

JUAN CARLOS MONTES

Assistant Professor | Strategy Area

Joined the School in 2002

ACADEMIC BACKGROUND

2004 - 2012	Ph.D. in Strategy, Université du Québec à Montréal, Montreal, QC, Canada.
1989 - 1990	MBA, École des Hautes Études Commerciales, HEC. Montreal, QC, Canada.
1985 - 1987	Specialization in Finance, Universidad de los Andes. Bogotá, Colombia.
1978 - 1983	B.Sc. in Mechanical Engineering, Universidad de los Andes. Bogotá, Colombia.

TEACHING EXPERIENCE

Courses Taught in Recent Years

Graduate

Strategic (Andes MBA)

Strategic marketing (Andes MBA and Master in Marketing)

Strategic management (Andes MBA, MGA and MDP)

Corporate environment (Andes' supply-chain management specialization)

International marketing (UQAM Executive MBA in Peru – partnership with USIL; Dominican Republic – partnership with UNAPEC; and Mexico – partnership with USLP)

Market and business environment (Andes' marketing intelligence specialization)

Marketing (UQAM Executive MBA in Dominican Republic – partnership with UNAPEC; and Mexico – partnership with USLP)

Undergraduate

Strategy

Environment analysis

Tutored Projects in Strategy

International business

Practical training in international commerce, I and II: New York, UQAM, (ESG 600, 2008 – 2009)

ACADEMIC ACTIVITIES

2004 - to date	Assistant Professor, Universidad de los Andes, Bogotá, Colombia.
2008 - 2012	Visiting Professor, Marketing and International Marketing, Executives MBA, UQAM, Lima, San Luis Potosí and Santo Domingo.
2002 - 200	Director, Specialization Programs in Finance and Marketing, Universidad de los Andes.
2000 - 2004	Academic Coordinator of the Program «Management of Change», Executive Education, Universidad de los Andes.

OTHER PROFESSIONAL ACTIVITIES

Activities In The Arts Sector

- 2018 Workshop «CONECTA Entrelazando las Artes», 4 hours to support 16 artistic enterprises, value creation and opportunity building. Organized by Al Alba Producciones for Idartes. Held on November 21, 2018 at the Escuela Taller in Bogota.
- 2016 Create and organize a training space in 28 face-to-face sessions for 30 enterprising circus artists seeking to professionalize their work, organization and creative management. Held between September and October 2016. Funded by Idartes through the Varasanta Theater.
- 1983 – 1984 Actor and set designer in two plays under the direction of Kepa Amuchastegui presented at the Teatro Colón and Teatro Colsubsidio: «El sueño de una noche de verano» of Shakespeare y «Rosenkrantz y Guildenstern han muerto» of Tom Stoppard.

Consultancies

- 2020 “Fortaleciendo el pensamiento por escenarios para moldear el futuro de Vestolit.”. Consultant team: Martha Mendoza, Gabriela Vargas y Juan Carlos Montes.
- 2019 - 2020 Análisis estructura institucionalidad del sector portuario en Colombia. Convenio de asociación No 372 de 2020 entre el Ministerio de Transporte y la Universidad de los Andes. UniAndes Team Gordon Wilmsmeier, Thanos Pallis, Sebastian Schorch, Oscar Medina, Juan Carlos Montes, Diana Trujillo, Natalia Atuesta. Bogotá, September 15, 2020.
- 2013 – 2014 Strategic management and orientation of DIMAR (Colombian port Authority).
- 2011 – 2012 Positiva insurance company strategic planning.
- 2000 – 2006 Tutor for export promotion of various small-scale enterprises within the Expopyme Universidad de los Andes/Proexport Program. Bogotá, Colombia.
- 1995 Consultancy, Propel-Fedemetal Agreement Map of Environmental Priorities – The Sustainable Growth in Fedemetal, Bogotá, Colombia.
- 1991 – 2008 International Consultancy, UNIDO, United Nations Industrial Development Organization, Outsourcing, subcontracting and partnership. Information systems and international networking (in around 50 countries, Last missions to India (2000-2), Qatar (2003) and China, 2004-6).
- 1984 – 2000 Creation of the Colombian subcontracting and partnership network. Minister of Industry. Bogotá, Colombia.

OTHER PROFESSIONAL EXPERIENCE

- 2017 – 2018 Training and support to groups of actors promoted by IDARTES and Varasanta. Rueda Gesta Circo in 2016 and Promotion and Networking of «Conecta Entrelazando las Artes» in December 2018.
- 2000 - 2004 Tutor of a set of enterprises within the Expopyme program of the Faculty of Administration at the Universidad de los Andes / Proexport. Bogotá, Colombia.

- 1996 - 1997 Technical Director, Project for the creation of the Technological Park Center of Bogotá, Financial Fund for Development Projects, FONADE– Free Zone of Bogotá, Bogotá, Colombia.
- 1995 - 1996 Technical Advisor, Capital Goods Sector. FEDEMETAL, (Colombian Association of Metallurgical Industry) Bogotá, Colombia.
- 1991 - 2008 International Consultant, Responsible for Assistance in the establishment of Subcontracting Exchanges (business centers) in Brazil, Argentina, Costa Rica, Venezuela, and installing and training informatics information systems in about 50 countries for UNIDO in Latin America, Africa and Asia. Last missions to India (2000-2), China (2005-6) and Qatar, 2005.
- 1991 - 2008 International Consultant, for UNIDO, establishing and coordinating informatics of a World Subcontracting network. Developing programs such as UNIDOSS (United Nations Industrial Development Organization Subcontracting System), OUTSOURCING 2000 software and a Portal for Enterprise Searching in the Net.
- 1984 - 1988 Manager, Industrial Subcontracting Exchange Agency, Bogotá, Colombia.
- 1982 - 1984 Technical Manager and Founder Partner, Studies for Development, Esfotec Ltda., Bogotá, Colombia.

RESEARCH

Conference Organization

- 2018 Organizing and scientific committee of the second CERALE Conference (Centre d'Études et de Recherche Amérique Latine Europe) "Innovation, entrepreneurship and sustainable development-Rethinking the European – American relationship in a disruptive world", Cartagena, 30 May to 1 June 2018 at the Caribbean headquarters Uniandes. I was in charge of the academic coordination (using Easy Chair platform) and the design and programming of the conference web page (using Joomla).
- 2017 Organization and presentation at the seminar "The internationalization of the SME's and its role in the regional development and growth. Crossed analysis between Colombian-French companies. Paris, October 2 to 6, 2017, labelled by the year of Colombia in France.

Research Areas

- Undertakings for peace
- Value-based strategy
- Boundary-objects
- Social translation competence
- Entrepreneurship: Entrepreneurial Social Capital, peace entrepreneurs, techno-preneurs
- Techno-Economic Networks
- Teaching innovation

Research Projects

- 2018 Collaborative learning as a teaching innovation. Ongoing research on teaching innovation in the School of Management, UAndes.
- 2018 Expanding Approach-Based Measures of Pro-activeness & Innovation for Predicting Nascent Entrepreneurial Success. Ongoing research in association with Chalmer E. Labig of Oklahoma State University and Daniela Londoño.
- 2018 Entrepreneurship as Boundary Object for Colombia's Post-War Reconciliation. In association with Clifford Schultz and Andrés Barrios. Submitted to Journal of Business Venturing (second round) and in 2019 then submitted to Journal of Macromarketing.
- 2016 – 2017 Several study cases of value creation firms in international arena: Fruandes, Agrícola Himalaya, OBA and Misi.
- 2013 - to date Objects in conflict mediation with subsistence entrepreneurs. Micro-entrepreneurs involved in the Colombian peace process. Translation competence in double diplomas. The dark side of entrepreneurial social capital.
- 2004 - 2011 PhD thesis: "Entrepreneurial social capital construction. The biotechnology case": key contributions: translation competence, conflict mediation artefact, convergent reciprocity and social capital formation.
- 2003 Market Orientation of SME of the service industry, Fomipyme (Fund for the Development of the SME). Bogotá, Colombia.
- 1985 - 2004T echnified Curuba Fruit Cultivation in the Savannah of Bogotá.
- 1985 - 1987 Maritime Traditional Fishing Development Program, CTC, (Labor Union) Colombia.
- 1984 - 1985 A Study and manufacturing of the garbage recycling plant in San Andres Island. Public administration of the San Andrés Island.

PUBLICATIONS

Articles in Academic Journals

- 2019 Montes J. C. (2019) Entrepreneurship as boundary object for Colombia's post-war reconciliation. Journal of Macromarketing (ISSN 0276-1467) - (-), pp. 40--.
- 2017 Barrios, A., Shultz, C., & Montes, J. C. (In press). Business as boundary objects for Colombia's post-war reconciliation. Journal of Business Venturing, 40.

Articles in Business Magazines / Newspapers

- 2016 Montes, J. C. (2016). Ropa interior con valor agregado. Revista MisiónPyme, 92, 40 - 42. August – September.
- 2014 Strategic Plan and Management System for DIMAR 2030. Consulting project developed by the CEC Uniandes between 2013 and 2014 by a team formed by Juan Carlos Montes, Diego Hernán Pérez, Julián David Melo and Daniela Londoño (100 pages document and a set of 13 different presentations).
- 2012 Montes, J.C. Una estrategia basada en nuestros valores. Revista Gerencia.

Articles in Professional / Trade Journals

- 2014 Montes, Juan Carlos (2014). ¿Por qué cambió la estrategia de Bavaria?, CAP, Centro de Aprendizaje Centrado en el Participante (Comité de Desarrollo Docente 2014). Universidad de los Andes, Bogotá, Colombia.
- 2008 Montes, Juan Carlos (2008). La construcción del capital del emprendedor en la organización en red. Observatorio de Competitividad. Centro de Estrategia y Competitividad, 1(1), 21
- 1995 Mapa de Prioridades Ambientales - El Desarrollo Sostenible en la Industria Metalmeccánica Colombiana”. (Map of Environmental Priorities - The Sustainable Development in the Metalmechanical Industry) Propel-Fedemetal. Bogotá, Colombia. August 1995.
- 1994 “El Aprendizaje en la Industria”, (The Industrial Learning Process) article published for the XXXVIII General Assembly of FEDEMETAL Affiliates, elaborating a Proposal on the Need of a learning process in industry, analyzing the relation between the university, Sena (the (National Learning Service Entity) and industry in Colombia. Bucaramanga, Colombia: September 1994.
- 1994 “El Viraje Industrial”, (The Industrial Turn) Article published for the XXXVIII General of FEDEMETAL affiliates, in which the bases for a sustainable development for the metal industry in Colombia are addressed). Bucaramanga, Colombia: September 1994.
- 1987 Assessment of Urban Cleanliness Study for the city of Pasto, a work entrusted by the City Mayor’s Office. Pasto, Colombia: 1987
- 1986 Feasibility Study of a Propane Gas Transport and Distribution System for San Andrés and Providencia Islands, for Sangas S.A. and Comercial Cano, Madrid, Spain. Bogotá, Colombia: 1986.
- 1986 Diagnóstico de la pesca artesanal, industrial y acuicultura en Colombia, para evaluar el Plan de Exportaciones de Proexpo 1986-1990, (Diagnosis of the traditional and industrial fishing and aquaculture in Colombia, to assess the Export Plan of Proexpo 1986-1990 for the Ministry of Agriculture. Bogotá, Colombia: 1986.
- 1986 “Programa de Desarrollo Pesquero Artesanal Marítimo de Colombia”, (Maritime Traditional Fishing Development Program) for the Confederación de Trabajadores de Colombia, C.T.C. (Colombian Labor Union). (I volume, 340 pages). Bogotá, Colombia: 1986.
- 1985 Feasibility Study for the Assembling of an Exchange Agency for used machinery for Acopi Small Industrials Association), National Presidency. Bogotá, Colombia: 1985.
- 1985 Manual of Functions and Procedures for the Operation of a Solid Residuals Plant of the Island of San Andrés. San Andres, Colombia: 1985
- 1985 Feasibility Study for the Assembling of Plastic and Rubber Industrial Sectors for the Subcontracting Exchange Agency of Bogotá. Prepared for Financial Fund for Development Projects, FONADE. Bogotá, Colombia: 1985.
- 1985 Terms of reference to elaborate the base document to create the first Metalmechanic Technological Network-Center in Colombia. Feasibility Study and

Construction: «Production of technified curuba fruit; design and construction of a rain water reservoir and an irrigation system per drop, Miramonte Farm, Municipality of Gachancipá». Bogotá, Colombia: 1985. of Floating Piers for the National Territory) DAINCO Administrative Department of Intendencias and Comisarias (Territorial divisions). Bogotá, Colombia: 1985.

1984 “Estudio y Diseño de Muelles Flotantes para Territorios nacionales”. (Study and Design of Floating Piers for the National Territory) DAINCO Administrative Department of Intendencias and Comisarias (Territorial divisions). Bogotá, Colombia: 1984.

Chapters in Books

- In progress Ferro, L.M., Montes J., García, J., Villechenon, F., Matos, N., Ruiz, J., The inclusive internationalisation as an emerging phenomenon of female entrepreneurship in three Latin American countries. “The de Gruyter Handbook of Women Entrepreneurs in Emerging Markets”.
- 2020 Montes J. (2020) Conclusiones: Programa de emprendimiento comunitario: Nuevas oportunidades para el campo. Programa de emprendimiento comunitario: Nuevas oportunidades para el campo (ISBN 9789587980240) pp. 185-187. Ediciones Uniandes.
- 2019 Montes J. (2019) Inclusión laboral en las grandes empresas: el caso de Sodexo. Construcción de paz: las empresas en la reintegración de excombatientes (ISBN 978-958-774-850-5) pp. ---. Ediciones Uniandes
- 2019 Angelika Rettberg, Barrios A, García J, Montes J, Schnarch D. (2019) Introducción a «Construcción de paz: Las empresas en la reintegración de excombatientes». Construcción de paz: Las empresas en la reintegración de excombatientes (ISBN 9789587748505) pp. 5-13. Ediciones Uniandes.
- 2019 Gutiérrez, R., & Montes, J. C. (2019). Combinar lo social y lo económico: un paso en el camino hacia la sostenibilidad. In: Manuel Rodríguez Becerra; María Alejandra Vélez y Bart Van Hoof (Ed.), Gobernanza y Gerencia del Desarrollo Sostenible. (pp. 351-374).
- 2019 Angelika Rettberg, García J, Barrios A, Montes J, Schnarch D. (2019) Reflexiones finales. Construcción de paz: Las empresas en la reintegración de excombatientes (ISBN 9789587748505) pp. 119-129. Ediciones Uniandes.
- 2019 Barrios, A., García Duque, J., Montes, J.C., Rettberg, A. & Schnarch, D. (2017). Sector privado y reintegración: Una mirada a la inclusión de excombatientes en la actividad productiva en Colombia. In: A. Rettberg & E. McFee (Eds.), D+365.
- 2018 Montes J, Rodríguez M, Gutierrez R, Vélez M, Hoof B. (2018) Integrar lo social y lo económico: un paso en el camino hacia la sostenibilidad. Gobernanza y Gerencia del Desarrollo Sostenible (ISBN 9789587747485) pp. ---. Ediciones Uniandes
- 2012 Las competencias del emprendimiento tecnológico: La competencia de la traducción social. Chapter in the book “Tendencias de la Administración en Colombia”. Gutierrez, Azuero editors, 2012.
- 2006 Preface of the book. In: Carlos Gustavo Álvarez, “La historia de una Voluntad”. Bogotá, Colombia: Editors, 2006.

- 2005 Three Chapters in “PYME – Gestión para la competitividad”. Portafolio, Universidad de los Andes, 2005. Casa Editorial El Tiempo.
- 2005 “Formación de Alianzas Estratégicas en Comercio Exterior para Pyme “. (Strategic Alliances Formation in External Trade for SMEs). In PYME Gestión para la competitividad. Bogotá, Colombia: Casa Editorial El Tiempo, 2005.
- 2005 “Orientación al mercado en las Pymes del sector de servicios”. (Market orientation for the Service Sector in SME’s). Co-author in PYME Gestión para la competitividad. Bogotá, Colombia: Casa Editorial El Tiempo, 2005. pp. 129-144,
- 2005 “Redes de Conocimiento, Subcontratación y Asociatividad para Pyme”. (Knowledge, Subcontracting and Associative Networks for SMEs). In PYME Gestión para la competitividad. Bogotá, Colombia: Casa Editorial El Tiempo, 2005,
- 2003 “Pequeñas empresas, grandes exportadores” (Small Firms, Big Exporters). In: Gutiérrez, M.L. y Cárdenas, J.H. (Compilers), Chapter in the book: Forum of Internationalization. Bogotá, Colombia: 2003 (In press).

Study Cases for Teaching and Research

- 2014 Montes, Juan Carlos. ¿Por qué cambió la estrategia de Bavaria? CAP, Centro de Aprendizaje Centrado en el Participante (Comité de Desarrollo Docente 2014).
- In press Montes, Juan Carlos. El reto de la innovación en un Ramo tradicional.
- 2017 Montes, Juan Carlos, Luz Marina Ferro, Juana García, Jaime Ruiz. “FRUANDES: un caso de evolución responsable”.
- 2017 Ferro, Luz Marina, Juana García, Juan Carlos Montes y Jaime Ruiz. OBA, Off Bound Adventures (Research case study presented at a seminar in Paris, 2017).
- 2017 Ferro, Luz Marina, Juan Carlos Montes, Juana García, y Jaime Ruiz. The Bitaco tea, a virtuous cycle between internationalization and sustainable development (Research case study presented at a seminar in Paris, 2017).
- 2017 Ruiz, Jaime, Luz Marina Ferro, Juana García y Juan Carlos Montes. A process of institutionalization of an artistic genre: MISI Productions and the musical theater in Colombia (Research case study presented at a seminar in Paris, 2017).

Conference Presentations

- 2017 Seminar organization and presentation. “El rol de la internacionalización de la Pyme en el desarrollo regional y en el crecimiento.» Colombia-France cross-analysis. Paris, October 2 to 6, 2017, in the framework of the year of Colombia in France.
- 2016 Montes, J. C., & Borges, C. (2016). Le côté sombre du capital social en entrepreneuriat. Paper presented at the CIFEPME, Trois-Rivières, Québec, Canada.
- 2012 Montes, Juan Carlos. (2012). La formation du capital social entrepreneurial. Paper presented at the XIe Congrès International en Entrepreneuriat et PME, Brest.

- 2011 Montes, Juan Carlos (2011). Competence translation: stratégie par hybridation et assemblage des intérêts. Paper presented at the Administrative Sciences Association of Canada, ASAC 2011.
- 2008 “Le capital entrepreneurial: le cas de la biotechnologie”. The Students’ second Conference of Administration, HEC Montréal, Canada.
- 2007 Entrepreneurship workshop and workshop on relational marketing / Attendee. 75 Congress of the ACFAS - (Association francophone pour le savoir), Trois-Rivières, Québec
- 2007 Montes, Juan Carlos and Pronovost, Stéphane, « La conversation sur le capital social et les réseaux: à la recherche d’une « canne blanche ». paper presented at the XVIe International Strategic Management Conference. Montréal, Canada: Association internationale de management stratégique, AIMS 2007, pp. 31.

Press Articles

- 2004 Formación de alianzas estratégicas en comercio exterior para PYME. Portafolio, Bogotá, Colombia: November, 2004, pp. 12-14.
- 2004 Orientación al mercado de la PYME del sector de servicios en Colombia, Portafolio, Bogotá, Colombia: November, 2004, pp. 65-72.

Directed Work

- 2019 Fadul E .(2019). Del oportunismo a la corrupción: un obstáculo sociocultural que pone en jaque la administración pública en Colombia. Trabajo Dirigido por: Montes J.
- 2019 Arias C, Platero L .(2019). Factores críticos de estancamiento en el crecimiento de empresas gacela. Trabajo Dirigido por: Montes J.
- 2019 Anaya C, Castelblanco D .(2019). Machine Learning for Real Estate in Bogotá, Colombia. Trabajo Dirigido por: Montes J.

EXCHANGE PROGRAMS (VISITING PROFESSOR)

- 2008 - 2012 Invited as a professor to teach Marketing and International Marketing at the executives MBA offered by UQAM in Lima, San Luis Potosí ad Santo Domingo.

PARTICIPATION IN BOARDS, COMMITTEES AND ASSOCIATIONS

- 2019 Jury to award a Grant for \$ 15’000.000 to strengthen management projects in the theatrical field, IDARTES. The process among eight proposals and was awarded on July 29, 2019.
- 2018 Member of the organizing committee and scientific committee of the second CERALE (Centro de Estudios e Investigación América Latina Europa): «Rethinking the Europe America relationship in a world in disruption», Cartagena, May 30 to June 1, 2018 at the Caribbean headquarters of Uniandes. I was in charge of the academic coordination (use of Easy Chair) and the programming and development of the Colloquium website (in Joomla).

- 2006 - 2008 Member of the executive board of directors, Ph.D. students association at UQAM and student representative, program committee of the Ph.D.
- 2002 - 2004 Member of the Board of Directors of Lisim – scoring Service Company at Bogotá.
- 2002 - 2004 Member of the Board of Directors of Innovar – Incubadora de empresas en Bogotá (Firms Incubator).
- 1998 - 2005 Member of ACIEM, (Engineers Association).

SCHOLARSHIPS AND ACADEMIC DISTINCTIONS

- 2019 Recognition of innovative teachers organized by Conecta-TE, with support from the Academic Vice-rector UniAndes, 20 June 2019.
- 2012 Better communication of a doctoral student at CIFEPME conference in October 2012 at Brest, France: “the Entrepreneurial social capital formation”
- 2008 Scholarship as a doctoral student offered by HydroQuebec.
- 1989 Scholarship for MBA Studies, Instituto Colombiano para Estudios en el Exterior, Icetex – Quebec Government.