

Does a better-informed business school have more export success?

Luis Demetrio Gómez García and Alma Delia Hernández Ruiz

Luis walked into the cafeteria on the ground floor of the business school building where he worked. He looked around and saw his colleague Javier having lunch. He approached Javier's table with a fresh salad in his hands, "Hi, Javi. What did you order today?"

"Hi, Luis, how are you? Please, have a seat. I just got a spicy hamburger," Javier said.

Luis smiled as he sat in front of Javier, who started making jokes as usual. Luis was a smart guy and always tried to anticipate Javier's punch line before he finished telling the joke. However, this time Luis was not laughing as he always did.

Suddenly, Luis interrupted Javier in the middle of his sentence and said, "Javier, I'm a bit concerned about my information system."

Javier seemed confused and asked, "What's wrong? Is there a problem? I thought you said the satisfaction survey results were high."

"Yes, the satisfaction index is fine, but instructors are not using the system very much," Luis replied.

Javier sighed calmly and tried to encourage Luis, "But how does that affect you? I don't think it's something relevant to your Ph.D. thesis. Your work has already passed through the filters and the opinions of the dissertation committee about your research are outstanding."

Luis kept silent for a few seconds, looked at Javier fixedly, lowered his eyes, and muttered, "No, it's not that..."

Luis was an instructor researching information systems at the Centre for Management Studies (CETED) at the University of Havana in Cuba. He had graduated from Accounting and Finances and had a master's degree in management, so he had directed his teaching toward marketing and strategy. While participating in the school assessment process to obtain accreditation by the European Foundation for Management Development (EFMD), Luis saw the school's objectives and current situation as an opportunity to put his knowledge into practice. By designing and implementing a Competitive Information System (CIS), he could help achieve CETED's export objectives. He was convinced that providing information could guide the school's export marketing efforts and improve its regional competitive position. After interviewing several professors from leading business schools during his doctoral internships in Costa Rica and Spain, he learned that none had implemented such a system. Therefore, having a CIS could help increase the competitiveness of CETED's offerings against international competitors.

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