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Prof. Alfredo Enrione

The PricewaterhouseCoopers Professor of Corporate Governance at ESE Business School, Universidad de los Andes. Head of the Strategy department for 12 years, director of the Corporate Governance program and director of the CEO Program. He was the founding member of ESE Business School and he is a member of its board

Teaching and research in Strategy, Organization, Corporate Governance and family business

A regular advisor and member of the board of a number of Chilean and international corporations, family businesses and not for profit organizations

Professor Enrione has pioneered the teaching and diffusion of corporate governance ideas in Latin America through the oldest and most successful learning program for Board of Directors with over 1600 alumni over the last twelve years.

Industrial Engineer and MSC. Universidad Catolica de Chile. Ph.D. IESE Business School

Books and chapters in books

- 2012 Enrione, A. (ed). **Directorio y Gobierno Corporativo: El desafío de agregar valor en forma sostenida**. ESE Business School Publishing, Santiago de Chile
- 2010 Enrione, A. and Zerboni, F. ***Three essays on boards of directors and directorship action***, LAP Lambert Academic Publishing AG & Co. Saarbrücken, Germany
- 2008 Enrione, A., Mazza, C., & Zerboni, F. , 2008. Institutionalizing Codes of Governance. In Clarke, T., De la Rama, M. (Eds.). **Fundamentals of Corporate Governance** : 79- 90. : Sage Publications Ltd.
- 2007 Enrione, A. & Perera, L. ***Gobierno de la Empresa y Autorregulación: Bases para la Elaboración de Códigos de Buenas Prácticas en Empresas Chilenas***, ESE Business School Publishing, Santiago de Chile
- 2004 Enrione, A., Sanhueza, R., Pezoa, A., Marti, G., Besa, N. & D. Kimber. ***Global Entrepreneurship Monitor GEM Chile 2004***, Edición ESE Escuela de Negocios, Universidad de los Andes, Santiago
- 2003 Enrione, A., Pezoa, A., Marti, G., Besa, N. ***Informe del Global Entrepreneurship Monitor: Actividad Emprendedora en Chile 2003***, Edición ESE Escuela de Negocios, Universidad de los Andes, Santiago

Journals

- 2006 Enrione, A., Mazza, C. and Zerboni, F. "Institutionalizing Codes of Governance", **American Behavioral Scientist**, Volume 49, Number 7, 2006, pages 961-973
- 2005 Waitzer, E. & Enrione, A. "Paradigm Flaw: Governance v/s Management", **International Journal of Disclosure and Governance**, Volume 2, nº4. Henry Stewart Publications, UK
- 1997 Alvarez, J., Enrione, A. & Mazza, C. "Legitimation and Integration Through Dependency: Graduate Business Education in Latin América", **Organization: The Critical Journal of Organization, Theory and Society**, Vol 4, N° 4, 1997, pages 564-582.
- 1996 Enrione, A. "Diversity as a Source of Competitive Advantage in Multinational Companies", **Barcelona Management Review**, Vol. 1, N° 1, January-April, 106-112
- 1995 Enrione, A. & M.A. Gallo "Joining the Family Business", **Family Business Network** July, nº 12, 10-11.

Conferences

- 2009 Bucheli, M., Salvaj, E., & Enrione A. "Corporate Political Activity of Multinationals from Newly Developed Countries in Emerging Economies: Spanish Multinational Corporations in Chile, 1990-2005", in the Proceedings of the Academy of Management Conference, Chicago, IL
- 2008 Enrione, A. & Salvaj E., "The Role of "Political Directors" in Regulated Firms in Chile: An exploratory research", in the Proceedings of the Academy of Management Conference, Anaheim, CA
- 2007 Enrione, A. & Zerboni, F. "Board Interlocking Strategies in Emerging Markets: The Case of Chile", in the Proceedings of the Academy of Management Conference, Philadelphia, PA
- 2005 Enrione, A., Mazza, C. and Zerboni, F. "Codes of Good Governance: The process of institutionalization", presented at the Conference New Public and Private Models of Management: Sensemaking and Institution, Skagen Denmark, May 27-30, 2005
- 2004 Enrione, A., & Zerboni, F. "Shaping the Body & Soul of the Board: The Role of Institutional Pressures", presented at the 2nd International Corporate Governance Conference, in Birmingham, England
- 1993 García-Pont, C., Enrione, A. & Nohria, N. "Learning Implication of Strategic Alliances", presented at the European Foundation of Management Development (EFMD). Paris.
- 1993 García-Pont, C., Enrione, A. & Nohria, N. "The Roots of Industry Structure: Resources and Capabilities", Presented at the Annual Conference of the Strategic Management Society. Chicago.

Working papers

- 2008 Enrione, A., Mazza, C. & Zerboni, F. "Board Interlocking In Chilean Corporations: An Exploratory Research" Working Paper DT-08-02, ESE Escuela de Negocios, Universidad de los Andes
- 2008 Enrione, A., Mazza, C. & Zerboni, F. "Directorship action: what can we learn from decades of research and practice?" Working Paper DT-08-01, ESE Escuela de Negocios, Universidad de los Andes
- 2005 Enrione, A., & Zerboni, F. "Beyond the Boardroom's Door: Does Change Emerge from Institutional Pressures?", Working Paper DT-05-08, ESE Escuela de Negocios, Universidad de los Andes
- 1995 Enrione, A. & García-Pont, C. "Asset-based Competition and Industry Structure: Recapturing the Early Concepts of Strategic Groups". Working Paper N°286. IESE. Universidad de Navarra.
- 1994 Enrione, A., Knief, C. & Mazza, C. "Isomorphic Pressures on Identity: The case of learning Partnerships with Business Schools", Working paper N°284. IESE. Universidad de Navarra.
- 1994 García-Pont, C. & Enrione, A. "Are you taking advantage of your strategic assets?", Working paper N°251b. IESE. Universidad de Navarra.

Cases and teaching material

- 2011 Enrione, A. “Alex Fernandez en FASA” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE- C-ES-11-115
- 2010 Enrione, A. “Grupo Inmobiliario GCP” ESE Escuela de Negocios, Universidad de los Andes, Santiago
- 2010 Enrione, A. “Bodegas Rossi” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE- C-ES-10-102
- 2010 Enrione, A. “Autos eléctricos para Chile: El proyecto Better Place” ESE Escuela de Negocios, Universidad de los Andes, Santiago
- 2008 Enrione, A. “Evaluando al Directorio en la Empresa Familiar” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-NT-ES-08-028
- 2008 Enrione, A. “Como debe evaluarse un Directorio” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-NT-ES-08-027
- 2008 Alcaino, A. y A. Enrione, “La Responsabilidad de los Gerentes y Directores de las Sociedades Anónimas” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-NT-ES-08-026
- 2008 Enrione, A. “Lucas S.A.” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-C-ES-08-025
- 2008 Enrione, A. “Almacenes Trujillo S.A.” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-C-ES-08-024

Cases and teaching material (cont.)

- 2005 Enrione, A. “Un nuevo director en Chile Holdings (A)” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-C-ES-05-003A
- 2005 Enrione, A. “Un nuevo director en Chile Holdings (B)” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-C-ES-05-003B
- 2005 Enrione, A. “Un nuevo director en Chile Holdings (C)” ESE Escuela de Negocios, Universidad de los Andes, Santiago DGE-C-ES-05-003C
- 2005 Enrione, A. “Irmaos King” (Abridged) ESE Escuela de Negocios, Universidad de los Andes, Santiago
- 2003 Pezoa, A., Paladino, M. & Enrione, A. “Responsabilidad de la empresa: ¿hacer o parecer? Banco Santander-Santiago”, Buenos Aires-Santiago, IAE-ESE
- 1997 Alvarez, J. & Enrione, A, “International Managerial Transfers”, Harvard Business School Publishing, Case Study, #IES058
- 1995 Enrione, A., Gallo, M.A. Ordax, C. & Vera, M.C. “La Incorporación a la Empresa Familiar (A), IESE Universidad de Navarra DG 1119
- 1995 Enrione, A., Gallo, M.A. Ordax, C. & Vera, M.C. “La Incorporación a la Empresa Familiar (B), IESE Universidad de Navarra DG 1120
- 1995 Alvarez, J.L.& Enrione A. "Los Recursos Humanos ante la Internacionalización", IESE. Universidad de Navarra. FHN-288

Consulting experience

- Alfredo Enrione has worked with public organizations, regulating agencies, pension funds and over 80 corporations in Latin America in corporate governance, strategy and organization
- Besides key local organizations, some of the international clients include:

The Caterpillar logo, featuring the word "CATERPILLAR" in a bold, black, sans-serif font with a registered trademark symbol. A small yellow triangle is positioned below the letter "A".The Audi logo, consisting of four interlocking rings in a silver color, with the word "Audi" in a red, sans-serif font centered below them.The Ernst & Young logo, featuring a stylized yellow and grey graphic above the text "ERNST & YOUNG" in a bold, black, sans-serif font. Below it, the tagline "Quality In Everything We Do" is written in a smaller, italicized font.The Merck logo, featuring a teal-colored stylized four-leaf clover or flower icon to the left of the word "MERCK" in a bold, black, sans-serif font.The Kimberly-Clark logo, featuring a circular icon with a stylized flower or star shape to the left of the text "Kimberly-Clark" in a black, sans-serif font.The Santander logo, featuring a red rectangular background with a white flame-like icon to the left of the word "Santander" in a white, sans-serif font.The Mercedes-Benz logo, featuring a silver-colored three-pointed star inside a circle, with the text "Mercedes-Benz" in a black, sans-serif font centered below it.The PwC logo, featuring a stylized graphic of four colored squares (orange, yellow, red, and blue) above the text "pwc" in a bold, black, sans-serif font.The Ferrovial logo, featuring the word "ferrovial" in a black, sans-serif font on a yellow rectangular background.The PPL Electric Utilities logo, featuring the text "ppl" in a bold, blue, sans-serif font with a stylized sunburst graphic to the right. Below it, the text "PPL Electric Utilities" is written in a smaller, blue, sans-serif font.The Principal Financial Group logo, featuring the word "Principal" in a bold, blue, sans-serif font above the text "Financial Group" in a smaller, blue, sans-serif font, all within a blue rectangular background.The Concha y Toro logo, featuring the text "CONCHA Y TORO" in a gold, serif font.The Levi's logo, featuring the word "Levi's" in a white, sans-serif font on a red rectangular background, with "LEVI STRAUSS & CO." in smaller text below it.The OECD logo, featuring a blue globe with green arrows pointing upwards to the right, with the text "OECD" in a bold, black, sans-serif font below it.The Sodexo logo, featuring the word "sodexo" in a blue, sans-serif font with a red star above the "o", and the tagline "Making every day a better day" in a smaller, blue, sans-serif font below it.The Barrick logo, featuring a stylized gold-colored graphic of two stacked bars above the word "BARRICK" in a bold, blue, sans-serif font.The GM logo, featuring the letters "GM" in a white, sans-serif font on a blue rectangular background.The Kia logo, featuring the word "KIA" in a bold, red, sans-serif font inside a red oval.