District 14), and Councilmember Oswald Félix (District 78), who reaffirmed their commitment to supporting local entrepreneurship initiatives.

The festival was conceived as a community and family gathering with activities for all ages, including free food, artistic and cultural expressions, as well as a musical performance by artist Nicol Peña.



During the day, tributes were also presented to outstanding figures. Nicol Peña received a proclamation for his 25-year artistic career, while El Pachá was honored for his impact on New York's media landscape.

Matibel Pérez, President of Latino Entrepreneurs USA, celebrated the success of the event and underscored the importance of building spaces that strengthen the sector: "This is only the beginning of a great structure that seeks to support and bring visibility to Latino entrepreneurs. In unity there is strength, and united we are stronger."

Finally, Pérez called on entrepreneurs in the region to join the movement and become active members of the organization.



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Ciudad Destino

► World Bank mobilized more than US\$3,000 million to support an agenda focused on services and resilience

A management marked by effective cooperation, expansion of public investment, and a vision of sustainable development

Premium Content

Alexandria Valerio

Resident Representative for the Dominican Republic, Latin America and the Caribbean

The leadership of Alexandria Valerio, as Resident Representative for the Dominican Republic, Latin America, and the Caribbean —until June of this year— leaves a profound mark on the country's development agenda. With a professional career of more than 25 years, and experience in regions as diverse as Africa, Asia, and Latin America, Valerio assumed leadership in 2020, at a critical moment marked by the Covid-19 pandemic. Since then, her strategic vision has been key to consolidating effective multilateral cooperation, which today translates into concrete and transformative results for the Caribbean nation.

A Doctor in Comparative Education and Economics from Columbia University with a solid background in public administration, Valerio has put her knowledge at the service of public policies that promote equity, sustainable growth, and the strengthening of human capital. During her tenure, the World Bank has mobilized more than US\$3 billion in financing, tripling the initial portfolio, in support of strategic sectors such as health, energy, water, housing, agriculture, and institutional modernization.

One of the most relevant aspects of her leadership has been her comprehensive focus on human development, combining programs for productive inclusion, workforce skills development, and the promotion of quality jobs. Initiatives such as INSPIRE and safe labor migration programs show her commitment to people, especially the most vulnerable populations.

At the same time, she has cultivated strong relationships with government, the private sector, and civil society, betting on cooperation structures based on dialogue, trust, and

alignment of strategic objectives. This collaborative vision has been fundamental to advancing substantial reforms, which today position the country as a regional benchmark in social protection, investment attraction, and climate resilience.

Valerio bids farewell to the country leaving a legacy that transcends numbers. She has contributed to designing policies aimed at improving lives, expanding opportunities, and laying the foundation for a fairer and more prosperous future. In her next stage, with new responsibilities in the regional strategy for Latin America and in the development of global knowledge agendas, she will continue to promote a transformative vision from the heart of World Bank operations.

During your tenure as the World Bank's Resident Representative in the Dominican Republic, what do you consider to have been the most transformative projects, and how have they contributed to the country's sustainable development?

I began my leadership in 2020, in the midst of the pandemic and lockdown. From day one, I could see the vision and commitment of the Dominican Government, and the World Bank rose to meet that challenge. During my time in office, we achieved significant progress in multiple sectors, including health, social protection, energy, water, housing, and risk and disaster management, among others.

In quantitative terms, could you share the most relevant figures of your leadership, including the total project portfolio, number of programs implemented, and direct beneficiaries reached?

At the beginning of my tenure in 2020, the World Bank's operations portfolio in the country amounted to nearly US\$500 million. By 2025, the total commitment is US\$2.6 billion. The current active portfolio stands at US\$1.89 billion in support of key sectors such as energy, health, state modernization, housing, water and sanitation, resilient agriculture, and social protection. Each of these operations has distinct beneficiaries, aligned with the country's strategic priorities.

During your period as Resident Representative, what has been the total amount of investment and financing mobilized by the World Bank in the Dominican Republic, and how has it been distributed among the different priority sectors?

During my leadership, the World Bank mobilized more than US\$3 billion in financing to support a state-led development agenda focused on improving public services, generating more quality jobs, and increasing the resilience of the country's infrastructure against climate change. This increase in financing for the public sector is part of a broader strategy aimed at leveraging private investment in key development sectors. To accelerate project execution, we relied on a field-adapted strategy and close support for the teams.

Considering your extensive experience in education and skills development, what specific initiatives have you implemented to strengthen human capital in the Dominican Republic, and what tangible results have been achieved?

Ajay Banga, President of the World Bank Group, has emphasized that human capital development and job creation are fundamental to unlocking people's potential, offering a path out of poverty, empowering women, giving hope to new generations, and building stronger communities. This is a theme very close to my heart, as I have devoted much of my professional career—as a researcher, academic author, and operations manager in different regions of the world—to promoting policies and programs that strengthen learning opportunities, productive inclusion, and human talent development.

From the World Bank, we support the country in job creation through programs such as INSPIRE, support for the health system and health infrastructure, and a program focused on strengthening the skills of Dominican workers and facilitating legal, orderly, and safe migration to the European labor market.

How has the relationship between the World Bank and Dominican institutions evolved during your tenure, and what cooperation structures do you consider most effective for the future?

The Government's strategic leadership has been essential in advancing the development agenda. Throughout my tenure, the rigorous and productive meetings with the Ministries of Economy and Finance have had a significant impact on the implementation of key reforms.

Likewise, I have witnessed growing synergy with the private sector, academia, civil society, and our international cooperation partners. Looking ahead, the most effective cooperation structures will be those based on continuous dialogue and alignment of strategic objectives with the national government, to ensure effective and sustained implementation of public policies.

Considering your previous experience in multiple regions of the world, what unique aspects have you found in the Dominican Republic's development process that could serve as a model for other countries?

The country has recorded sustained growth in foreign direct investment, especially in the tourism sector, driven by favorable public policies and a macroeconomic environment attractive to investors. At the same time, it has advanced in reducing climate risks and conserving biodiversity. Its social protection system is a global benchmark, and the combination of political stability with a dynamic private sector has been fundamental to the country's exceptional economic performance, helping it navigate both tailwinds and headwinds that may arise in a constantly changing global context.

As your leadership concludes, what do you consider to be the most significant legacy you leave in the Dominican Republic, and what vision do you have for the country's future development in collaboration with the World Bank?

Serving as the World Bank's Resident Representative in the Dominican Republic has been one of the most meaningful chapters of my professional and personal career.

The most significant legacy I leave is, without a doubt, having contributed, together with our national counterparts, to the design and implementation of public policies that aspire to improve lives and make the dreams of Dominican families a reality.

Looking forward, the World Bank will remain committed through an ambitious program that supports the country's economic growth and ensures that prosperity and well-being reach more Dominicans—today and in generations to come.

Could you share with us what your next role within the World Bank will be, and what expectations you have for this new stage?

My next role at the World Bank will combine responsibilities related to the regional operations strategy for Latin America and the Caribbean, and the development of global knowledge agendas, particularly in innovative training and capacity-building aligned with the current context and labor market demands. An updated workforce will be key to attracting investment, generating quality jobs, and strengthening value chains.

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."

INDEX Concludes First Dominican Heritage Week

With a total of 12 activities across 3 states and 4 cities, INDEX succeeded in reaching more than 10,000 people in just one week of Dominican celebration.

With 12 events held in three states and four cities throughout the New England region, the Institute for Dominicans Abroad (INDEX) celebrated the first-ever Dominican Heritage Week, impacting more than 10,000 people in only seven days.

The initiative was organized in the framework of Dominican Heritage Month in the United States and the 162nd anniversary of the Dominican Restoration—two commemorations that honor national pride and the determination of a people who have defended their freedom and projected their cultural identity beyond national borders.

A Celebration that Unites the Diaspora

During this first edition, INDEX presented a diverse agenda including parades, concerts, conferences, art exhibitions, and patriotic ceremonies. These activities not only paid tribute to the heroes of the Restoration but also served as a platform to highlight the talent, creativity, and unity of the Dominican community living in the United States.

INDEX Executive Director, Ambassador Celínés Toribio, emphasized the sense of belonging that characterizes Dominicans in the diaspora and the importance of keeping traditions alive:

“Dominican Heritage Month and the Restoration anniversary remind us that we are a strong people, with deep roots and a culture that transcends any border. At INDEX, our mission is to continue strengthening the bond between the diaspora and the Dominican Republic, promoting activities that bring together families, youth, and our community leaders,” she said.

Pride, Unity, and Future

Under the vision of President Luis Abinader and in coordination with the Ministry of Foreign Affairs, Dominican Heritage Week was presented as a space to reaffirm the active role of the diaspora in the country’s economic, cultural, and social development.

Ambassador Toribio stressed that Dominicans abroad not only celebrate their heritage but are also key players in building a shared future:

“We applaud the enthusiasm of Dominicans who proudly participate in every activity, because together we make our homeland greater.”

Culture, Music, and Traditions

Each event reminded participants that Dominican



culture remains alive and vibrant—even far from the island. The agenda included merengue and bachata, rhythms declared Intangible Cultural Heritage of Humanity by UNESCO, as well as tastings of traditional Dominican cuisine, art exhibits, and folkloric performances that reinforced the emotional bond with the homeland.

At the same time, the 162nd anniversary of the Dominican Restoration was commemorated, highlighting the importance of transmitting to new generations the value of freedom and the sacrifice of those who fought for national independence.

Host Cities

Dominican Heritage Week was celebrated in Boston, Lawrence, Rhode Island, and Connecticut—cities with significant Dominican diaspora populations. In each location, community leaders, media representatives, and families came together, showing that Dominican identity grows stronger when shared and multiplied.

The parades and festivals became true gathering points where family unity, civic commitment, and solidarity among compatriots were reaffirmed. These celebrations also projected a positive image of the Dominican community in U.S. society, strengthening the country brand and positioning Dominican culture as a bridge for understanding and international collaboration.

Impact on the Diaspora

The launch of the first Dominican Heritage Week marked a historic milestone for INDEX, connecting directly with more than 10,000 Dominicans in just one week. The success of this first edition demonstrates a strong interest in keeping historical memory alive while reinforcing the cultural identity of second- and third-generation Dominicans in the United States.

The event also opened a space for dialogue with younger generations, who participated in talks, educational activities, and artistic presentations that



highlighted values such as unity, resilience, and national pride.

A Long-Term Commitment

With this initiative, INDEX reaffirms its commitment to continue creating opportunities for the Dominican community abroad. The institution positions itself as a bridge between the diaspora and the Dominican state,

generating activities that reinforce cultural, economic, and social ties with the homeland.

Dominican Heritage Week is already taking shape as an annual tradition that will continue to expand in reach and participation, consolidating Dominicans abroad as ambassadors of their country and guardians of a heritage that deserves to be remembered, celebrated, and proudly shared.



Dominicans Take Over New York with Their Largest Cultural Parade

The 36th anniversary of the Gran Parada Dominicana brought thousands of Dominicans together with floats, dance troupes, music, and political leaders. The community reaffirmed its identity while expanding its cultural and educational impact in the U.S.

Thousands of Dominican residents of New York City gathered this Sunday on the Grand Concourse to celebrate the 36th anniversary of the Bronx Dominican Parade, one of the most important cultural events of the Dominican diaspora in the United States. Beginning at 11:00 a.m., the Bronx became a stage of celebration, with floats, traditional music, dance troupes, and displays of national pride.

According to organizers, this year's edition recorded a record turnout, reflecting the growing presence and influence of the Dominican community in the Big Apple. The parade, which pays tribute to the culture, identity, and heritage of the Dominican Republic, brought together families, institutions, artists, and community leaders in a festive atmosphere.

Floats, Troupes, and Tradition

The parade featured 22 floats accompanied by live music, community representatives, artists, celebrities, and sports teams. Groups such as Los Faraones de Santiago, La Comparsa de la Risa, and Los Tuareg stood out among those who brought the richness of Dominican folklore to the streets of the Bronx.

Cultural and community institutions such as the Instituto Duarte, the Dominican College of Journalists, and the Juan Pablo Duarte Cultural House were present, reaffirming the importance of keeping traditions alive in the diaspora. Sports organizations such as Vitilla Dominicana USA and the Liga Barahonera de Softball also joined the festivities.

Leaders and Personalities

Special guests included Curtis Sliwa, Republican candidate for mayor of New York, who served as the event's patron. New York State Attorney General Letitia James and Congressman Adriano Espaillat also attended, as did Mayor Eric Adams, who had confirmed his participation. These figures highlighted the importance of political and social

ties with the Dominican community, one of the city's most influential immigrant groups.

More Than a Cultural Celebration

The Bronx parade complements the Dominican National Parade of New York, whose board recently emphasized that the event goes beyond culture to also impact education. Since 2022, the organization has awarded nearly \$1 million in scholarships to Dominican students in various states. This year alone, \$225,000 will be distributed to support 45 young people.

Cristina Contreras, President of the Dominican National Parade, noted that these initiatives strengthen the community's commitment to academic achievement and social mobility: "It's not just about celebration and music; we also encourage the youth of our diaspora to achieve their university dreams," she said.

Expansion to Other Counties

In 2025, the organizing committee announced the official inclusion of Yonkers in the Dominican National Parade route. This decision symbolizes the expansion of Dominican identity beyond the historic neighborhoods of Washington Heights and Inwood. Recent data from the Migration Policy Institute shows that nearly 55% of Dominican immigrants in the U.S. live in the New York metropolitan area, consolidating the community as one of the most concentrated in the country.

Manhattan Prepares for Another Celebration



The Bronx Parade serves as the prelude to the traditional Dominican Parade of Manhattan, which this year will celebrate its 43rd edition on Sunday, August 10. The event will run along Sixth Avenue from 37th to 55th Street, commemorating the Dominican Restoration War, a symbol of independence and sovereignty.

This edition will feature former Major League Baseball player Nelson Cruz as Grand Marshal, Mayra Linares-García as Godmother, and Juan Méndez García, Director of the Emergency Operations Center of the Dominican Republic, as Godfather. Alongside them, journalists, artists, and community leaders will serve as ambassadors of the celebration, consolidating the parade as one of the largest Dominican cultural manifestations outside the country.

A Growing Force

With more than 1.3 million Dominicans residing in the United States—about 700,000 of them in New York—these celebrations serve both as a tribute to identity and as a reaffirmation of the social, economic, and cultural weight of the diaspora.

The Dominican parades in the Bronx and Manhattan not only fill the streets with joy but also highlight the community's contributions to the city's development and reinforce the heritage that new generations strive to keep alive abroad.

Information credit: Diario NY and Diario Libre.

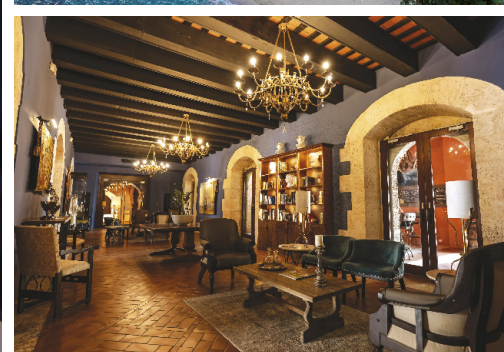
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35 AÑOS DE EXPERIENCIA NOS RESPALDAN.

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.

Indhira Báez

Founder – CEO Talks Innovation

Augmented Leadership: The Vision of a CEO Who Connects Technology and Humanity

"Artificial intelligence is not here to replace the leader, it is here to empower them."

Indhira Báez's journey is that of a woman who has known how to reinvent herself at every stage of her professional life. A communicator and television producer trained in the Dominican Republic, her experience ranges from sets of iconic programs such as *El escándalo del 13* or journalistic investigations alongside Nuria Piera, to creating her own platforms in New York such as *Bella con Curvas* and *CEO Talks Innovation*. Her path reflects a blend of resilience, strategic vision, and passion for social impact.

Today, leading *CEO Talks Innovation*, Indhira stands as a reference in a time when artificial intelligence is redefining business processes, yet where human leadership remains the driving force that inspires, connects, and transforms. Her story aligns with the goal of *CEO Talks 2025*: to bring together leaders who understand that innovation without purpose is not enough, and efficiency without humanity falls short. For brands, this gathering is not just a space for dialogue, but a strategic showcase to position themselves alongside those shaping leadership in the region.

CEO Talks 2025 brings together inspiring leaders. What key message do you want to share in this edition for those seeking to transform their organizations?

*My favorite phrase is: "In the age of artificial intelligence, we want to see the human face in companies." That is why the message for this edition is simple yet profound: artificial intelligence is not here to replace the leader, it is here to empower them. AI can manage processes, especially repetitive ones that we can automate, but human leadership remains the engine that inspires, connects, and transforms. Today, more than ever, a CEO's task is to free their people from repetition and open space for the extraordinary to flourish: creativity, empathy, and strategic vision. At *CEO Talks Innovation* by Indhira Báez, we reaffirm it with conviction: technology drives efficiency, but only human leadership builds the future.*

From your experience, what competencies should Dominican CEOs prioritize to lead successfully in a world shaped by innovation and sustainability?

The leadership demanded by these times goes beyond traditional management, though we cannot deny that some still resist change. A Dominican CEO who wants to remain relevant must cultivate technological curiosity. I don't mean they need to be programmers, but they must understand how artificial intelligence impacts their business in order to make informed decisions. They must also develop strategic and empathetic communication, because in times of change, a leader who communicates with clarity inspires trust and mobilizes their teams toward innovation; if the leader cannot communicate their vision, the team will be lost. And finally, they must practice ethical and transparent leadership, linking innovation with sustainability, because business profitability without purpose ceases to be competitive in the long term. The CEO who combines these three competencies will lead not only successful companies but also admired organizations.

In recent years, female leadership and business innovation have gained ground in the Dominican Republic. What figures or indicators would you highlight to show that progress and its real impact on the corporate ecosystem?

**The progress of women in business leadership is undeniable, although there is still a long way to go. According to recent data, around 14% of leading companies in the Dominican Republic are led by women or include them on their executive boards. This percentage, which might seem small, actually reflects a quiet yet steady transformation.*

In strategic sectors such as technology and lodging, women's participation exceeds 23–25%, revealing greater access to high-impact industries with a prominent role in the country's global competitiveness. Moreover, the contribution of women is not measured only by the positions they hold, but also by tangible outcomes such as exports from women-led companies. This confirms that their influence extends beyond internal management, directly impacting foreign exchange generation and the international positioning of the Dominican Republic.

But beyond the numbers, what is truly making the difference is the style of leadership women are bringing into the corporate ecosystem: more collaborative, inclusive, innovative, and sustainability-oriented. Women executives are steering conversations toward flexible work models, more human-centered cultures, and business decisions that balance profitability with social impact. This change in approach not only opens opportunities for new generations but is also redefining what it means to be competitive in the Dominican market.

*Female leadership is no longer an exception; it is a transformative force moving the pieces of the corporate chessboard and projecting the Dominican Republic toward a more inclusive and sustainable future.**

As a leadership reference, what advice would you give to women executives aspiring to strategic positions in top management?

My advice is this: build authority through your voice. I'm not only referring to oratory, but to the ability to communicate with clarity and conviction what you know and what you represent. Many women have the knowledge and experience, but if they don't manage to transmit it powerfully, their impact fades. I encourage them to become

strategic translators between technology and talent, showing with data how human management directly impacts business results. And above all, never compromise their authenticity. Because when authenticity is combined with vision and strategy, it not only secures a position—it opens the way for an entire generation.

Looking toward 2025 and beyond, what personal project or vision excites you the most to drive from your leadership?

**I am deeply excited to see how CEO Talks Innovation is consolidating as a new leadership language in the region. This edition in Santo Domingo is a milestone, because discussing human management and leadership in the era of artificial intelligence is not just a timely conversation, it is the debate that will shape the next decade.*

My medium- and long-term vision is to promote what I call "Augmented Leadership": a model where artificial intelligence and human intelligence do not compete, but complement each other to create more productive, ethical, and sustainable corporate cultures. At the same time, I remain committed to my signature mentorship, "The Business of Being a Speaker," because I am convinced that when a leader learns to communicate strategically, they become an invaluable asset for their company and society.

*A CEO who masters communication doesn't just speak—they move markets, change cultures, and multiply results. That is the legacy I am excited to keep building: a future where technology + human talent + strategic communication become the formula for sustainable growth.**

The voice of Indhira Báez reminds us that true competitive advantage does not lie in technology alone, but in a leader's ability to integrate it with creativity, empathy, and ethical vision. Her proposal of "Augmented Leadership" synthesizes the formula of the future: technology + human talent + strategic communication = sustainable growth.

At a time when organizations are striving to stand out, Indhira's leadership invites us to look beyond the numbers, to invest in more human and sustainable corporate cultures. Her message inspires every CEO, every executive, and every entrepreneur to see artificial intelligence as an ally, while recognizing in human leadership the transformative force that builds legacy.



HOTEL CATALONIA SANTO DOMINGO



CEO TALKS

INNOVATION BY INDHIRA BÁEZ

LA CONFERENCIA DE NEGOCIOS
MÁS INNOVADORA

SÁBADO 8 DE NOVIEMBRE
HOTEL CATALONIA SANTO DOMINGO

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TICKETS

OCOA Debuts at Ulta Beauty

The Dominican haircare brand becomes a pioneer with its debut at Ulta Beauty. Its vegan, cruelty-free products celebrate the diversity of curls.

OCOA, the haircare brand founded by Dominican sisters Cory Varona-Corniel and Nicol Varona Cancelmo, marks a historic milestone for Latino representation in the beauty industry by becoming the first Dominican brand available at Ulta Beauty, one of the largest cosmetics retailers in the United States. With placement in more than 450 brick-and-mortar stores and online at [ulta.com](https://www.ulta.com), OCOA's debut not only expands its reach but also celebrates cultural diversity and inclusion on U.S. beauty shelves.

The brand's name, which references the founders' hometown in the Dominican Republic, is a symbol of identity and cultural pride. "We are incredibly proud and deeply grateful to launch in more than 450 Ulta Beauty stores as the first Dominican-American curly-hair care brand on shelves. This milestone represents much more than retail placement. It's a celebration of culture, community, and the belief that our curls are beautiful just as they are," said Cory and Nicol, OCOA's co-founders.

OCOA's complete collection includes five products designed specifically for clean, healthy curls: shampoo and conditioner, a curl moisturizing cream, a styling gel that defines and holds curls, and the exclusive Curl Refresh + Hold spray, available only at Ulta Beauty. Each formula is carefully crafted with skin- and hair-friendly ingredients, is free of coconut oil, and comes in bilingual packaging that reflects the founders' Latin heritage.



Beyond its focus on hair health, OCOA stands out for meeting Ulta's five Conscious Beauty pillars: its products are clean, vegan, cruelty-free, and packaged sustainably. This philosophy not only responds to the demands of conscious consumers but also positions the brand as a benchmark for responsible innovation in the haircare industry.

Jessica Phillips, Vice President of Merchandising at Ulta Beauty, underscored the importance of cultural inclusion in their product assortment: "At Ulta Beauty, we are very focused on creating an assortment that reflects and supports our guests' diverse needs, and OCOA is a standout example of that mission in action. We're thrilled to welcome the brand through Sparked, our emerging brand platform, and proud to have been part of their journey through the MUSE Accelerator. As the first Dominican-American-owned haircare brand at Ulta Beauty, OCOA brings meaningful cultural representation to our

shelves and to the broader beauty conversation."

The brand's impact goes beyond mere shelf presence. Its launch signals a shift in the beauty narrative—one where Afro-Latinx curls and textures are celebrated rather than overlooked, and where Dominican entrepreneurs can bring their culture and vision directly to a mass audience in the United States. OCOA's success also reflects growing demand for authentic, inclusive, and sustainable products that help consumers feel represented and valued in every purchase.

With this step, OCOA not only solidifies its place in the U.S. market but also inspires new generations of entrepreneurs and creators seeking to make their way by bringing Latin identity to global stages. OCOA's arrival at Ulta Beauty is more than a commercial achievement; it's a statement of cultural pride and a commitment to diversity, innovation, and authentic beauty.

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



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.

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.

Renewable Energy: the sustainable future of the Caribbean.

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.

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.

Alejandra Chaparro

Fundadora de 17 Entertainment PR

Where the Voice Begins, Change Follows

To communicate is to serve, amplify, and actively contribute to building a more conscious and inclusive society.

From the newsrooms of CNN en Español and Telemundo to the strategic spaces where cross-border campaigns are crafted today, Alejandra Chaparro has built a career guided by a clear purpose: to amplify the voices that deserve to be heard. Founder of 17 Entertainment PR and a reference in the world of multicultural communications in New York, Alejandra blends her journalistic instinct with a sharp vision for the power of authentic narratives.

Her work goes beyond headlines and translates into tangible impact—leading Latino outreach in RFK Jr.’s presidential campaign, empowering entrepreneurs through WE NYC, or guiding brands and spokespeople to position themselves with truth and purpose in a diverse

market. Her commitment to representation, inclusion, and community transformation has made her both a strategist with a cause and a mentor who inspires through lived experience.

Factor de Éxito spoke with this communications strategist, who invites us to reflect on the power of well-told stories, the role of communication as a bridge between realities and opportunities, and the ability of women—especially Latinas—to lead with authenticity, break molds, and transform the world with their own voice.

“After several years working in different media outlets, I can say with certainty that every story, every report, and every interview represented an invaluable opportunity

to amplify not just one, but thousands of voices seeking to be heard. Many of those stories not only transformed me personally but also deeply resonated with those who received them,” said Chaparro.

As a journalist, she consistently worked with deep commitment to balance and objectivity. Today, from the world of public relations, she assumes a different but equally powerful responsibility: being the voice (and sometimes the echo) for people, causes, and communities that may not always know how to communicate their message or where to take it. For Alejandra, communications with purpose means being a bridge between the stories worth telling and the impact they can generate.

“I firmly believe that when a voice is heard with respect, the possibility for change is born. And my purpose is precisely that: to create space so that the right stories reach the right people at the moment they are most needed,” she expressed.

From her experience in outlets such as CNN en Español, Telemundo, and several international media, Alejandra developed a sharp news instinct—knowing which story is worth telling, how to tell it with impact, and most importantly, how to connect with the emotions and needs of the audience. She has transferred that same approach to the field of public relations.

“When designing PR campaigns for the United States and Latin America, I apply that editorial judgment to build messages that not only inform but also generate conversation, credibility, and cultural relevance. Understanding what the media looks for and how to anticipate angles that capture their attention without losing brand authenticity is crucial. I also combine that journalistic perspective with positioning strategies that respect the differences of each market, adapting tone, spokespeople, and channels to the audience. The media landscape has changed—especially after the pandemic—so adaptability is essential to stay relevant,” she emphasized.

For Alejandra, leading Latino outreach in RFK Jr.’s presidential campaign was both a deeply transformative experience and a major responsibility. “It allowed me to closely hear the concerns, aspirations, and frustrations of Latino communities across the country—from New York, Florida, Texas, New Jersey, to California. One of the biggest lessons has been that our community is not monolithic: there is great diversity of voices, stories, and priorities that deserve to be represented with respect and accuracy—but unfortunately, they often are not,” she said.

“I also understood that multicultural narratives are not an accessory in today’s political landscape; they are essential. We are at a moment where Latino, Black, Asian, and other diverse communities are demanding not just to be heard, but to influence decisions that directly affect them. Campaigns that fail to integrate these voices from the start are destined to disconnect from a fundamental part of the electorate. I firmly believe that the political future of the United States is being written through these multicultural narratives, and as communication strategists, we have the responsibility to amplify them with honesty, empathy, and purpose,” she affirmed.

As a mentor with WE NYC and a judge in startup competitions, Alejandra has seen firsthand the

transformative power of women who dare to build from their truth and passion. In such a diverse and competitive market, what truly sets a brand apart is the authenticity with which it is born and communicated.

“I always tell entrepreneurs: your story is your superpower. You don’t need to fit into traditional molds or imitate others. What matters is being clear about who you are, why you do what you do, and how your proposal impacts people’s lives. When a woman connects with that root, her brand not only positions itself—it moves, inspires, and transcends. It’s also fundamental to embrace diversity as a strength. Our cultural experiences, our accents, our roots—all of that adds value. Authentic brands don’t try to please everyone; they strive to resonate with those who truly share their values,” she underlined.

Empowering a woman to speak in her own voice, in her own language, with strategy and heart, is opening the door to leadership that changes realities.

Alejandra shared an inspiring message for the new generation of Latinas ready to transform their communities: “I would say: do not minimize your voice, do not apologize for your passion or your flaws, and never underestimate the power you hold when you choose to lead from the heart. Do not limit yourself, and do not be afraid to follow your calling.” She added: “Our story as Latina women is rich in resilience, creativity, and courage. Use your voice not only to tell stories but to rewrite narratives and break paradigms. Use your creativity to open spaces where there were once only barriers. And lead with purpose, empathy, and the firm conviction that your vision can move mountains.”

Your roots are your strength. Your voice is your legacy. The future is not something to wait for; it is something we create—one word, one idea, one act of courage at a time.



Wendy Montas Penzo

Founder of the Association Leaders Creating Leaders

Healing Through Empathy, Leading Through Service

With a solid trajectory in the clinical and social spheres, this leader has turned vulnerability into strength, creating spaces of emotional support where pain becomes purpose and healing becomes a shared path.

Leadng with purpose is serving with heart. That phrase seems to sum up the journey of Wendy Montas Penzo, also known to many as Lola: a woman whose life has been a testimony of compassion, faith, and transformative leadership. From her role as a clinical counselor in New York City to her community initiatives in New Jersey, Wendy has accompanied difficult stories that, thanks to her guidance, have become stories of hope and resilience.

With more than 15 years of experience in mental health and child protection, she has founded organizations such as Leaders Creating Leaders and the Supporting Stronger Lives Foundation, from where she promotes the emotional well-being of vulnerable communities. Her voice, clear and firm, also resonates through her book *Stronger Than Pain*, where she invites men to embrace vulnerability and prioritize their mental health without fear or prejudice.

But beyond titles and certifications, Wendy embodies a powerful truth: serving others with empathy and authenticity

not only transforms lives but also awakens leaders. In this interview, Factor de Éxito explored her mission, her vision of leadership, and how she has managed to stand firm—and walk alongside others—through love, faith, and committed action.

Along her journey as a counselor and community servant, she has lived many meaningful experiences, but without a doubt, one of the most transformative was supporting a single immigrant mother who entered her program facing multiple challenges: homelessness, unemployment, and a deep sense of defeat.

“Through my work as a social worker for New York City, we were able to place her in a shelter, connect her with vital resources for her and her children, and provide emotional mentoring. Months later, she not only secured dignified employment but also founded a small business, and today she has become a mentor for other women facing similar circumstances. Seeing how, with support, tools, and faith, a

person can turn pain into purpose profoundly reaffirmed my life's mission: to serve, guide, and empower those who have been made invisible by the system. That was the moment I understood that my role is not only to provide help but also to awaken leaders who, like her, continue multiplying hope and transformation in their communities," she said.

That experience reminded her that leadership is not imposed, it is inspired—and that every story we accompany has the potential to become a powerful testimony of resilience and change.

"From the Supporting Stronger Lives Foundation, we believe that compassion is the starting point for every process of healing and transformation. Addressing delicate issues such as autism, sexual abuse, and mental health requires not only technical knowledge but also humanity, active listening, and deep respect for each person's dignity," she shared.

At the foundation, they design comprehensive programs that combine emotional support, family assistance, educational intervention, and access to therapeutic resources, understanding that each case is unique and deserves personalized attention. For families with children on the autism spectrum, they offer continuous guidance and inclusive workshops. For survivors of abuse, they create safe spaces of trust and empowerment where their voices are heard and respected. And for those facing mental health challenges, they work to break stigmas, promoting self-care and early intervention as fundamental rights.

They also focus on organizing small healing retreats, where psychologists, therapists, and a trained professional team are invited to provide spaces for reflection, emotional rest, and inner healing. These retreats are designed with love, empathy, and respect, allowing participants to reconnect with their story and inner strength.

"Our mission is to make the invisible visible, to walk with people in their process, and to remind them that they are not alone. Being compassionate does not mean being fragile; it means having the courage to see another's pain and act with love, strategy, and commitment. That is the foundation of our work: healing through empathy and transforming through action," she affirmed.

For years, Wendy has worked in communities where she encountered men who, despite carrying deep pain, found no safe spaces to talk about their emotions without being judged or labeled as weak. This motivated her to write the book *Stronger Than Pain*, especially after years of witnessing how many men live with anxiety and stress in silence, how they hide their suffering, and how deeply she was impacted by the high number of men who commit suicide each year.

"With this book, I wanted to send a clear message: vulnerability does not weaken men, it humanizes and strengthens them. I hope that those who read it feel validated, accompanied, and understand that caring for their emotional health is an act of self-love and also a gift to their families and communities," she stated.

Through *Leaders Creating Leaders*, Wendy supports entrepreneurs in their personal and professional challenges,

and from that experience she affirms that emotional health is the invisible foundation that sustains any project or business. Behind every strategy, every sale, every achievement, there is a person dealing with fears, frustrations, and moments of uncertainty. If that emotional dimension is not cared for, everything built can collapse at the first obstacle. Burnout is also a very present reality among entrepreneurs and business leaders: extreme exhaustion, chronic stress, and deep fatigue that, if left unaddressed, can affect not only productivity but also physical and mental health. In her work with them, she has often seen how unprocessed past traumas, unmet emotional needs, and a sense of loneliness silently erode their energy and passion.

"In *Leaders Creating Leaders*, we teach that leading a business begins with leading oneself—cultivating resilience, emotional intelligence, and the ability to manage stress. An entrepreneur with emotional health is more flexible, creative, and adaptable to change. That's why we believe a sustainable business doesn't just need a solid financial plan but also a leader who knows how to sustain their own well-being and heal their own wounds," she mentioned.

- For Wendy, combining clinical training, faith, leadership, and empathy is a daily reminder that she is human and also needs to care for herself.
- Clinical training gives me practical tools to support others.
- Faith sustains me in moments of uncertainty.
- Leadership pushes me to make difficult decisions.
- Empathy connects me to the humanity of each person I serve.

The mental health expert emphasizes that it is not about choosing one or the other, but about recognizing that all complement and nourish each other. "I maintain this balance by prioritizing my emotional and spiritual well-being, dedicating time to personal reflection, seeking spaces of rest, and surrounding myself with people who remind me who I am beyond my titles or roles. I've learned that I cannot give what I do not have, which is why I invest in my own growth, healing, and connection to something greater than myself," she continued.

"My advice for those who want to serve with purpose and authenticity is to start by knowing themselves deeply, working on their own wounds and emotional healing, and not being afraid to show vulnerability. Strengthen your inner connection and learn to listen before speaking. Serving authentically means being willing to grow, to make mistakes, to learn, and to remain firm in your values even when it is uncomfortable. It implies the humility to learn every day, to build genuine relationships, and to understand that leading is not about control but about inspiring and accompanying others with love, consistency, and patience. Only then can you sustain a service that transforms lives from love and humility," she concluded.

Purposeful leadership is born from a transformed heart that dares to transform the world without losing its essence.

A portrait of Eddy Jiménez, a man with dark hair and a beard, wearing a dark shirt, looking directly at the camera.

Eddy Jiménez

Film Director

Technology drives cinema without silencing its creative voice

Transforming Dominican cinema with technology, creativity, and emerging talent

From his childhood in Bonao to film sets in New York, Eddy Jiménez has built a cinematic career that blends artistic vision, technological evolution, and a strong commitment to promoting Dominican talent. At just 30 years old, this film director has established himself as one of the most interesting emerging voices in the Latin American audiovisual industry, with an approach that aligns with the new dynamics of digital transformation shaping the sector.

Trained at the Puerto Rican Traveling Theater and Urban Arts, with advanced film directing studies at prestigious NYU, Jiménez represents a new generation of creators who see cinema as a convergence of art, technology, and distribution strategy. His experience in feature films such as *El Camino Correcto*, *See You Soon*, *Atrako por joder*, and *Cara a Cara* reflects a creative versatility that he now channels through his company, Camino Films, where he leads production and distribution projects.

The digital transformation of cinema has been, in his words, radical: “Now we have artificial intelligence, which allows you to create a complete movie and bring it to theaters; distribution also now happens on the internet, on digital platforms.” This shift, far from being a threat, has inspired him to expand his horizons. “We are working on a movie that will be ready by 2028, and it is entirely computer-made,” he affirms.

But his focus is not only on technology. At Camino Films, he has maintained a steady commitment to human development and the promotion of new talent. “We have been pioneers in the Dominican Republic in giving opportunities. It provides very valuable learning both for the company and for me personally,” he explains. This work philosophy has been key to keeping balance between innovation and artistic essence. “Technology offers incredibly powerful tools, but if used carelessly, it can overshadow the creator’s voice,” he stresses, highlighting the importance of preserving authenticity amid automation.

Balancing talent and technology, Jiménez stands as an exemplary case. He is developing distribution strategies with platforms like Amazon Prime, HBO Max, and Disney+, bringing local productions to global audiences. In addition, his new projects—the documentary *El Rey del Hit* and the comedy *POPIWA*—reaffirm his commitment to content with cultural value and impact.

Jiménez also looks to the future with pragmatic vision: “I believe that in the coming years, crews will shrink significantly, and possibly a single person will be able to make a film in the future.” This prediction, far from being utopian, resonates with current trends of automation in the creative industry.

The story of Jiménez shows that when talent aligns with technology and a clear vision of the future, it can not only adapt to change but also lead it.



SENIOR TALENT AS A DIFFERENTIATING VALUE

Gustavo dos Santos

Specialist in employability and career transitions

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

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

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

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

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

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

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

New cultural paradigms and technological development constantly push us, generating

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

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

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

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





AUTHENTIC TRANSFORMATION ORCHESTRATES STRATEGIC CHANGE

Jeannina Valenzuela

Sustainability and Reputation Specialist

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

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

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

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

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

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

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

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

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

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

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



DIGITAL DISRUPTION WITH AI.

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

Andrés Silva Arancibia

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

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

Human capital: augmented talent, not displaced

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

Customer-centric organizational culture

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

Exponential technology: ride the curve instead of chasing it

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

Strategy: from experiments to scalable value

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



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

Leadership and ethical governance

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

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

So, back to the opening question

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



OPTIMAL HUMAN CAPITAL MANAGEMENT TO DRIVE CORPORATE TRANSFORMATION

Alvaro “Cuco” de Venegas

International Change Guide
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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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