

Realizing Emerging Realities



July 1, 2011

Download *IESE Insight* magazine (Issue 10, Q3 2011) dedicated to the new emerging markets making waves in the global economy.

- **Mauro F. Guillén (Wharton) & Esteban García-Canal (University of Oviedo)** highlight what managers of traditional, established MNCs can learn from their emerging market counterparts.

- **Arnoud De Meyer (Singapore Management University)** considers the global innovation trends that have been heavily influenced by China, India and Southeast Asia.
- **Francesc Prior (International University of Catalonia) & Javier Santomá (IESE)** take lessons from the banking sector to help all companies adapt their offer to the customers and circumstances of low-income segments.
- **Alicia García-Herrero (Chief Economist for Emerging Markets, BBVA)** identifies 10 emerging countries, or EAGLEs, likely to contribute more to global growth than the G7 average in the next 10 years.

Also in this magazine:

- **Alberto Ribera, Veit Etzold & Philipp Wackerbeck** analyze how faith-based values have shaped some of the unconventional products and services that Islamic banks offer, and they highlight the challenges these banks face as they expand their presence into Western countries.
- **Joan E. Ricart & Pablo Agnese** discuss the risks and opportunities of offshoring, proposing six steps aimed at creating value, not just cutting costs.

IESE's **Fabrizio Ferraro** interviews **Xavier Ybargüengoitia**, CEO of **Estates & Wines of Moët Hennessy-Louis Vuitton (LVMH)**, the largest luxury goods conglomerate in the world, to uncork some global management tips from the wine industry.

In our case feature, three executives examine **Santander's sponsorship of Formula One** to debate the motors that drive sports sponsorship.

And finally, British protocol adviser **Grant Simmonds** shares from a career of organizing ceremonial events in London to show the importance of protocol in smoothing the way for serious negotiations.

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