



Annual  
Report

2018



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# FUNDAÇÃO DOM CABRAL

## Annual Report



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# FUNDAÇÃO DOM CABRAL

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## LETTER OF THE DEAN

It gives me great pleasure to report the major activities conducted and the results achieved by FDC's team in 2018. No doubt it has been an intense and labour-intensive year. The challenging political and economic scenario playing out in Brazil and in the world demanded the adoption of a bold, tenacious and vigilant posture towards the development of the institution, especially its repositioning in the global market, as established by the 2020 Strategic Reflection.

At the beginning of 2018, we listed nine strategic initiatives to be developed over the year. Projects have been implemented in many different areas, from infrastructure to the management of people, internationalisation and digital strategy, among others. This report describes the achievements of these projects as well as the most notable highlights of the institution over the last twelve months.

It is possible to group our efforts into three dimensions: innovation, people and efficiency. We believe that if we raise our levels in all these three categories we contribute to the institution's efforts to achieve better results, increasing its relevance to society.

Guided by FDC's mission and by the belief that executive education is the best way to a fairer and more prosperous society, we promoted a series of innovations. We improved the structure and the delivery of FDC's value proposition for the development of individuals. From the premises that individuals learn throughout their lives (life-long learning) and that new technologies enable individualisation of the learning process, we base our offers of educational solutions for individuals on four pillars: career design (Trekker), digital platform (FDC4You), Alumni Network and a portfolio of programmes that encompasses all the needs executives may have along their professional journeys.

With regard to the development of organisations, we developed our portfolio taking into consideration the life cycle of the companies and the socially, economically and socially changing context that challenges corporations nowadays. We structurally changed our approach to the market and practically all our solutions aimed at (average-sized and large) organisations now contribute to at least one of the three challenges currently posed to those organisations: digital transformation, transparency and ability to operate over local and international networks.

Another very important innovation implemented in 2018 is the Empreenda FDC (Venture FDC) programme. We started to train entrepreneurs who are now at the base of the social pyramid in Nova Lima, state of Minas Gerais, in partnership with the Municipal Administration. The purpose of the initiative is to provide training to small entrepreneur, so that they are able to structure businesses capable of bringing prosperity to their lives and to the lives of the communities where they operate.

In 2018, our social investment increased sixty per cent, following the understanding that we must exert and practice our ethical commitment to the evolution of society. The first Report on the Impact of the POS - Parceria com Organizações Sociais (Partnership with Social Organisations) was published and concluded that more than 628 thousand people have been directly impacted by the initiative. The Report on the Impact of the PDEOS - Programa de Desenvolvimento de Empresas e Organizações Sociais (Companies and Social Organisations Development Programme) showed that more than fifteen thousand people have been directly impacted by the improvements brought about by the activities of the programme, approximately forty-six thousand being indirectly impacted.

We offered the first class of Raízes (Roots) in Northeast Brazil. It was attended by thirty-nine young men and women and was conducted in partnership with the Regional Affiliate Valdemar Barros, thanks to Smiles' Milhas do Bem project, where passengers donate bonuses in miles that are later exchanged for money that helps social initiatives of partner institutions. In total, 124 young men and women have been certified upon conclusion of four classes in 2018, more than two times more students than in 2017.

Another activity we conduct and that exhibits our ability to change society is the Brasileirinho Programme, aimed at improving the capabilities of professors of local public schools. Up to 2017 the programme took place only in the vicinities of Jaboticatubas, state of Minas Gerais. This year we expanded it to include municipal public schools in Belo Horizonte. Fifty principals from Belo Horizonte's public schools attended the first class. Also in the field of education, a partnership with Fundação José Fernandes de Araújo – FJFA supports young students in fulfilling their dreams of graduation. In 2018, 291 scholarships have been granted for thirty different graduation programmes.

In order to design and implement these many innovation efforts and to maintain FDC's creative energy, investments were made in our teams. Figures indicate a substantial renewal of our body of collaborators. And, in the last three years, ninety per cent of the employees received some kind of recognition, such as promotions and moves. Consequently, all FDC's career axes have gone or are going through an ambitious training and development programme. We have also launched the diversity and inclusion management project, aimed at recognising, praising and giving opportunity and voice to people who exhibit singularities regarding gender, sexual orientation, ethnics, race, physical capabilities etc. I

am quite sure these initiatives will contribute to the evolution of our team, so that collaborators are increasingly more prepared to deal with the necessary changes and to face the challenges and opportunities the near future will open up.

In addition to innovation and people capable of producing and leading in our complex world, in order to be efficient we also need to create a favourable internal environment. Along 2018, we continued to revise processes and prepared the organisation for the implementation of a tool that will ensure the appropriate management of resources, data and processes.

As for the economic and financial performance, the figures indicate that our efforts have yielded positive results. The operating income matched the budget and operating profit exceeded initial targets at 6,05%.

Finally, I thank the Board of Trustees of our institution for its careful and necessary follow-up, and the members of the Statutory Directorate for the trust they placed in me and for the opportunity of making an inspiring and transformative institutional mission a reality.

Antonio Batista da Silva Junior  
Dean

## INTRODUCTION

Welcome to Fundação Dom Cabral Annual Report.

Every year FDC prepares this report especially to keep you up to date about the major initiatives developed and results achieved in the previous year, in an attempt to transparently and openly accomplish its mission of contributing to the sustainable development of society.

The following pages describe the year of 2018 at FDC in words and numbers that demonstrate our efforts to achieve results that positively impact society, especially in the fields of **education** (Chapter 3 – Educational Impact), **social development** (Chapter 4 – Social Impact) and **knowledge generation** (Chapter 5 – Impact on Research and Development), the institution's three major areas of concern.

The report also highlights the most important activities conducted by FDC in the **institutional** (Chapter 1) and in the **internationalisation** (Chapter 2) realms, in addition to those related to the management of its **human resources** (Chapter 6 – Management of People) and of its **operational** and **financial** areas (Chapter 7).

The activities conducted by FDC over the year have been steered by the 2018 Strategic Map. In order to meet the objectives established by the Map, nine **Strategic Initiatives** guided the activities of the many areas of the institution. Advances, projects and actions performed in the scope of each Strategic Initiative are described along the document, showing how the areas and teams integrate their efforts to routinely fulfil operating and strategic duties, yielding results and creating positive impacts.

We hope that our dear reader finds useful and applicable information in this report and that he or she understands that 2018 was a challenging, intense and demanding year, but the results and fruits were good enough to bring us all a still more prosperous future. Good reading!



# 1 INSTITUTIONAL INFORMATION

Linking theory to practice, and academic development to experience in business! This is how Fundação Dom Cabral, for more than forty years, has been developing executives, public managers, businessmen and organisations from many market segments and countries. FDC's offers count among the world's most innovative, and the educational solutions it puts forward are supported by strategic alliances and cooperation agreements signed with renowned institutions from Europe, the United States, China, Latin America, India and Russia. This network of schools enables the access to modern business management tools as well as the exchange of experiences and the joint creation of knowledge.

FDC's philosophy – working WITH clients, rather than FOR clients – respects the identity of organisations, the peculiarities of the segments they operate in and the dynamics of markets. FDC is among the world's most important business schools. Almost thirty thousand executives participate yearly in different educational solutions. All this valuable knowledge jointly created with FDC is highly important from a strategic viewpoint, both for organisations and for society, and may contribute to the creation of an environment that favours prosperous and sustainable businesses.

## MISSION

To contribute to the sustainable development of society by educating, training and developing executives, entrepreneurs and public managers.

## BUSINESS

Educational solutions for business development.

## STRATEGIC OBJECTIVE

To be a reference in the development of executives and organisations.

## FUNDAMENTAL PRINCIPLES

**I. Usefulness:** to be useful for the construction of society is Fundação Dom Cabral's *raison d'être*.

**II. Partnership:** as a result of the interactions between Fundação Dom Cabral, people, institutions and companies, by means of which limitations are overcome and solutions found.

**III. Appreciation of People:** internal force that emerges and favours acceptance, that leads to joint constructions, in accord with the perception that each one has his or her own way of contributing and that no one should be excluded.

**IV. Autonomy:** conviction that merit and freedom of choice lead people to a feeling of property within his or her own sphere of action, adhering to the principles and values of the institution.

**V. Boldness and Tenacity:** to try the impossible; persevering to overcome challenges and obstacles to the construction of the dream of being a reference institution.

**VI. Quality and Innovation:** to be ahead in trying to do the best to the client, the central focus of its operations.

**VII. Ethics and Integrity:** concentrating on the practice of loyalty, truth and transparency when complying with the legislation and rules of social convenience, acknowledging mistakes and changing courses.

**VIII. Self-sustainability:** as an institution, FDC will promote intellectual independence, austerity and efficiency in order to maintain sustainable growth.

## 1.1 ORGANISATIONAL CONTEXT

The year of 2018 brought many changes to the internal context, compelling FDC to keep alignment with the challenges and demands of a constantly evolving world. Amendments to the Statute and changes to the Board of Trustees, to the Board Committee and to the structure of the Executive Board have been made.

In accordance with a decision by the Board of Trustees, FDC's Statute has been amended and Dom Serafim Fernandes de Araújo, cofounder of the school, becomes now the Patron of the institution. Mozart Pereira dos Santos now presides over the Board of Trustees and Cláudia Botelho is now in the Board Committee together with Carlos Roberto Vasconcelos Novais.



Dom Serafim receives the title of FDC's Patron

Realignments and changes have been made to the Executive Directorate in order to improve the organisational structure, favouring synergy, integration and quality of FDC's operations, which are increasingly oriented towards the market. Executive Directors are now called Vice-Deans. The business areas are now grouped under the supervision of two Vice-Deans. Processes and services that support operations have been grouped into one single structure, applying the logic of integrated services.

The Internationalisation and Organisation Development Executive Division, headed by a Vice-Dean, encompasses projects and initiatives aimed at the development of large- and average-sized organisations and government institutions, besides being responsible for designing and coordinating the implementation of the institution's internationalisation strategy as well as managing the Regional Affiliates. It is worth emphasising the creation of FDC Public Management, an attempt to integrate and broaden the initiatives intended to develop the public sector, in search of maximising the impact of the educational solutions on society.



The Development of Executive, Faculty and Education Division, also headed by a Vice-Dean, is composed of the areas of Professor Development, Education and Innovation, Professional Master's Degree, MBA, Specialisation and Open Programmes, besides the FDC Alumni project.

The People and Integrated Services Executive Division, also headed by a Vice-Dean, includes the People, Finance and Comptrollership, Infrastructure, Marketing and Corporate Communication processes. Two new processes stand out from this structure. One of them, dedicated to the management of corporate performance, monitors the implementation of the institution's strategy and supports teams in the conception and execution of relevant projects. It is also worth emphasising the project structure and a detailed scope of mobilisation of resources that significantly contributes to FDC's financial stability.



## INTEGRITY AND COMPLIANCE

STRATEGIC  
INITIATIVES

The implementation of a programme aimed at strengthening FDC's institutional security - the Programa de Integridade e Conformidade (Integrity and Compliance Programme) - has been launched. An internal structure dedicated to the implementation and the management of this initiative has been created to ensure adoption of practical measures in conformity with the legislation, orders, regulations and other rules of social life.

### ACTIVITIES CONDUCTED IN 2018

- Amendment to FDC's Statute, following approval by the Board of Trustees.
- Revision of the Letter of Socialisation.
- Appointment of a Compliance Officer.
- Elaboration of a High Administration Commitment, which demonstrates that FDC is committed to promoting an honest and ethical business environment.
- Preparation of a Handbook of Conduct, highlighting FDC's principles and establishing rules of conduct in businesses.
- A revision of all contracts involving FDC was carried out to include as appendixes both the High Administration Commitment and the Handbook of Conduct, in addition to a clause requiring that the parties commit themselves to respecting the dispositions
- Creation, publishing and management of an Ethics Channel to register and clear up problems that may possibly emerge.
- Elaboration of a booklet on the Integrity and Compliance Programme to be distributed to all collaborators.



Still in the realm of Integrity and Compliance, a Committee of Corporate Risk Management and Ethics was created to broaden debate on subjects related to ethics, governance, integrity and compliance at FDC. In 2018, the Committee organised six meetings, gathering members and guests to analyse ten cases, seven of which have been solved and three distributed to other areas for solution. The Committee has also worked to disseminate, among both internal and external publics, FDC's Positioning Policy as for the relationship with organisations and public personalities involved in ethical violations and corruption.

## 1.2 STRATEGIC INITIATIVES

The 2018 Strategic Map includes seventeen strategic objectives. In order to achieve them all, nine strategic initiatives have been defined encompassing all FDC's areas. Over the year of 2018, the efforts of all teams have been concentrated on improving the internal structure, redesigning processes, reshaping organisational charts and investing strongly in people. All this aimed at offering clients and society solutions capable of resolving current dilemmas posed by the corporate world and the social dynamics.

The nine Strategic Initiatives established are listed below. For each area of the institution an explanation about what was done to fulfil the tasks assigned is presented at different points of this report.



**1 DEVELOPMENT OF HUMAN CAPITAL**

Strengthening of a stimulating internal environment that promotes the development of competencies, entrepreneurship, commitment, diversity, recognition and meritocracy.



**2 REGIONAL AFFILIATES**

Improvement of the management and the partner relationship with Regional Affiliates.



**3 EXCELLENCE IN OPERATIONS**

Consolidation of the institution's excellence in operation by integrating systems, processes and people, aiming at better quality and improvement of the level of services provided to internal clients.



**4 INTEGRATED MANAGEMENT**

This initiative is divided into two: Integrated Management for Knowledge and Integrated Management for the Market.

**INTEGRATED MANAGEMENT (FOR KNOWLEDGE)**

Design of a strategy aimed at the development and the management of the knowledge generated by research activities and by the market.

**INTEGRATED MANAGEMENT (FOR THE MARKET)**

Implementation of internal integration processes in order to better serve the market.



**5 INTEGRITY AND COMPLIANCE**

Implementation of an Integrity and Compliance project aligned with the purposes and the strategy of the organisation.



**6 CORPORATE RELATIONSHIP PLAN**

Establishment of close and trustful relationships with entities of society, individuals and organisations, so as to contribute to the consolidation of the institution's reputation and to business areas.



**7 INNOVATION**

Establishment of a continuous innovation process aimed at renewing the portfolio of educational solutions and at the development of new products, new business models and new methodologies. Implementation of a strategy that ensures the offer of educational solutions in digital environments.



**8 CONTRIBUTION TO SOCIETY**

Implementation of a strategy and of guidelines that give meaning and relevance to FDC's social initiatives, in an integrated way with the business of the institution.



**9 INTERNATIONALISATION**

Implementation of an Internationalisation Plan, aimed at improving and strengthening the internationalisation process and its connection to the mission of the institution.

## 1.3 MARKETING AND CORPORATE COMMUNICATION

FDC is attentive to increasingly faster changes happening in the world. Marketing, communication, data, automation, sales, relationship with clients, brand, reputation, market and solutions are all part of one and the same ecosystem and the creation of synergy among these fronts is increasingly more essential for organisations willing to become relevant. To meet this challenge, FDC reshaped in 2018 its Marketing area, integrating the Corporate Communication and the CRC – Client Relationship Centre – and investing in a new and digital CRM – Customer Relationship Management nucleus.

The restructuring of areas, the redistribution of functions and the realignment of teams favour closeness to the businesses area and focus on sales. The mission assigned to the new Marketing and Corporate Communication area is that of improving the client's experience.

ada à nova área de Marketing e Comunicação Corporativa é aprimorar a experiência do cliente.

### 1.3.1 Relationship with the Media

FDC has developed intensive work with the media in 2018. Over the year, fifteen meetings with influential journalists have been held, two of which international meetings. It has also strengthened its strategic partnership with communication vehicles, as in the case of the articulation aimed at carrying out *Época Negócios* magazine's Ranking 360°. The media have been constantly fed by FDC with themes that are relevant to society.

#### PRINTED MEDIA

With 4,365 published articles (compared to 4,248 in 2017), Fundação Dom Cabral has conquered nobler spaces in the printed media, being mentioned in influential news articles: front cover articles (*Época Negócios*), sectorial analyses and debates promoted by vehicles such as *Valor Econômico* and *O Globo*, for instance.

#### ELECTRONIC MEDIA

FDC significantly increased its participation in TV programmes this year, being exposed in TV shows such as *Fantástico*, *Bom Dia Brasil*, *Jornal Hoje* and *Jornal Nacional*, in cable TV channels such as *GloboNews* and *Canal Futura*, among others, and in articles on themes that coincide with its agenda and priority researches such as competitiveness, logistic and infrastructure.



Knowledge developed by FDC is reported by the national media

## SOCIAL MEDIA

FDC more and more understands the importance of digital media and social networks for getting closer and for a direct conversation with the public. In 2018 FDC continued to improve the quality of its presence in social networks.

| Followers / registered in social networks: |        |
|--|--------|
| LINKEDIN                                   | 97.061 |
| TWITTER                                    | 19.950 |
| INSTAGRAM                                  | 15.860 |
| FACEBOOK                                   | 69.780 |
| YOUTUBE                                    | 6.094  |

### 1.3.2 Image and Reputation

This project, launched in 2017, consolidated the monitoring of FDC's reputation and enabled advances in the planning and the management of this important asset. In the last quarter of 2018, a measurement of FDC's reputation, conducted according to an exclusive methodology proposed by the Reputation Institute, the RepTrak, indicated an improvement relative to the second quarter in indicators that are considered as related to strong reputation.

In 2018, the FDC Satisfaction (*NPS – Net Promoter Score*) survey was once more conducted to assess the value received, the satisfaction and the recommendation level of the clients of Fundação Dom Cabral. The overall NPS results showed that FDC is on the excellence level.



#### CORPORATE RELATIONSHIP PLAN

STRATEGIC  
INICIATIVES

The initiative includes organic and structured actions to be taken by the institution regarding two groups the relationship to which is strategic for FDC: alumni and institutional stakeholders.

The Institutional Relationship Project will update the mapping of the institution's stakeholders vis-à-vis the current strategy and the business objectives. A relationship matrix was prepared and includes the major interlocutors and institutional entities from Belo Horizonte, Rio de Janeiro, São Paulo and Brasília. An action plan has been already conceived and will be implemented over the coming eighteen months.

The Corporate Alumni Project was created to organise and stimulate the community of former participants. The action relies on three main pillars: Reinforce (their ties to FDC), Reconnect (to colleagues) and Retribute (society for everything they received).

The project was launched within the MBA alumni community, and several networking events and national and regional meetings have been conducted. The project is now being expanded to include the communities of the PDC - *Programa de Desenvolvimento de Conselheiros* (Board Members Development Programme) and of the PGA - *Programa de Gestão Avançada* (Advanced Management Programme).



FDC Alumni Network Annual Meeting takes place in São Paulo

## 1.4 MEMÓRIA FDC (FDC HERITAGE)

The “Memória FDC” (FDC Heritage) is becoming a reference in its segment. It attracts to Aloysio Faria Campus many representatives of organisations willing to preserve their institutional legacies. In 2018, benchmarking visitors came from Forluz, Fundação José Fernandes de Araújo and Codemge.

FDC’s team broadened the range of its knowledge exchange and research initiatives visiting ten different places dedicated to the subject (heritage centres and museums), highlights being the MAP – *Museu de Arte da Pampulha* (Pampulha Art Museum), the *Centro de Memória Brenno Renato* (Brenno Renato Heritage Centre) – Minas Tênis Clube and the Mugeo - *Museu Geológico Valdemar Lefèvre* (Valdemar Lefèvre Geological Museum) in São Paulo.

### EXHIBITIONS

For the purpose of recovering and praising the history of FDC, seven temporary exhibitions have been held to display works on the following themes: “Historical Milestones – 1976 to 2018” (in two editions), “Board of Trustees’ Meetings and Lunches with the Community – 1988 to 2016”, “FDC Spices” (all of them in celebration of the 42nd anniversary of the institution), “FDC Public Management Virtual Exhibition”, “Third Annual FDC Governance and Management Forum” and “Pink October at FDC”.

### EVENTS

Memória FDC (FDC Heritage) supported the organisation of the IV Heritage and Information Seminar: Accessibility and Sustainability and coordinated the subjects committee. The event, staged by Remig – *Rede Memória das Instituições de Minas Gerais* (Heritage Network of Minas Gerais Institutions) at the Memorial Minas Gerais – Vale, was attended by more than eighty people.

### TEAMWORK

As part of the institution’s strategy for acquiring knowledge and tightening connections to entities that value the recover of heritage, FDC was elected to participate in Remig’s administration in the 2019 to 2020 period. Projects and actions shared with other organisations participating in the network have contributed to enrich the activities conducted by FDC Heritage and to the professional development of the team.



FDC commemorates its 42<sup>nd</sup> anniversary with exhibits, events and gifts to both internal and external publics.

## PROJECTS

In 2017, the PRONAC 170087 – Biblioteca e Memória FDC (FDC Library and Heritage) was approved. The project is intended to update the collection, rooms, furniture and equipment of the Walther Moreira Salles Library and the Centre for Physical and Virtual Heritage, both created to preserve the history of the development of organisations and of FDC itself. The project was sponsored by CBMM – *Companhia Brasileira de Metalurgia e Mineração*, EPO *Empreendimentos*, *Mater Dei Hospital*, collaborator Kleber Silva Leite Pinto and professor Luis Alberto Verri. The contributions reached R\$ 852,400.00.

## PUBLICATION

In 2017, FDC was awarded the Aberje Prize, which acknowledges organisations and professionals who have been prominent in the field of business communication in Brazil. Winner of the regional phase in the Historical Responsibility and Business Heritage category, the “FDC Heritage – what confirms our history is what we keep from it” case was published as part of the 2017 Aberje Prize book: Acknowledgment that Generates Value. The book was launched in 2018 and is exhibited at the FDC Heritage space.

## RARE ITEMS COLLECTION

Mr. Humberto Benito Antonio D’Angelo has donated to FDC Heritage many documents of significant historical value, related to the first agreement between FDC and TELEMIG.



The awarded FDC Heritage case was published in a book

### 1.4.1 Memória FDC in Figures (FDC Heritage in figures)

|               |                 |
|---------------|-----------------|
| Audio-visual: | 5.000 videos    |
| Cartographic: | 10 items        |
| Photographic: | 47.856 images   |
| Publications: | 400 items       |
| Museological: | 700 pieces      |
| Textual:      | 5.482 documents |



## 1.5 2018 INSTITUTIONAL HIGHLIGHTS

### 1.5.1 2018 Financial Times newspaper Executive Education Ranking

Fundação Dom Cabral maintained its position in the English newspaper Financial Times' ranking as the twelfth best business school of the world. For the thirteenth consecutive time the school was listed among the world's best, being the first in Latin America.

As for the Customised Programmes category, FDC's highlights were "Programme Design" (7<sup>th</sup> position); "Aims Achieved" (10<sup>th</sup> position); "New Skills & Learning" (11<sup>th</sup> position); "Faculty" (12<sup>th</sup> position); and "Facilities" (a category within which FDC gained six positions and appears now as the world's second best).

As for the Open Programmes category, FDC's highlights were "Course Design" (10<sup>th</sup> position); "Teaching Methodologies & Materials" (11<sup>th</sup> position); "New Skills & Learning", "Faculty" and "Aims Achieved" (14<sup>th</sup> position) and "Partner Schools" (5<sup>th</sup> position).

The Financial Times Executive Education Ranking is a combination of rankings that classify Open and Customised Programmes of the most renowned business schools of the world.

## Fincial Times Executive Education 2018

| Rank | School   | Custom Rank | Open Rank |
|------|--|-------------|-----------|
| 1    | Iese Business School                             | 1           | 3         |
| 2    | IMD  | 3           | 1         |
| 3    | Insead   | 6           | 5         |
| 4    | London Business School                           | 4           | 13        |
| 5    | Harvard Business School                          | 9           | 4         |
| 6    | HEC Paris  | 5           | 14        |
| 7    | Stanford Graduate School of Business             | 8           | 7         |
| 8    | University of Michigan: Ross                     | 11          | 6         |
| 9    | University of Oxford: Saïd                       | 26          | 2         |
| 10   | Center for Creative Leadership                   | 16          | 9         |
| 11   | SDA Bocconi                                      | 7           | 28        |
| 12   | Fundação Dom Cabral                              | 14          | 19        |
| 13   | ESMT Berlin                                      | 23          | 11        |
| 14   | Essec Business School                            | 12          | 23        |
| 15   | University of Pennsylvania: Wharton              | 24          | 12        |
| 16   | MIT: Sloan                                       | 15          | 20        |
| 17   | Shanghai Jiao Tong University: Antai             | 19          | 17        |
| 18   | University of Virginia: Darden                   | 39          | 9         |
| 19   | Esade Business School                            | 30          | 21        |
| 20   | University of Chicago: Booth                     | 53          | 8         |
| 21   | Stockholm School of Economics                    | 35          | 25        |
| 22   | ESCP Europe                                      | 18          | 37        |
| 23   | Henley Business School                           | 46          | 18        |
| 24   | University of Cambridge: Judge                   | 37          | 27        |
| 25   | University of St. Gallen                         | 36          | 28        |
| 26   | Thunderbird School of Global Management at ASU   | 39          | 23        |
| 27   | Columbia Business School                         | 48          | 22        |
| 28   | Ipade Business School                            | 16          | 47        |
| 29   | Incae Business School                            | 29          | 35        |
| 30   | Ashridge Executive Education at Hult             | 25          | 39        |
| 31   | Edhec Business School                            | 27          | 37        |
| 32   | Cranfield School of Management                   | 31          | 36        |
| 33   | National University of Singapore Business School | 20          | 48        |
| 34   | Ceibs  | 55          | 30        |
| 35   | University of Toronto: Rotman                    | 70          | 15        |
| 36   | Western University: Ivey                         | 49          | 33        |
| 37   | UCLA: Anderson                                   | 69          | 16        |
| 38   | Vlerick Business School                          | 44          | 40        |
| 39   | Aalto University                                 | 44          | 42        |
| 40   | Católica Lisbon School of Business and Economics | 42          | 50        |
| 41   | York University: Schulich                        | 54          | 43        |
| 42   | Gordon Institute of Business Science at UP       | 51          | 45        |
| 43   | Eada Business School Barcelona                   | 52          | 45        |
| 44   | Universidad de los Andes                         | 38          | 57        |
| 45   | Melbourne Business School                        | 50          | 56        |
| 46   | Peking University: Guanghua                      | 58          | 52        |
| 47   | Queen's University: Smith                        | 75          | 31        |
| 48   | EMLyon Business School                           | 43          | 65        |
| 48   | Inspira  | 60          | 52        |
| 50   | Nova School of Business and Economics            | 62          | 57        |

## 1.5.2 FDC Executive MBA: the second best in Latin America

Fundação Dom Cabral's Executive MBA was elected the second best in Latin America and the best in Brazil, out of a list of the thirteen best programmes, in a ranking newly-published by Ivy Exec, a member of EMBAC – Executive MBA Council, an institution that gathers the world's major MBAs. The institution assembles the most acknowledged schools of America and Europe and this is the third mapping it publishes.

To achieve the results, IVY Exec applied both quantitative studies and perceptions of a community of 6.2 thousand executives that hold top leadership offices in Latin America and Europe, of whom 55% had twenty or more years of experience.

## 1.5.3 2018 Human Resources Top of Mind Prize

FDC was awarded the 2018 Human Resources Top of Mind Prize, one of the most important awards for the human resources field in Brazil.

2018 Human Resources Top of Mind Prize is organised by *Fênix Editora* with the objective of recognising spontaneously most-remembered professionals and organisations participating in the human resources segment. The prize is awarded in thirty-four categories separated into three groups: (i) Companies that Provide Human Resources Products and Services, (ii) Organisations adopting Recognised Practices and (iii) Prominent Personalities.

In the Executive Education category, Fundação Dom Cabral was among the five most remembered companies, attaining a status of reference in the segment of Management of People. The commemorative plate was awarded during an event in 2018 and more than four hundred executives of the Human Resources service providers segment attended the ceremony.



FDC's Board of Trustees meets annually at the Aloysio Faria Campus.

## 1.5.4 Board of Trustees

FDC's Board of Trustees assembled on March 19 at the Aloysio Faria Campus to address subjects such as: proposal for amendment to the Institution's Statute and election of the Audit Committee and the Statutory Directorate. Decisions made by the Board of Trustees include the re-election of the former Audit Committee members for another three-year tenure and of FDC's co-founder Emerson de Almeida for another three-year tenure as Statutory President.

After the meeting, FDC welcomed the entrepreneurial and political community of Minas Gerais State at the Aloysio Faria Campus for the Annual Meeting with the Board of Trustees. The results achieved by FDC in 2017 as well as the prospects for 2018 were presented at the event. Social entrepreneurs and leaderships, clients from different regions, partners and representatives of the network of regional affiliates, who take FDC's brand to several Brazilian states, have also attended the occasion. A total of 195 people participated in the event.

### 1.5.5 Board Committee

The Board Committee organized a Meeting with Collaborators and Partners, an initiative to give prominence to the values and principles of the institution. At the meeting, which gathered forty-nine people, the co-founder and president of the Board Committee, Emerson de Almeida, recalled milestones in the history of FDC.



Professor Emerson talks about FDC's values and principles at a meeting with Collaborators and Partners

The Dean, Antonio Batista da Silva Junior, presented and discussed the Letter of Socialisation and talked about future projects. New collaborators, professors, regional affiliates, suppliers and service providers attended the meeting.

A committee attended by members of the Board of Trustees, of the Audit Committee and of the Board Committee was created to monitor and provide guidance to the study and to discussions about a new area to relocate FDC's unit in Belo Horizonte. The study concluded that no investment should be made in the acquisition of real estate in Belo Horizonte and, if absolutely necessary, the recommendation would be rental or adaptation of the Belo Horizonte unit to respond to the growing demand of participants coming from the partnership with Skema School.

### 1.5.6 Infraero Order of Merit

Professor Emerson de Almeida, co-founder and President of the Statutory Directorate, was honoured with the Medal of Infraero Order of Merit. Infraero awards the Medal of the Order of Merit to members of legislative bodies, public agents, authorities of the Armed Forces, of the tourism industry, civil people and managers who have carried out excellent jobs for their companies.

### 1.5.7 Court of Accounts Collar of Merit

The Dean of FDC, Antonio Batista da Silva Junior, was awarded the Minister José Maria Alkmin Court of Accounts Collar of Merit. The honour is conferred on personalities and institutions that deliver relevant services to the Court of Accounts, to the state and to the country.

### 1.5.8 XX Minas MercadoComum Prize

Fundação Dom Cabral was awarded the Prize “Minas MercadoComum – Desempenho Empresarial/Melhores e Maiores Empresas 2017/2018”, in the Education category. The Prize is intended to pay homage to companies and institutions operating in Minas Gerais that have excelled in 2017 and 2018 at their economic activities, operational performances and financial results.

### 1.5.9 Publication of the book Re-Imagining Capitalism

FDC organised the “Re-Imagining Capitalism” debate, attended by forty-five global leaders. The book, that carries the same title and was edited by FDC’s international council members Dominic Barton, Senior Partner at McKinsey & Company, and Dezső J. Horváth, Dean of Schulich School of Business, came out during the debate. The book assembles twenty-one articles written by relevant business leaderships, economists and academics from different parts of the world.



FDC debates on the future of capitalism with global leaders

The book had been already published in Canada, in India, in China and in Davos, Switzerland. FDC was selected to host the introduction of the book to Latin America and to promote a high level debate with senior executives on the challenges and opportunities faced by organisations, reconciling short- and long-term visions. In Brazil, the debate was rich in avant-garde thoughts and actions related to the future of capitalism and the need for a movement towards a more equitable and sustainable model.

### 1.5.10 CNH Industrial Journalism Prize

The 25<sup>th</sup> CNH Industrial Journalism Prize was organised in partnership with FDC at the Aloysio Faria Campus. The prize acknowledges and praises the work of journalists from all parts of Brazil who convey to the public the most relevant facts in the areas of agribusiness, construction, macro economy and transportation.

The partnership between FDC and CNH reaches beyond mere facilities to host the prize award ceremony. It offers content and knowledge to this very same influential public as well as an opportunity to experience one day at a business school, participating in the FDC Day, when journalists debate with FDC professors about the Brazilian logistic infrastructure and innovation, using the TREE Lab room.

# 2 INTERNATIONALISATION

FDC's internationalisation strategy is an essential step for the fulfilling of the institutional mission and for maintaining the relevance of the institution as an internationally recognised business school. Developed in 2017, the strategy was conceived based on inputs and definitions coming from all areas of FDC. In 2018, the priority chosen was that of advancing in the implementation of the internationalisation strategic plan, which is supported by three pillars:

1. Increase of competitive advantage in local markets;
2. Expansion of operations into new markets and segments;
3. Structuring of the internal team, processes and infrastructure to support FDC's internationalisation efforts.

As for the first pillar, the goal was to enhance FDC's reputation by participating in qualified international executive education entities and articulating with global leaderships. FDC's International Advisory Council was created to achieve this goal and its annual meetings are truly prestigious internally-relevant leadership forums. In 2018, the International Advisory Council met two times; in the first semester in New York, United States, and in the second semester in São Paulo, both events being very successful in engaging qualified participants.

In addition, FDC presented case studies and gave lectures in meetings of important entities that congregate international business schools and participates in the Boards of Unicon – Global Consortium for University, EFMD Americas – European Foundation for Management Development, PRME – Principles for Responsible Management Education, and Embac – Executive MBA Council.



FDC participates in the International Conference of EMBAC - Executive MBA Council

Still belonging in the first pillar, efforts have been made to maintain AMBA and EQUIS certifications and FDC's presence in the press and in international technical periodicals. In 2018, FDC appeared nine times in the international press and in twelve articles published by international periodicals.

Another on-going International Strategy project aims at expanding the internationalisation experience of participants in FDC's organisations and executive development programmes. A mission to accomplish that was sent to China to assess opportunities and potential partnerships with schools and companies operating in the eastern market; a new partnership was established with Cornell University, in the United States, to conduct the international module of Specialisation; the partnerships with Kellogg School of Management, Insead and the Smith College continue; customised programs have been conducted together with ITAM, from Mexico. It is worth highlighting the partnership set up with the French HEC, which enabled the exchange of Executive MBA students. FDC welcomed twenty-two participants coming from the French school and sent to France nine Brazilian executives who were attending FDC's Executive MBA.



Programme in partnership with Cornell in New York prepares leaders of digital mindset

Over the year of 2018 a project was developed to attract and engage international professors in order to increase the value perceived in the solutions offered. Eight globally renowned professors have participated in FDC's customised solutions and three research studies have been conducted in partnership with international schools and entities.

The focus of the second pillar of the strategy is on market growth. Two projects were developed to increase commercialisation of educational solutions. The first is aimed at consolidating FDC as a preferred choice both for development programmes directed to multinational companies operating in Latin America and for international business schools interested in Brazil. To achieve that, partnerships with Rede Enlaces' schools have been maintained and new partnerships set up with five international schools that sent groups of executives to FDC to participate in Learning Journeys programmes. The other project is dedicated to expand the average-sized companies market in Latin America. Action was taken to consolidate the Rede PAEX and PCS in Paraguay, and a new partner was selected for Argentina and Uruguay, thus redefining the average-sized companies internationalisation model.

Finally, the third pillar of the internationalisation strategy plans actions aimed at structuring teams, processes and infrastructure so that they are able to lead and support the institution`s internationalisation moves. In 2018, some processes have been revised and a team development project was launched to qualify teams to respond to foreign demands.

## 2.1 INTERNATIONAL ADVISORY COUNCIL



FDC's International Advisory Council celebrates 10<sup>th</sup> anniversary

For the first time in ten years of existence, FDC`s International Advisory Council has assembled two times over the same year. In May, the meeting took place at IBM`s office in New York, United States, and was attended by thirty council members and special guests who deeply reflected on the impacts of technology, the challenges posed by the lack of confidence in institutions and the need for transparency. Leaderships coming from very important business groups such as the CEOs of Banco Alfa, Embraer, Boeing, BF Capital, among others, have attended the meeting, in addition to a substantial fraction of the international council members living in the United States.

In the meeting, IBM General Manager for North America and Council member Rodrigo Kede delivered a lecture entitled "Disruption in All Industries and Professions". The executive encouraged debate over technology and mentioned the TREE Lab, a recent partnership between FDC, IBM and MRV. The FDC`s council member and organisational consultant Melanie Katzman invited those attending the meeting to reflect on the impacts of technology on individuals and leaderships. FDC`s Dean, Antonio Batista da Silva Junior, emphasised how important it is for FDC to promote moments that help transcend efforts to achieve results and to conduct reflections from a more humanistic approach to social progress and to the longevity of organisations.

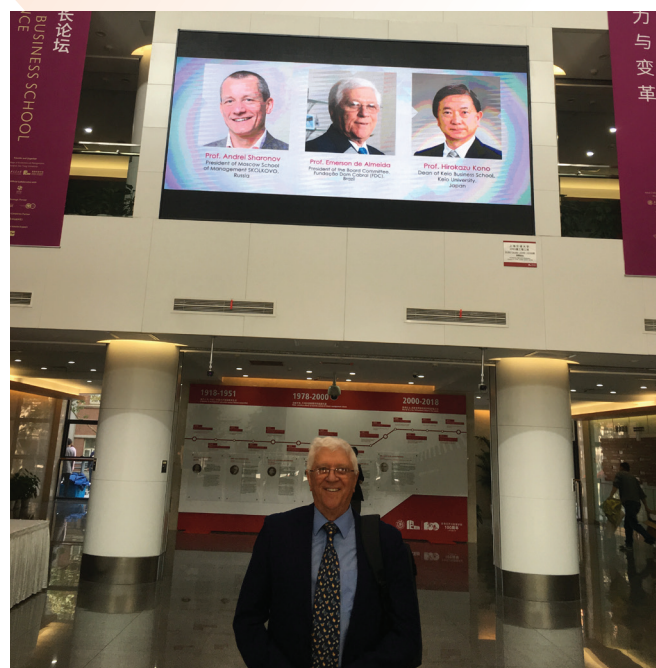


The annual meeting of the International Advisory Council took place in the second semester, in São Paulo, and was attended by ninety leaders from fourteen countries. Subjects discussed included dilemmas currently experienced by organisations and by society, in addition to a debate on the new perspectives for executive education. The Minister of the Brazilian Supreme Court, Carmen Lúcia Antunes Rocha, also attended the meeting and presented a lecture entitled “Dilemmas and paradigms of a sovereign nation”.

## 2.2 PARTICIPATION IN INTERNATIONAL EVENTS

FDC`s top leaderships represented the institution in international events, where important issues of executive education, leadership building and economic, social and political development of organisations and countries were discussed.

- PRME Champion – Brazil, February 2018
- UNICON Directors’ Conference – Oslo, Norway, April 2018
- The Person of the Year Award – New York, USA, May 2018
- EFMD Annual Conference – Copenhagen, Denmark, June 2018
- UNICON Mid Year – Massachusetts, USA, July 2018
- UN Global Compact Leaders Summit – New York, USA, September 2018
- AMBA’s 15th Latin America Conference for Deans and Directors – Buenos Aires, Argentina, September 2018
- 7th PRME Regional Meeting Latin America & Caribbean – Lima, Peru, September 2018
- Global Services Forum 2018: Knowledge-based services for sustainable development – Buenos Aires, Argentina, September 2018
- PRME Champion – Costa Rica, October 2018
- EMBAC - Executive MBA Council – Madrid, Spain, October 2018
- 7th International Business School Shanghai Conference (IBSSC) – Shanghai, China, October 2018
- International Advisory Board, Porto Business School – Porto, Lisbon, November 2018
- EFMD Americas – Bogotá, Colombia, November 2018
- 2018 UNICON Conference – USA, November 2018
- Peter Drucker Forum – Vienna, Austria, November 2018



Professor Emerson de Almeida participates in the 7th International Business School Shanghai Conference, in China



## INTERNATIONALISATION


The internationalisation strategic initiative is divided into four structuring projects:

**Competitive Advantage Project – Institutional and Market:** to expand FDC's presence in global entities and events of executive education, in order to drive commercialisation and construction of reputation, focusing primarily on MBA International Tracks and Learning Journeys. Priorities were set relative to entities that may participate in the management body and the major international events of the segment were identified. FDC participated in all of them in an articulated and effective way.

**Competitive Advantage Project – Professors:** attraction of professors internationally renowned in their respective fields to work at FDC.

**International Partnerships Project:** mapping and attraction of relevant partner schools, institutions and methodologies.

**Infrastructure and People Project** – a multidisciplinary taskforce is now revising translation processes to ensure service quality. Another taskforce is now conducting a project to develop competence in international articulation, focusing on the institution's teams.



# 3 EDUCATIONAL IMPACT

As a Brazilian business school that operates globally and according to international standards, FDC has the mission to contribute to the sustainable development of society through education, training and development of businessmen, executives and public managers. And FDC accomplishes that adhering to the principle that education brings about changes capable of positively impacting society. Better professionals become leaders of a change that builds better organisations capable of modifying society and making the world a better place to live.

In deciding to develop society and to create positive impact on the world through executive education, FDC expands and multiplies its impacting potential for as many times as the number of transformed individuals and organisations. In 2018, 1,910 organisations have been captured by this vision and 28,970 professionals, among executives, businessmen or public managers, have been impacted.

Face to face with a complex, fast, uncertain and multivariable world, executive education prepares organisations for the unknown, providing teams with new tools to deal with scenarios never faced before. This body of knowledge increases the ability of executives to interpret the scenario and to make efficient and innovative decisions that make their organisations advance safely amidst the complexity.

## EDUCATIONAL SOLUTIONS

FDC's educational solutions combine theory and practice with the academic education of a body of professors vastly experienced in business management and highly committed to the purpose of applying knowledge that is relevant to society. These are some of the principles that guide the conception and the implementation of the educational solutions FDC offers for the:

- Development of Executives
- Development of Large Organisations
- Development of Average-sized Companies
- Development of Public Organisations

Both national and international solutions are supported by strategic alliances and cooperation agreements signed with renowned institutions in practically every continent.

| Development of Executives                      | Participants  |
|--|---------------|
| Open and Regional Affiliates                   | 1.886         |
| MBA and Post MBA                               | 554           |
| Professional Master's Degree                   | 64            |
| Specialisation                                 | 3.866         |
| Development of Organisations                   | Participants  |
| Customized and International Programmes        | 16.468        |
| Business Partnerships                          | 6.132         |
| <b>TOTAL NUMBER OF PARTICIPANTS</b>            | <b>28.970</b> |
| <b>TOTAL NUMBER OF COMPANIES/ORGANISATIONS</b> | <b>1.910</b>  |



## REGIONAL AFFILIATES

The year of 2018 was also a definitive moment for the strategic planning of the area. Three strategic pillars were established for 2019: Categorise, Capacitate and Manage. In an event that gathered all Regional Affiliates, “thinking the future” was the subject addressed. Participants were invited to make suggestions that will be later screened to select those to be carried out in 2019.

All over Brazil, twenty-five Regional Affiliates disseminate the brand, the experience and the programmes developed by FDC to the twenty-three Brazilian states and the Federal District, in addition to Argentina and Paraguay.

In 2018, new Regional Affiliates have been incorporated into this team that expands FDC’s reach into all regions of the Brazilian territory and abroad. In Argentina, a new Regional Affiliate broadens even more the extent of FDC’s activities in the country. In the state of Mato Grosso do Sul, a new Affiliate (IMB – Instituto Mentis Brilhantes) started operations, enabling FDC to enter the growing market of agribusiness. In the state of São Paulo, the Presidente Prudente area has also a new Affiliate.

Institutional events were conducted over the year in partnership with Banco Alfa and Regional Affiliates in eight different regions of the country. Addressing the subject of Business Governance, the events were an attempt to bring relevant content and discuss the Brazilian economic context, scenario and prospects of the merger and acquisitions market, among other issues.

### 3.1 DEVELOPMENT OF EXECUTIVES

FDC works for the development of individuals – executives, businessmen and public managers – at all different stages of their careers. More than offering managerial tools and techniques, FDC believes that one of its major responsibilities is to develop citizens aware of their role in society and of the way they should act to transform their organisations into agents of sustainable social changes.

Learning processes are undergoing deep changes and the school needs to adapt itself to the contemporary challenges. Consequently, FDC's offers are being submitted to processes of reflection and conceptualisation, in order to render the institution capable of providing invaluable learning experiences. These processes take into consideration issues such as diversity, technology, volatility of both local and global contexts and other challenges raised by the complexities of the contemporary world.

### Development of Executives in Figures

| Programme                    | Participants |
|------------------------------|--------------|
| Open                         | 1.365        |
| Regional Affiliates          | 352          |
| Specialisation               | 3.866        |
| MBA                          | 521          |
| Post MBA                     | 33           |
| Professional Master's Degree | 64           |

## TREKKER – CAREER DESIGN

The concept of **Life Long Learning** belongs to a new strategy for the development of executives created by FDC. The strategy is intended to guide the professional and the personal development of those entering the school's educational solutions and programmes.

Accordingly, the Trecker – Career Design was created to offer individual career counselling, creating strategies and conceiving academic courses of study that may help students achieve their professional objectives.

The Trekker started its operations offering coaching services to the Executive MBA, STC and Odyssey programmes. Its activities also encompassed the MBTI Lab, as part of the Transformational Leadership programme. It has also launched the methodology named "Average-sized Companies Leading Team Assessment", currently being advertised and commercialised.

### 3.1.1 Open Programmes

FDC's Open Programmes are focused on the development of Competencies and Abilities of Executives who will later build and lead organisations now and in the future. The offer of programmes – which are conducted in Brazil with the support of the Regional Affiliates and in many places in the world with the support of international business management schools in partnership with FDC – addresses the most important issues and challenges posed to the corporate world, from regional scenarios to global tendencies.

The portfolio of FDC’s Open Programmes has undergone far-reaching changes over the year. New programmes have been added and classical– and greatly demanded – programmes have been re-structured to respond to new educational parameters, to technological tendencies, to the complexity of contemporary issues and to the requirements for the development of individuals and their careers. In consequence, 76% of the portfolio of Open Programmes was revised.

Conducted by FDC itself, by Regional Affiliates or by international partner schools, 47 programmes were delivered in 2018, totalling 1365 certified participants.

| Execution           | Programmes | Participants |
|---------------------|------------|--------------|
| FDC                 | 29         | 948          |
| Regional Affiliates | 15         | 352          |
| International       | 3          | 65           |
| <b>TOTAL</b>        |            | <b>1.365</b> |

## HIGHLIGHTS OF OPEN PROGRAMMES

### New Programmes

The programmes Digital Transformation, Odyssey, HR Triple A and Strategic Decisions in Finance were developed, commercialised and conducted in 2018. The Digital Transformation programme stood out from the others in that the number of participants exceeded the goal and the quality was regarded as excellent, generating demand for Customised Solutions. A second class was open in the second semester to cope with the large number of candidates.

The offer of regional programmes has also grown. Nine new programmes have been developed based on research and workshops conducted with the Regional Affiliates and aimed at better understanding the demands coming from the several regions of the country.



The first module of HR Triple A is conducted at Aloysio Faria Campus.

## Renovation of Contents

The Skills, Tools & Competencies – STC programme, conducted in partnership with Kellogg School of Management, had eighty per cent of its contents renovated. The engagement of the participants demonstrates that the new STC was well accepted by the market.

The Transformational Leadership programme conducted two classes in 2018, adopting an innovative methodology that offers experiences at the MBTI Lab, managed by a team of coaches of the Trekker, and a theatre workshop, that simulates a leadership laboratory using representation techniques and role-playing.

The Governance, Risk and Compliance programme was renovated and is now conducted in São Paulo for a class that exceeds the initial forecast. It addressed practices and roles of the agents involved, stimulating reflection on how to integrate the various governance and integrity activities within organisations.

Completely redesigned, the PDE – Executives Development Programme – had its concepts and tools updated.

## Board Members Development Programme

Interest in the PDC – Board Members Development Programme – prompted a two-fold increase in the offer. The number of classes jumped from two to four and reached two hundred participants in 2018.

## Advanced Management

The PGA – Advanced Management Programme – organised in São Paulo, at the beginning of the year, another edition of the Meeting of the PGA Community. The event addressed the subject “Making digital transformation happen today!” and included the participation of INSEAD Professor Felipe Monteiro. Approximately forty PGA alumni attended the event.

### 3.1.2 Specialisation Programmes

FDC’s Specialisation Programmes are intended to develop technical and managerial competencies that give participants a systemic and integrated view of businesses. Offered all over Brazil by FDC itself or in partnership with Regional Affiliates, the programmes include specialisation courses in the areas of Business, Finance, Marketing, Leadership, People and Teams, Energy, Projects, Innovation, Real Estate Businesses, Labour Relations and Transportation.

Management Specialisation Programmes have been steadily rising in importance over the last couple of years, at an average rate of 30% increase every year. In 2018, a new National Specialisation curriculum was developed and implemented to standardise the contents of all Specialisation Programmes offered in the country and to provide even more experiences and competences necessary for managers to acquire average- and long-term visions. Classes were launched in



Manaus, Belém, Campinas, Cuiabá, São Paulo, Rio de Janeiro, Brasília, Fortaleza, Florianópolis and Goiânia.

Another major highlight was the conduction of the international module in partnership with the North American school Cornell SC Johnson College of Business, Cornell University's business school, one of the world's most renowned institutions in the field. Over the week, executives discussed with professors of different disciplines on digital leadership and its impacts on the executive world. Cornell is one of the universities responsible for the development of major talents of start ups, according to Tech.co. The Cornell Tech Campus is considered a reference in the digital age. Located in New York, the campus was conceived to promote the integration between technology, businesses, law and design in the service of social and economic development.



Specialisation Alumni participate in the Campus Experience programme

### 3.1.3 Executive MBA

Completely reshaped, FDC's Executive MBA now emphasis the role of the leader as an "ambassador of trust". It took the first steps towards internationalisation: thirty Brazilians and foreigners participated in the exchange programme conducted with HEC Paris. The subjects Creativity and Startup Thinking and Global Business Management, addressed by modules called MBA Tracks, were discussed by participants from different nationalities. The issues addressed and the networking opportunities between the national and the international groups of students enriched the experiences of all participants.

The Executive MBA launched actions to promote diversity in classrooms, engaging alumni to make possible the awarding of integral scholarships for the programme.

In 2018, the Alumni Network group retrieved the Executive MBA's history, with FDC collaborators, who since the very beginning took part in the MBA creation and management, remembering relevant facts, persons and moments in the history of the programme.

Five EMBA classes took place in 2018, totalling 267 new participants. Adding the on-going classes, started in 2016 and 2017, a total of 521 participants attended FDC's MBA in the last year.

FDC participates in the Executive MBA Council – EMBAC, an academic association headquartered in the United States and aimed at disseminating good knowledge practices for the construction of better MBA programmes.



participates in AMBA's Latin American Conference

### 3.1.4 Pós MBA

FDC's Post MBA, conducted in partnership with Kellogg School of Management, is now holding its 17<sup>th</sup> class. The programme is intended to promote the continuing development of executives who have already attended FDC's MBA and are looking for an international experience in renowned schools such as FDC and Kellogg. The programme is conducted at the Kellogg Campus, in Chicago, USA, and focus on advanced knowledge in Marketing, Leadership and Negotiation.

### 3.1.5 LEARNING JOURNEYS

FDC's campuses welcomed participants coming from many places in the world to attend International Learning Journeys classes. This is a tailor-made programme for foreign participants who come from international schools that have partnerships with FDC to learn more about the Brazilian culture and reality while debating relevant issues of the global business scenario. These are unique opportunities for international students to learn more about the country and Latin America, experiencing the local reality and attending structured classes, cultural visits and guided tours to companies. Most students are amazed at the capacity of Brazilian companies and professionals for building innovative and differentiated business models.

Twenty Chinese executives, mostly CEOs, participated in the Learning Journeys Global Immersion Program in Brazil, conducted in partnership with the Chinese university Cheung Kong School of

Business – CKGSB in Rio de Janeiro and in São Paulo. In addition to lectures and debates, the Chinese participants had the opportunity to visit museums, to watch football players training and to familiarise with the Brazilian consumer market.

Eighteen participants from twelve different nationalities sent by French school Skema attended the Learning Journeys in the Aloysio Faria and Rio de Janeiro campuses. They took part in classes and lectures on the challenges and tendencies in South America, on economy in the context of Latin America and on ethics and compliance. They have also visited Coca-Cola and Orbi – a venture that gathers start ups in Belo Horizonte.

The Canadian business school Schulich, on the other hand, brought forty-four participants to the São Paulo Campus to attend the Global Strategy Project: Brazil. They talked about entrepreneurship, market, behaviour and innovation, visited the technological entrepreneurship centre Cubo and Natura’s cosmetics plant, and had the opportunity for networking during a lunch together with participants in FDC’s MBA.

The partnership with renowned international business schools in the organisation of the Learning Journeys programme strengthens the international recognition of FDC as a school capable of providing an extremely demanding public with significant experiences.



'Learning Journeys' takes Chinese participants to *Museu do Amanhã* (Museum of Tomorrow), in Rio de Janeiro

| PROGRAMME        | Number of PARTICIPANTS | NATIONALITY  |
|------------------|------------------------|--------------|
| LJ - CKGSB       | 21                     | China        |
| LJ - Rotman      | 25                     | Canada       |
| LJ - ESCP        | 29                     | France       |
| LJ - INSEAD      | 49                     | France       |
| LJ - Schulich    | 44                     | Canada       |
| Post MBA Kellogg | 33                     | Brazil - USA |

### 3.1.6 Partnership with Skema Business School

The partnership between the French SKEMA Business School and FDC, established in 2015, is bringing an increasingly higher number of foreign participants to attend one-semester courses in the Belo Horizonte campus. The objective of the partnership is to support the operation, in Brazil, of the five master's degree programmes offered by SKEMA: Master in Management – *Program de Grand École*, MSc in International Business, MSc in Corporate Financial Management, MSc in International Marketing and Business Development, MSc in Program and Project Management and Business Development. A team of fifty-five FDC professors of the areas of Marketing, Finance, Projects and International Businesses, is responsible for classes, supervision of dissertations and coordination of courses. The growing recognition of Campus Belo Horizonte SKEMA as a place for multiple experiences and learning led ninety-three per cent of the students attending classes in the first semester of 2018 to declare themselves satisfied with the programme. The growing number of students is another evidence of the quality of the programme and of the interest in the experiences FDC offers: in 2018, 495 foreign participants, mostly French, attended the programme. Prospects are that the number of participants reaches 550 students in 2019.



Skema's Students arrive at FDC to start their programmes in Brazil

### 3.1.7 Professional Master's Degree in Administration

The first class to attend FDC's Professional Master's Degree in Administration finished the programme in 2018. At the end of the year, the 1st MPA Knowledge Forum: Organisations of the Future was held. The graduation ceremony of the first class of participants was followed by a visit to the Museu da Inconfidência (Museum of the Minas Gerais Conspiracy), in Ouro Preto. The event also included a busy day of lectures and panels at Aloysio Faria Campus.

The role played by the Executive Advisory Board is the most prominent part of the programme in that it significantly contributes to both the design and the monitoring of the strategic guidelines of the programme, extending the reach of conversations with the market and society. Up to 2018, participants in MPA have presented 18 dissertations.

## 3.2 DEVELOPMENT OF LARGE ORGANISATIONS

FDC considers organisations a vital part of society. The prosperity of the business environment has positive effects on social development. The more powerful the impact of FDC on organisations, helping them to become agents of social change, the stronger and more effective the impact of the institution on Brazil and on the world.

In times of economic instability, like the last couple of years in Brazil, organisations face great challenges and dilemmas. How are they supposed to respond to short-term demands, generating satisfactory results, while planning for the long term? How should they address innovation, development of teams and leaderships, revision of concepts, products, services and working practices? In such a context, any educational proposal must necessarily be related to the development of a client's businesses and include short-, average- and long-term results.

The year of 2018 was very fruitful with regard to planning and reviewing solutions and working practices; yet, best possible solutions have been offered to the market. The outcomes of these double activities – internal changes and service to the market, short and long terms, immediate results and planning for the future – had a surprising result.

| Large Private Organisations | Programmes | Participants | Foreign Participants |
|-----------------------------|------------|--------------|----------------------|
| 146                         | 201        | 11.686       | 937                  |



### INTEGRATED MANAGEMENT FOR THE MARKET

STRATEGIC  
INICIATIVE

This Strategic Initiative aims at offering the best solutions to the market and to each client, integrating areas that better respond to specific needs and demands.

To achieve this objective, the team in charge of the initiative created two solutions: Integrated Solutions and Portfolio Management.

The idea behind Integrated Solutions is to promote a meeting of managers of different areas of FDC to reflect on how to serve clients in an integral way. In the pilot project, conducted for Bayer and Monsanto (now merging), managers of the Large Organisations Area and of the Executive Development Area have gathered to discuss what would be necessary to conceive a plan to completely serve clients, involving both the individual development of collaborators and the development of the organisation as a whole.

Portfolio Management is aimed at proposing and conducting the integration of the portfolio of educational solutions offered by FDC, defining selection criteria for product creation, development, maintenance and discontinuation.

### 3.2.1 Programmes, solutions and methodologies for large organisations

#### U-LEAD

The innovative U-LEAD methodology guides FDC in the implementation of educational solutions aimed at the Digital Transformation of organisations. As a guideline, the U-LEAD methodology is flexible and may be parameterised according to the organisation's level of digital maturity and ability to invest and to the digital proficiency of participants.

U-LEAD introduces a new approach, in which personalisation of educational solutions at FDC is based on systematised scientific knowledge on management. Its guidelines consolidate a broad theoretical and practical set of references from globally legitimised research and development and business management sources, in addition to a profile analysis of the Brazilian market.

Offer to organisations is proactive and directed towards finding a joint solution for each business problem. Since the introduction of the tool in October 2018, several contracts have been signed for the conduction of programmes aimed at the development of leaderships in large companies applying this methodology.

#### YPO

Conducted in partnership with the Young Presidents' Organization – YPO, the world's most important executive presidents leadership organisation, this programme, offered for the first time at FDC, took place at the Aloysio Faria Campus. Forty-eight CEOs attended the event and places available were sold out twelve minutes after applications were opened. The programme discussed subjects such as new technologies, digital transformation, leadership and business models.

The idea was to offer a journey where executives themselves could play the role of protagonists. They presented their experiences and reflections, stimulated and coordinated by renowned Brazilian and foreign professors. The programme also included a panel on "Corporate Transformation versus Innovative Disruptive Entrepreneurship", conducted by FDC professor Carlos Arruda and invited presidents Rafael Menin, of MRV, Gustavo Caetano, of Samba Tech, and Tonny Martins, of IBM Brazil.

YPO is a global platform for engagement, learning and growth that gathers more than twenty-five thousand leaders from more than one hundred and thirty countries. These leaders or organisations employ more than fifteen million people across the world and generate annual revenues in excess of six trillion dollars.

#### COACHING OURSELVES

FDC maintains a partnership with the renowned Canadian researcher Professor Henry Mintzberg, aimed at the application of the Coaching Ourselves methodology to organisational development

projects in Brazil. Conceived by Mintzberg and Philip Lenir, the methodology trains managers by means of reflection and exchange of experiences among participants.

FDC hosted a workshop on Coaching Ourselves practices at the São Paulo Campus for approximately twenty clients from FDC and partners of Coaching Ourselves in Russia, France, Canada and the United States. The workshop discussed the adoption of the methodology across the world.

## **ONE TO FEW**

The One to Few HR project promotes meetings with HR leaderships of large organisations such as BrazilBrokers, Vale, Águas do Brazil, Previ, PUIG and GE and addresses current subjects and contents that have an impact on the human resources management of companies. In 2018, discussions included the subjects of digital transformation and its impacts on people, companies and the country as whole, disruptive technologies and the challenges they pose to the organisational development of companies.

### **3.2.2 Highlights of Customised Projects**

#### **ECOPETROL**

FDC, in partnership with the Colombian university Uniandes – a participant in the ENLACES Network – conducted a programme aimed at unlocking the potential of young people at Ecopetrol, the largest Colombian oil company. The project included mentoring sessions with different publics from the organisation.

#### **BUNGE**

The LDP – Leadership Development Programme, focused on BUNGE Latin America's leadership has been conducted by FDC for thirteen years. Last year, it was revised in view of the new arrangement of the organisation, which now encompasses all operations of the company in the Southern Cone of the continent and is strongly oriented towards cost reductions and innovation. The new programme design focused on the empowerment of leaders as agents of innovation and construction of the company's future.

#### **USIMINAS**

The Usiminas Leadership Track programme enters now its second cycle focusing on the implementation of a strategy linked to the client and on the work with the leadership, in an attempt to transform leaders into agents of change and innovation. The programme is structured to include practical workshops with approximately four hundred leaders of the company, and intended to strongly and rhythmically transform the daily routine of the organisation.

#### **MRV**

The project was aimed at promoting the cultural alignment and the engagement of MRV's collaborators by integrating them and fostering their sense of unity around the company's purpose, its history and vision of a differentiated future. Six thousand collaborators have been involved in workshops, focal groups and online surveys. This will be the starting point for the implementation of a project to revise mission, vision, values, practices and processes, aligning them with the newly defined purpose.

## **UNILEVER**

Unilever is carrying out actions in all its operations across the world to improve the efficiency of the organisation. The Leadership Development Programme conducted at Unilever Goiânia focused on the development of this unit's leadership, stimulating a more appreciative regard to themselves, their teams and the plant.

## **AEGEA**

FDC developed for Aegea - Brazil's largest private company operating in the sanitation segment and that exhibited substantial growth over the last years - the Leadership Track programme to accelerate the development of future leaders, especially the youngest. One of the biggest challenges faced by the project is the geographical distribution of the company, now operating in fifty municipalities in Brazil. The educational solution adopted an innovative methodology, which combines on-line learning with presentational activities.

## **CORTEVA**

FDC entered a contract with Corteva Agriscience, DowDuPont's agricultural division, for developing three hundred leader women in partnership with ABAG – Associação Brasileira do Agrogócio (Brazilian Agribusiness Association). The project was launched in October during the 3rd Congress of Women in Agribusiness, which gathered more than 1,400 professionals in São Paulo. The programme will be delivered from 2019 in three presentational modules at FDC's campuses and in on-line modules that will reach all participants.

The project integrates FDC's efforts to contribute to gender equality within organisations. Corteva and FDC, supported by research studies, believe that this equilibrium positively influences the quality of decisions made, thus having a direct impact on the results achieved by the organisation, the segment and the whole society.

## **SICREDI**

Fundação Dom Cabral organised, under contract to Sicredi credit union, the Singularity Programme in the Silicon Valley, in the United States. A group of thirty-six participants including presidents and executive officers attended classes held at Singularity University. The programme introduced leaders to the market's latest innovations, such as artificial intelligence, digital biology, exponential organisations, business opportunities, disruptive innovation and global impact.

## **TIGRE**

The Feras 2020 programme, conducted by FDC in partnership with ESAN Graduate School of Business, aimed the development of leaders from Tigre, a Brazilian company operating in the segment of pipes and fittings in twenty-five countries and employing seven thousand collaborators in 2018, two modules have been conducted. The first module - in partnership with ITAM, a business school in Mexico – addressed new markets, market intelligence and negotiation. The second module, conducted in partnership with Accenture, addressed innovation, pricing and finance.



## ABRADILAN

For the third consecutive year and responding to a demand made by ABRADILAN – Associação Brasileira de Distribuição e Logística de Produtos Farmacêuticos (Brazilian Association of Pharmaceuticals Distribution and Logistics), FDC organised the Executive Development International Week. This time, the event took place in Cape Town, South Africa, and gathered forty-two businessmen active in the segment of distribution of pharmaceuticals. After organising the programme in Mexico (in partnership with ITAM) and in Lisbon (in partnership with INDEG), this year's activities, structured by Cape Town University's school of business together with FDC, provided information on the contexts of both the country and the local pharmaceuticals market and included technical visits to distribution companies and drug stores.



FDC – ABRADILAN & FDC Partnership commemorates the third anniversary

## MONSANTO

Directed to Monsanto's executives and managers working in Brazil and South America, the Monsanto Leadership Experience – South America programme, organised by FDC since 2015, develops leadership competences in alignment with the strategic objectives and the needs of the organisation. One hundred and six participants attended the programme, forty-three of them foreigners (Argentina, Chile, Paraguay and Uruguay). Seventeen professors, four of them foreigners, participated in this partnership with the Universidad de Los Andes and the Universidad de San Andrés.

### 3.3 DEVELOPMENT OF AVERAGE-SIZED COMPANIES

Average-sized companies have always occupied a prominent position in FDC's history and strategy. To respond to their specific needs, Partnerships have been created – in other words, educational solutions focused on the exchange of experiences and knowledge among companies in order to change the way organisations are managed and to raise their businesses to higher levels.

In 2018, the average-sized companies segment grew 22% in revenue and 23% in margins, relative to 2017. The figures demonstrate that the initiatives undertaken over previous years have succeeded. One of them is the Structured Process to Develop Technical Advisors, an initiative that ensures superior quality levels to solutions developed for average-sized companies. The implementation of a Reference Centre for Average-sized Companies has been also launched to position FDC into this market, generating contents and stimulating debate on the subject.



Focus on Average-sized Companies Event happens monthly in Belo Horizonte and São Paulo

## DEVELOPMENT OF AVERAGE-SIZED COMPANIES IN FIGURES

| Partnerships and Programmes | Executed Programmes | Companies  | Participants | Foreign Participants |
|-----------------------------|---------------------|------------|--------------|----------------------|
| PAEX                        | 497                 | 497        | 5467         |                      |
| PCS                         | 8                   | 8          | 32           | 56                   |
| PDA                         | 11                  | 66         | 294          | 8                    |
| PEG                         | 29                  | 29         | 128          | 2                    |
| Networks                    | 4                   | 109        | 109          |                      |
| In Company ME               | 102                 | 101        | 102          |                      |
| <b>TOTAL</b>                | <b>651</b>          | <b>810</b> | <b>6.132</b> | <b>66</b>            |

## FDC PARTNERS

The FDC Partners is a new model for capturing partners that exhibit good market penetration in the segment of average-sized companies, in the regions where they operate. The model focuses primarily on the São Paulo market.

### 3.3.1 Events

#### ANNUAL FORUM ON GOVERNANCE AND MANAGEMENT

The Annual Forum on Governance and Management is one of the most important events organised by FDC for businessmen and executives. The third edition of the Forum took place at the Aloysio Faria Campus and brought up for discussion an issue that is important to any organisation competing in the modern market: “Digital: Transformation, Evolution or Revolution”?

For three days, participants addressed the different dimensions of the digital realm, particularly strategic aspects, business models and governance in combination with the adoption of technology in organisational operations and processes and in the creation of a digital culture, preparing involved collaborators. One of the most eagerly awaited lectures of the event was that delivered by the director of Kellogg School of Management’s Innovation and Technology Research Centre, Mohanbir Sawhney, holographically transmitted to participants.

The event assembled four hundred and ninety executives from different segments, sizes and geographic regions, in an attempt to generate synergies, exchange experiences, broaden the network of relationships and consolidate knowledge.



Opening Lecture of the Annual Forum on Governance and Management holographically transmitted to participants.

#### SANTANDER

In partnership with Santander, FDC conducted an event dedicated to the “Macro Economic Prospects for Brazil in 2019” at the bank headquarters in São Paulo, Brazil. One hundred and ninety-five participants of average-sized Brazilian companies from all segments of the economy attended the event to hear prospects and ideas presented by journalist Carlos Sardenberg, by FDC professor Carlos Braga, by Chief Economist of Santander Bank Maurício Molan and by FDC Vice-Dean Roberto Sagot.

### 3.3.2 Average-sized Companies Highlights

#### **PARTNERSHIP FOR MANAGERIAL STRUCTURING – PEG**

This new educational solution was launched in Belo Horizonte, São Paulo, Ipatinga, Brasília and Santos, totalling twenty-nine new clients. The Partnership for Managerial Structuring is directed to organisations that need to develop and improve their managerial capabilities in different areas of their operations. Groups of up to ten companies of the same region promote the exchange of experiences among participants by conducting workshops and meetings, combining collective activities with coaching and individualised interventions within each organisation.

#### **PAEX**

The PAEX – Partners for Excellence programme, now encompassing 497 participating companies, is FDC's most important educational solution aimed at average-sized companies. Groups of partner companies are active in different Brazilian states and in Paraguay, exchanging experiences among their executives and directors and organising activities aimed at excellence in management.

To celebrate the 25<sup>th</sup> anniversary of PAEX, the 20<sup>th</sup> anniversary of PDA and the 10<sup>th</sup> anniversary of PCS, a book entitled “*Abre Aspas – Por Empresários, para Empresários: prosperidade em doze histórias*” (Quotation Mark – By Businesspeople to Businesspeople: prosperity in twelve stories) was published, telling stories of six companies that participate in PAEX, four that participate in PDA and two that participate in PCS.

#### **PCS**

The PCS - *Parceria para o Crescimento Sustentável* (Partnership for Sustainable Growth) supports average-sized companies from different segments in facing the challenge of creating new management models capable of generating growth and profit and of promoting the sustainable development of the company and its stakeholders.

In 2018, activities together with five Paraguayan client companies continued in that country. In Brazil, PCS incorporated two new companies: Oncomed, in Belo Horizonte, and Ourolux, in São Paulo, totalling five participating companies from the domestic market.

#### **PDA**

This is another classical partnership set up by Fundação Dom Cabral almost eighteen years ago: PDA - *Parceria para o Desenvolvimento de Acionistas e da Família Empresária* (Partnership for the Development of Shareholders and Entrepreneurial Families). The partnership contributes to the development of family businesses, supporting the creation of a favourable environment for the construction of a mature and professionalised future.

In 2018, a national PDA proposal was structured for conduction in São Paulo and to serve companies operating in areas of the country where there is no local offer of the program. The project is already being offered to the market and is scheduled to begin in March 2019.

#### **PROGRAMA REDES**

The Redes Programme integrates several other programmes that address managerial issues of companies belonging to the network, either franchisees, members of cooperatives, branches or the production chain of a large organisation together with its suppliers and distributors. The relevance and the activities

of the programme are increasing and acceptance by the market is good in that the programme adds value to organisations linked to a parent company, such as Martins and Minaspetro, both clients of FDC.

### 3.4 DEVELOPMENT OF PUBLIC ORGANISATIONS

A society undergoing transformation, facing increasing demands and having a new vision – much more demanding – of what is public and what is private: namely the vision that private organisations should play their part in promoting social, economic and environmental responsibility and that public institutions should incorporate fundamental aspects of the management of private corporations such as transparency, governance and efficiency. This is the scenario that motivated FDC to create the FDC Public Management.

The growing demand for high-quality executive education capable of modifying the prevailing deficient management structure of Brazilian public institutions has long been object of analysis by FDC. Customised projects were, however, conducted according to the realities and necessities of institutions such as the Boards of Federal State-Owned Companies, Courts of Auditors in several States, BNDES – Banco Nacional de Desenvolvimento Econômico e Social (Brazilian Economic and Social Development Bank), Receita Federal (Brazilian Internal Revenue Service), municipalities, public hospitals and many other FDC clients in the public sector.

The FDC Public Management was, therefore, created to fulfil the mission of “developing leaders and organisations to support Brazil’s transformation”, and to put forward the vision of “being a national reference in the development of organisations and leaders of the public sector, acknowledgedly capable of inspiring and engaging people in the construction of a fair and prosperous country”.



FDC Public Management is presented at the General Meeting

The FDC Public Management encompasses Studies and Research, Open Programmes, Customised Programmes, Post Graduation Programmes and Governance Programmes.

#### FDC PUBLIC MANAGEMENT IN FIGURES

|                             |       |
|-----------------------------|-------|
| Organisations served        | 42    |
| Educational Solutions built | 55    |
| Public Managers Trained     | 3.845 |

### 3.4.1 Participation in Boards and Commissions

FDC was invited to become an independent member of IG SEST's Board. IG SEST is the Indicator of Governance of SEST - Secretaria de Coordenação e Governança das Empresas Estatais (State-Owned Companies Coordination and Governance Secretariat), an institution linked to the Ministério do Planejamento, Desenvolvimento e Gestão (Planning, Development and Management Ministry). The indicator assesses the qualitative performance of governance in federal state-owned companies, checking compliance with state-owned companies' responsibility legislation and with guidelines defined in Resolutions issued by CGPAR - Comissão Interministerial de Governança Corporativa e de Administração de Participações Societárias da União (Interdepartmental Committee on Corporate Governance and Management of Federal Government Equity Interests), in search for a proper alignment with best practices prevailing in the market.

Independent members play a consultative role, helping SEST in the analysis of items that make up the indicator, thus promoting transparency in the process and higher reliability of the results obtained.

The indicator assesses forty-seven companies controlled by the federal government, including BNDES, Petrobras, Banco do Brazil and Embrapa. The indicator is composed of three dimensions: I – Management, Control and Auditing; II – Transparency of Information; and III - Boards, Committees and Directorate.



FDC is one of the independent members of IG-SEST Assessment Committee

### 3.4.2 Organisation and Participation in Events

The FDC Public Management took part in the KPMG EVENT, discussing Public Governance; in the CEFA (Federal Council of Administration) Public Management Workshop that addressed the subject of State Reform; in the Strategic Management of People Workshop organised by Instituto República; and in Workshops organised by OECD to revise innovation and leadership competences in the country's top public management.

It was also invited to participate in the 4th Edition of the Innovation Week, organised by the Ministry of Planning, Development and Management and by ENAP – National Public Management School. The event was opened by Brazilian President Michel Temer and was attended by more than two thousand and five hundred people, including ministers and government authorities. De-

bates addressed the benefits that a digital transformation of the government might bring to Brazilian citizens, generating higher quality of life well beyond the challenges to be overcome to enable the transformation. FDC presented its TREE Lab initiative and emphasised the importance of integrating human, organisational, cultural and managerial aspects to a world of digital technology. In addition, it addressed the role of FDC Public Management in developing public managers that lead digital transformation processes in the government.

FDC Public Management has also taken part in another event at the Planning Ministry, namely the IG SEST awarding ceremony, the indicator created by SEST - Secretaria de Coordenação e Governança das Empresas Estatais (State-Owned Companies Coordination and Governance Secretariat).

FDC Public Management organised, in partnership with IDP – Brazilian Institute of Public Law, the 2019-2022 Economic Scenario Seminar: Challenges and Prospects. The seminar was attended by Henrique Meirelles, former Finance Minister and former President of the Central Bank); Paulo Paiva, former Minister of Planning and professor at FDC; Ana Paula Vescovi, Executive Secretary of the Ministry of Finance; Felipe Salto, Executive Director of Fiscal Independent Institution; José Luiz Rossi, IADB's country economist and Leany Lemos, former Secretary of Planning of the Federal District government.

### **3.4.3 Knowledge Generation Activities**

#### **PARTICIPATION IN THE CLAD CONGRESS**

The CLDA (Latin American Administration Centre for Development) Congress was held in November 2018 in Mexico, where FDC presented two case studies:

- \* The Phenomenon of Relational Leadership: interrelating Individual – Organization – Society – Authors: Patricia Becker – Anderson S'Antanna and Cláudia Botelho
- \* Leadership in Public Management – the Holambra Case – Authors: Patricia Becker and Renata Vilhena

#### **RESEARCH STUDIES**

- \* Agenda for the Future – the impacts of Digitalisation on Brazil – Author: Professor Hugo Tadeu
- \* Governance in State-Owned Companies – Author: Professor Dalton Sardenberg

### 3.4.4 Highlights of Programmes targeted at the Public Sector

**Programme for the Ministry of Planning** – a 100% on-line programme to comply with the State-Owned Companies' Governance legislation – Law number 13,303. The programme posed content and format challenges and was completed in July 2018. Participants considered it an excellent programme, later reproduced in other state-owned companies.

**Programme for the Development of BNDES Leadership** – this is a programme launched in 2017 for BNDES managers. Participation and engagement of the institutions are high.

**Programmes with Regulatory Agencies** – ANP, ANVISA, ANATEL, ANA, APEX, ANCINE and ANS.

**Programmes with the Courts of Audit** of the states of Espírito Santo, Rondônia and Maranhão.

**Leadership Development Programmes** – TRANSPETRO – *Petrobrás Transporte S.A.*

**Public Leaders Development Programme** aimed at the top leadership of the Federal District Government; 320 leaders have been trained.

**Programmes with State Governments** – for instance in Alagoas, Goiás and the Federal District.

**Programmes with several Municipalities** – for instance in Natal, Camaçari, Vitória da Conquista and Rio Acima.

**Programmes for Transition Governments** – in the states of Paraná and Minas Gerais.

**Strategic Programme for States 2019-2022** – Open Programme in partnership with CLP – Centro de Liderança Pública (Centre for Public Leadership).

**Open Programme for Board Members of State-Owned Companies** – 100% *On-line*

**Customised Programmes for several Public Organisations** such as PETROBRAS, TRANSPETRO, BNDES, EPE – *Empresa de Pesquisa Energética* (Energy Research Company); INFRAERO – *Empresa Brasileira de Infraestrutura Aeroportuária* (Brazilian Airport Infrastructure Company); Bahiagás; *Instituto Hospital de Base de Brasília* (Brasília Base Hospital Institute); *Tribunal de Justiça de Rondônia* (Rondônia State Court of Law); EMBRAPA – *Empresa Brasileira de Pesquisa Agropecuária* (Brazilian Agricultural Research Company); DATAPREV – *Empresa de Tecnologia e Informações da Previdência Social* (Social Security Information and Technology Company); SABESP – *Companhia de Saneamento Básico do Estado de São Paulo* (São Paulo State Sanitation Company); CEMIG – *Companhia Energética de Minas Gerais* (Minas Gerais State Energy Company); COPEL – *Companhia Paranaense de Energia* (Paraná State Energy Company); Receita Federal do Brasil (Brazilian Internal Revenue Service); IPERON – *Instituto de Previdência dos Servidores Públicos de Rondônia* (Rondônia State Public Servants Social Security Institute); COMPESA – *Companhia Pernambucana de Saneamento* (Pernambuco State Sanitation Company); Fiocruz – *Fundação Oswaldo Cruz*; Banco do Brasil and CPRM – *Companhia de Pesquisa de Recursos Minerais* (Mineral Resources Research Company).





# 4 SOCIAL IMPACT

Fundação Dom Cabral is working to consolidate its position as a global reference in executive education, the result of a work carried out since the 1970s that involved organisations and leaderships from all corners of the country and from many other places in the world. Pursuant to its institutional mission of contributing to the sustainable development of society, FDC is proactive in its attempt to make responsible management capable of generating positive results for society.

The Sustainability and Social Inclusion Committee is the link between the social impact FDC intends to create and its strategy. Created in 2008, the Committee promotes synergies and integrates different areas of the institution in order to carry out strategic activities related to several programmes and projects centred around sustainability.

In 2018, the Committee started to create a “sustainability narrative” for FDC. The narrative tells how FDC’s projects and programmes link to the mission of the institution and to UN’s ODS - Objectives of Sustainable Development. FDC also simultaneously develops its Impact Report in an attempt to understand how and how intensely the institution impacts society and its stakeholders.

## 4.1 GLOBAL COMPACTS AND COMMITMENTS

### 4.1.1 UNITED NATIONS GLOBAL COMPACT

FDC is signatory to Global Compact, a United Nations initiative focused on engaging the entrepreneurial world in the construction of a more stable, egalitarian and inclusive market, thus creating a prosperous society and ensuring sustainable development. In its activities as a business school, FDC attempts to become a reference for the debate and the implementation of Global Compact practices that enable and value sustainability, both in the activities it engages in and in the dissemination of responsible practices among its clients and partners.

FDC has actively participated in the Global Compact since 2003 and attended the events that celebrated the 15th anniversary of the Brazil Chapter of Global Compact. The event was aimed at debating the corporate sustainability scenario since the launching of the Global Compact in Brazil and at highlighting the major advances in the engagement of companies with the Sustainable Development Goals – SDG.

FDC also attended the United Nations Global Compact Leaders Summit 2018, organised by the Global Compact in New York, United States. The event was intended to promote dialogue among delegations from several countries and composed of companies, civil society, governments and the academy, and to share knowledge on strategies to advance the Agenda 2030 – a deadline to be met in less than five thousand days.

### 4.1.2 PRME AND GRLI

As a business school working for the development of responsible leaderships for the future, FDC is signatory to two additional international commitments that directly impact education for a sustainable development: the PRME - Principles for Responsible Business Education and the GRLI – Initiative for Globally Responsible Leadership.

Launched in 2007 and based on an agreement between the world's major business schools, the PRME is a voluntary engagement platform for executive education institutions aimed at fomenting teachings that promote sustainability and corporate responsibility, thus collaborating with a new generation of leaders.

In 2018, FDC completed one year as co-president of PRME Chapter Brazil, together with Insper. It has also participated in the “7° Encuentro Regional PRME – LAC: Transformando la Ética en Acción” (7th PRME Regional Meeting – LAC: Changing Ethics into Action), organised in Lima, Peru. The annual meeting of PRME Regional Chapter for Latin America and the Caribbean is one of the activities conducted by PRME to promote dialogue on and adoption of UN PRME and Global Pact principles by Business Schools, companies, public sector and institutions of the civil society in Latin America and the Caribbean, thus providing opportunities for discussions among researchers, professors, doctoral candidates and university students. FDC also participated in the second meeting of PRME Champions that took place in France.



FDC participa do 7o Encontro Regional PRME – LAC, em Lima, Peru

### 4.1.3 SDG – SUSTAINABLE DEVELOPMENT GOALS

The SDG constitute a global agenda drew up at the United Nations Summit on Sustainable Development in 2015. There are 17 objectives and 169 goals that countries, organisations and communities must achieve up to 2030 in order to develop a better world for all. FDC supports the SDG and tries to take proactive and responsible actions compatible with its benchmarking role among business schools, adopting and disseminating knowledge on sustainable development.

## 4.2 SOCIAL PROJECTS

### 4.2.1 POS – PARTNERSHIP WITH SOCIAL ORGANISATIONS

One of the most important social actions taken by FDC, the POS – Partnership with Social Organisations provides NGOs with tools to improve their management, so that they become more efficient and self-sustainable. The POS takes place in the states of Minas Gerais, São Paulo, Rio de Janeiro, Goiás, Santa Catarina and Bahia. Forty-three social organisations and two socially impacting businesses take part in the initiative. The Managers Development Programmes - parts of the POS methodology that assemble leaderships of organisations – took place in Belo Horizonte, São Paulo and Rio de Janeiro, being attended by 104 participants.

The 1<sup>st</sup> POS Impact Report was published in 2018 and concluded that more than 628 thousand people have been directly impacted by the activities of organisations that participate in the POS in 2017, approximately 1.8 million people being indirectly impacted.

### 4.2.2 PDEOS – COMPANIES AND SOCIAL ORGANISATIONS DEVELOPMENT PROGRAMME

The programme brings together companies, social organisations and public institutions (local or state schools, health service stations and others) for the promotion of local sustainable development and responsible management for the partnerships they have. The programme is conducted at the Jardim Canadá and Água Limpa districts of Nova Lima, state of Minas Gerais, close to the main campus of Fundação Dom Cabral. The programme supports an increasing number of local people, organisations and businesses, helping them articulate among themselves and advance in the promotion of more prosperous environments and territories. Twenty-six companies and twenty-five social organisations participate in the programme.

The Impact Report says that more than fifteen thousand people are directly impacted by the improvements brought about by PDEOS' activities, approximately forty-six thousand being indirectly impacted.

### 4.2.3 Student Experiences

In partnership with Common Purpose, an English NGO that operates all over the world for the development of leaders, FDC conducts, since 2014, the Student Experiences programme, aimed at young university students trying to become leaders in sustainable development. For the first time, the programme took place in the Rio de Janeiro Campus, where the eighty-five participants debated on “How can we ensure Rio finds innovative approaches for sustainable and inclusive growth”?

The programme is organised in partnership with ESPM - *Escola Superior de Propaganda e Marketing* (Advertising and Marketing College), *Instituto Reação* (Reaction Institute), – *Instituto Identidades do Brasil* (Brazilian Identities Institute), Unirio – *Universidade Federal do Estado do Rio de Janeiro* (Federal University in the State of Rio de Janeiro), UniCarioca – *Centro Universitário Carioca* (Carioca University Centre), *Centro Universitário IBMR* (IBMR University Centre), UFRJ – *Universidade Federal do Rio de Janeiro* (Rio de Janeiro Federal University), PUC RJ – Pontifícia Universidade Católica do Rio de Janeiro (Pontifical Catholic University of Rio de Janeiro) and FGV RJ – *Fundação Getúlio Vargas Rio de Janeiro*.

#### **4.2.4 Raízes (Roots) – Social Innovation Programme**

Targeted at a young audience, from sixteen to eighteen years of age, either socially vulnerable or coming from public schools, the Raízes programme provides access to contents on different fields of knowledge. The idea is that young people are able not only to broaden their views of the world but also to become players and builders of their own inclusion processes.

In 2018, Raízes reached the states of São Paulo and Ceará, in addition to Minas Gerais and Rio de Janeiro, where he had already been offered before. In Fortaleza, the first Raízes class of Northeast Brazil was attended by thirty-nine young men and women and was conducted in partnership with the Regional Affiliate Valdemar Barros, due to Smiles' *Milhas do Bem* project where passengers donate bonuses in miles that are later exchanged for money that helps social initiatives of partner institutions. The São Paulo class was attended by 28 participants.

The four Raízes classes certified together one hundred and twenty-four young people in 2018, more than twice as in 2017. The celebration took place at the end of the year and gathered ninety current and former participants in the programme, coming from four different states to the III Raízes Annual Meeting, at the Aloysio Faria Campus.

#### **4.2.5 Brasileirinho Programme**

The *Brasileirinho* programme, which used to take place in Jaboticatubas, state of Minas Gerais, up to 2017, expanded in 2018 to Belo Horizonte. The programme now includes a project to improve the capabilities of professors of local public schools. Fifty principals from Belo Horizonte's public schools attended the first class. As for Jaboticatubas, on the other hand, results of the programme were analysed and a workshop on best practices will soon take place.

#### **4.2.6 Scholarships**

FDC offers scholarships to the Business Management Specialisation Programme. In 2018, the project was revised and expanded, offering additional scholarships to the Executive MBA. An FDC Policy on Scholarships was designed to guide this project, and a Commission was set up to select who will gain the scholarships. The first student to obtain a scholarship to MBA has been already selected and other eight applicants are participating in the process that will award scholarships in the first semester of 2019.

#### **4.2.7 Fundação José Fernandes de Araújo (José Fernandes de Araújo Foundation)**

It is through Fundação José Fernandes de Araújo (FJFA) that FDC helps young students fulfil their dreams of graduating from a university. In 2018, 291 scholarships have been awarded, 139 of which in the first semester and 152 in the second semester, encompassing thirty undergraduate courses in all fields of education.

In May, FJFA launched the “*Sou parte desta história*” (I am part of this history) programme, aimed at strengthening ties between former beneficiaries and engaging them in the activities developed by the institution. On the occasion, one of FDC’s professors presented a lecture on Entrepreneurship.

The work developed by FJFA was also part of the agenda advanced by the “*Casa Aberta*” (Open House) programme, broadcast by Rádio Inconfidência, from Belo Horizonte, state of Minas Gerais. Professor Emerson de Almeida was interviewed about the role played by FDC in the activities of the institution created by FDC’s co-founder and patron, Dom Serafim Fernandes de Araújo.

#### **4.2.8 Entrepreneurship for Prosperity**

FDC is quite determined to articulate movements linked to entrepreneurship in order to generate value for society. The Entrepreneurship for Prosperity project organised a pilot class in Nova Lima, in partnership with the Municipality, attended by 23 participants. The project, targeted at low-income populations, is intended to contribute to the development of autonomous and conscious individuals.

#### **4.2.9 Customised Social Programmes**

Over the year, several customised projects to support social organisations have been designed, such as those aimed at the development of leaders in the Museum of Tomorrow, the development of multipliers in the Votorantim Institute and the second edition of the social organisations development project, together with FEMSA / Coca-Cola.

One of the customised solutions specially developed for a client is the Social Organisations Managers Development Programme, tailor-made for the Social Hub, an initiative of social entrepreneurship and innovation that gathers and speeds up forty-five small-size entrepreneurs, organisations and social businesses.



## CONTRIBUTION TO SOCIETY

Activities to implement the Strategic Initiative include:

- Revision of PDEOS – Programa de Desenvolvimento de Empresas e Organizações Sociais (Companies and Social Organisations Development Programme), focused on incorporating the protagonism of the network into the methodology, after listening to and reflecting together with participants in the programme;
- Assessment of the impacts of both PDEOS and POS yielded expressive results, as reported above in descriptions of the programmes;
- Assessment of FDC's impact on society: the final report will be presented in the first quarter of 2019.

### 4.3 INITIATIVES TO BUILD LEGACIES TO SOCIETY

#### 4.3.1 CEOs' Legacy

The CEOs' Legacy is an initiative launched by FDC that gathers leaderships of large national and multinational organisations to create an environment that favours reflection and exchange of experiences and consequently helps the construction of concrete projects that may positively impact society. The idea is that the CEOs' Legacy movement grows and influences other leaderships in Brazil, helping the generation of a prosperous and virtuous cycle.

The initiative, launched in 2017, congregates CEOs from organisations that are highly relevant in Brazil:

|                                 |   |
|---------------------------------|---|
| Abdo Jorge Chaves Kassisse      | Faurecia  |
| Ana Paula Assis                 | IBM   |
| Andreia Dutra                   | Sodexo  |
| Arthur Bezerra                  | Holy Inc. - impacto social pela gastronomia (Holy Burger & Fôrno) |
| Cristina Presz Palmaka de Luca  | Sap Brasil Ltda.  |
| Eder Ramos                      | Symrise   |
| Gustavo Werneck                 | Gerdau  |
| Hamilton Amadeo                 | Aegea Saneamento  |
| João Francisco Sanchez Tavares  | Sicredi   |
| Joaquim Borges Rodrigues Junior | Maxion Structural Components                                      |
| José Luiz T. Rossi              | Serasa S.A  |
| José Vicente Marino             | AVON  |
| Lídia Freire Abdalla Nery       | Sabin Medicina Diagnóstica  |
| Luiz Antônio dos Santos Pretti  | CARGILL AGRÍCOLA S.A.   |
| Maite Leite                     | Deutsche Bank   |
| Manuella Curti de Souza         | Grupo Europa  |
| Marcel Szajubok                 | Jeunesse Brasil   |
| Marcelo Araújo                  | Ipiranga  |

|                                   |   |
|-----------------------------------|---|
| Maurício Adade                    | DSM   |
| Paula Paschoal                    | PayPal  |
| Paulo Alvarenga                   | Thyssenkrupp Brasil Ltda                              |
| Renato Garcia Carvalho            | Philips   |
| Ricardo Fonseca de Mendonça Lima  | CBMM – Companhia Brasileira de Metalurgia e Mineração |
| Ricardo Garcia                    | BelgoBekaert  |
| Ricardo Monteiro da Silva Diniz   | Bank of America Merrill Lynch                         |
| Sandro de Castro Gonzalez         | TRANSPES S.A.   |
| Vivien Bouzan Gomez Navarro Rosso | A.C. Camargo Câncer Center                            |
| Weber Ferreira Porto              | Evonik Degussa Brasil                                 |

|                    |                             |
|--------------------|-----------------------------|
| Legacy Ambassadors | Augusto Espescht de Almeida |
|                    | Theo Van Der Loo            |

The executives are separated into four groups, each one developing a project to build legacies to society and linked to basic themes such as Education, Diversity, Improvement of Public Administration and Improvement of Human Life.

The CEOs' Legacy initiative raised the attention of the media in 2018.

A lengthy report published by Época magazine explained the project and cleared up important issues that are now being addressed by Brazilian business leaderships.



CEOs of large organisations participate in the meeting in Ouro Preto, state of Minas Gerais.



### 4.3.2 Digital Brazil Movement

FDC adhered to the Digital Brazil Movement led by ITMídia Institute and aimed at changing the country into a reference in digital inclusion and innovation. Large Brazilian companies, especially those that invest in technology, have adhered to the initiative. The idea is that the Movement helps the introduction of practical proposals to make Brazil an innovative and inclusive country, and the mobilisation of society to endorse such proposals. Besides being a signatory to the document, FDC also participates producing knowledge and providing technical assistance on the subject.

### 4.3.3 Movimento Minas 2032 (2032 Minas Movement)

Fundação Dom Cabral participates in the *Movimento Minas 2032*, conceived by Diário do Comércio newspaper. The initiative articulates different spheres of society in favour of a sustainable development for the nation, based on the SDG - Sustainable Development Goals established by the United Nations Organisation in 2015. The movement is intended to conduct reflections and to promote concrete actions towards these goals.

As part of the initiatives developed by *Movimento Minas 2032*, Diário do Comércio promotes the “DC Dialogues”, aimed at recovering themes that are relevant to State and debating them with different segments of society. The DC Dialogues initiative applies a debate logic based on the vectors that guide the SDG - Sustainable Development Goals established by the UNO in 2015. In 2018, six dialogues have been conducted and the initiative entered now its 20<sup>th</sup> edition.

### 4.3.4 Prêmio Bom Exemplo (Good Example Prize)

The 9<sup>th</sup> edition of the prize was conducted in partnership with Globo Minas, Jornal o Tempo and Fiemg. The initiative recognises organisations and citizens that contribute to the economic and social development of Minas Gerais and stimulate solidarity within society. The Prize is awarded in several categories and the winner of the Citizenship category is elected by popular vote. This year, educator Carla Cristina de Oliveira pooled the largest number of votes. An elementary school teacher for twenty-three years, Carla dedicates her free time to teach adults how to read and write in her own home in Ibité, state of Minas Gerais.

The Personality of the Year Prize, on the other hand, was awarded to Elza Machado de Melo, professor at the Social and Preventive Medicine Department of UFMG’s School of Medicine. She was recommended to win the prize because she founded at UFMG’s Clinical Hospital an Outpatient Ward for the Promotion of Healthy Practices for Women undergoing Violence and Vulnerability. She also coordinates the Nucleus for the Promotion of Health and Peace and the school’s extension project “For women, by women, by men, by us all”.

#### **4.3.5 Festival de Inovação e Impacto Social da Folha de São Paulo (Folha de São Paulo Social Impact and Innovation Festival)**

FDC participated in the Social Impact and Innovation Festival promoted by Folha de São Paulo newspaper in Poços de Caldas, state of Minas Gerais. The debate, led by FDC, addressed the implementation of SDG in Brazil from the point of view of the engagement of social entrepreneurs.

#### **4.3.6 Compartilhar (Sharing Event)**

The 3<sup>rd</sup> edition of the Sharing event assembled social organisations and civil society in the Aloysio Faria Campus to stimulate reflection, debate and exchange of experiences among the organisations that participate in FDC's social programmes such as PDEOS and POS. The eighty-five participants debated about digital revolution and its impacts on social organisations.

#### **4.3.7 Sustentar Forum**

FDC took part in the 11<sup>th</sup> edition of the Sustainable Development International Forum – Sustentar. The Event, organised every year by Sustentar Institute, addressed the subject of “Global Challenges, local solutions and the sustainable technological future”.

#### **4.3.8 Social Entrepreneur Prize**

The most important social entrepreneurship contest in Latin America, the Social Entrepreneur Prize, is an initiative launched by the Folha de São Paulo newspaper in partnership with Fundação Schwab and supported by FDC. The goal is to identify and pay homage to the country's most enterprising social and environmental leaders, those who develop ideas that are innovative and sustainable and strongly impact the reality of Brazilian communities. FDC provides technical assistance for the conduction of the prize and scholarships for those awarded.

### 4.3.9 Anuário Época Negócios (Época Negócios Yearbook)

The Época Negócios 360° Yearbook is prepared by way of a technical partnership with FDC. The yearbook issued now its seventh edition and offers a complete analysis of the performance of Brazilian companies as well as a ranking of the best participating companies in many categories.



Época Negócios 360° Award recognises best performing Brazilian companies of the year

Thirty-four companies have been awarded prizes in 27 segments and six assessment dimensions. All 337 companies that participated in the ranking received a report on its position relative to other companies of the same segment, for all six dimensions analysed.

### 4.3.10 “E agora, Brasil?” (What Now, Brazil?) Event

The “E agora, Brasil?” event, organised by O Globo and Valor Econômico newspapers, welcomed one hundred important guests and journalists to discuss themes that will be essential to the debate on the country’s current political scenario, such as the current situation of the Brazilian transportation and logistics segment. And this is precisely a subject FDC fully masters and on which it is capable of generating relevant knowledge.



In the event, FDC debates themes that are relevant to the country’s political scenario



# 5

## IMPACT ON RESEARCH AND DEVELOPMENT

To enable Fundação Dom Cabral to play its part in the development of society – mission and *raison d'être* of the institution – it is essential to invest, continuously and increasingly, in research, development, technology and innovation, while maintaining people at a central position: professors and researchers, collaborators, partners and clients.

## 5.1 TECHNOLOGY AND EDUCATION

### ON-LINE PLATFORMS

Digital transformation movements inside the corporate world, especially in the segment of education, indicate the need to maintain FDC in tune with contemporaneity. After accurate assessment, the platform for the development and distribution of on-line contents and semi-presential disciplines was redefined. The change will enable adoption of the open and up-dated learning environment that has been recently used by the most important schools in Europe and North America.

Partnerships aimed at the supply of contents to be included in educational solutions over on-line environments are being analysed and negotiated. Internally, the Fundamentals Series has been developed and includes sixteen video classes with fundamental information on Strategy, Leadership, Marketing and Finance.

### TREE LAB

The TREE Lab, inaugurated about one year ago at the Aloysio Faria Campus in partnership with IBM and MRV, has aroused the interest of the business community. FDC's cognitive intelligence laboratory gained a new version of Watson compatible with both iOS and Android. Named 'Bee', the tool available at FDC is the first Watson application running in Android systems in Brazil. The initiative is relevant because it broadens the access of clients and partners to a new technology, available at the institution.

Over 2018, the utilization rate was significant: participants in programmes of about two hundred companies, many of them Chief Executives and Presidents, had access to this innovative educational tool.



STC Programme takes place in the TREE Lab

## REMARKABLE EXPERIENCES GROUP

FDC listens attentively to and adopts a proactive stance towards the different contemporary demands presented to the education segment. The world is constantly changing and the need to provide differentiated educational solutions that employ methodologies that favour relevant and transforming learning experiences has led to the creation of the Remarkable Experiences Group. Thirty-eight members form the group. In addition to FDC collaborators, the group also includes educators, psychoanalysts, philosophers, visual artists and executives who support the conception and the design of proprietary and innovative methodologies and the creation of experiences that impact participants.



### INNOVATION

STRATEGIC  
INICIATIVES

The Strategic operates in two fronts: Innovation in Educational Solutions Strategy and FDC's Digital Strategy

- **Innovation in Educational Solutions Strategy:** starting from an understanding of the demands of each area and of the need to innovate educational solutions, FDC implemented new technologies, adopted innovative educational technologies and promoted the development of Professors, Project Managers and Coordinators, focusing on the use of these tools. By means of radars, it broadened both knowledge and participation in the educational ecosystem, from a multidisciplinary viewpoint. Actions have been taken to make easier the process of portfolio renewal in the business areas and to propose adjustments that may improve the process of innovation at FDC.
- **FDC's Digital Strategy:** the work involved the identification of the supporting pillars of digital transformation such as People & Culture (development of organisational competences for the digital age), BI & DA (Business Intelligence and Data Analytics), InfraTech (infrastructure, technology and systems), EduTech (educational methodologies, strategies and technologies), FutureLab (prototype creation and experimentation) and Experience (overall experience of the client). An implementation schedule was also prepared defining priorities for each pillar and the beginning of some projects, such as the FDC4U, Online Specialisation and Digital PAEX.

## 5.2 PROFESSORS

Since knowledge development and transmission involve necessarily FDC's Faculty, the institution needs to give top priority to the technical, pedagogic and professional development of its professors.

For the purpose of enhancing the technical development of professors, FDC supports and stimulates research studies and publications and promotes courses and studies to widen areas, thus conveying higher transversality to professors' performances.

As for the pedagogic development, FDC searches ways of improving the performance of professors, monitoring changes in society that may lead to a different understanding of the teaching activity – currently more focused on the joint construction of knowledge based on own experiences and on an integrated use of technology.

Institutional alignment is another major factor in the development of professors, since they act as institutional representatives and carry the heavy responsibility for delivering FDC's mission to society. The values of the institution must be deeply embedded in their sense of belonging to the cause and to the FDC way of working to transform society.

### 5.2.1 PROFESSORS DEVELOPMENT DIVISION

In order to create synergy between FDC's technical body and the Professors Development Division, Thematic Meetings have been organised in 2018 to share, combine and collect knowledge that inspires innovative offers of educational solutions and of Research and Development by means of round tables involving the Development and Marketing areas of the institution.

Thirty-four thematic curatorship documents were prepared. They are concise articles and reports, produced by full-time professors of FDC, that list and comment the most recent and relevant productions in the field of management, thus contributing to FDC's positioning as source of updated and relevant knowledge.

In 2018, FDC's Faculty (Full-time Professors) welcomed two new members to the areas of Leadership and Strategy.

## 5.3 RESEARCH AND DEVELOPMENT

FDC's production in the areas of Research and Development contributes to differentiate the institution and to the fulfilment of its mission. The knowledge produced is meant to promote a broader vision of relationships, an understanding of the global and changing world and more sustainable practices, in addition to ethically contributing to individuals and organisations by means of high performance linked to social wellbeing. Research developed by FDC must impact society as a whole, instead of the academic realm only, bringing real transformation to our ways of living, working and producing.

The impacts of FDC's Research and Development activities are especially aimed at five groups of priority stakeholders:

- Academy – publishing research articles and reports
- Clients – Organisations and Participants – by generating differentiated contents to be used in classrooms
- Partner Companies – to help the generation of knowledge by means of support and sponsorship
- Project Management (internal) – changing research into contents for projects and programmes to be offered to the market
- Media – informs society about relevant knowledge development and brings exposure and reputation to FDC's brand name



STRATEGIC  
INITIATIVES

### INTEGRATED MANAGEMENT (FOR KNOWLEDGE)

A workgroup conducts the Integrated Management of Knowledge for the purpose of providing the market with results generated by FDC's research and development activities, while bringing knowledge generated as a result of the experience with organisations back to FDC, thus multiplying knowledge and generating value for society as a whole.

In 2018, the team prepared a document entitled "Ecosystem of the Integrated Generation of Knowledge", which indicates the major processes involved in the generation of more value for FDC, based on the knowledge generated by different players such as professors, managers, associates and collaborators.

As outcomes of this initiative, there are today, in addition to the above-mentioned processes, recommendations for new support technologies, practices and processes, as well as for the major cultural changes necessary for a well-succeeded implementation. The Implementation plan will be detailed in 2019, when the initiative will be integrated with those addressing Portfolio and Innovation, in order to develop synergism.



### 5.3.1 Knowledge Generation Cores

FDC invests in the generation of knowledge in several fields, be it through its Knowledge Generation Cores or by means of Research and Development projects individually conceived and conducted by professors either individually or over national and international networks.

FDC's Knowledge Generation Cores address the following themes:

- International Businesses and Strategy
- Innovation and Entrepreneurship
- Logistics, Supply Chain and Infrastructure
- People and Leadership
- Sustainability

Next, the highlights of activities performed by the Cores:

#### **THEME: INTERNATIONAL BUSINESSES AND STRATEGY**

##### **Strategy and Implementation Diagnosis**

The International Businesses and Strategy Core promoted, in 2018, improvements and customisations to the "Strategy and Implementation" diagnosis methodology. The Strategy & Implementation open programme adopted an enhanced version of the diagnosis in its two editions this year. A customised programme was designed for Owens-Illinois employing the diagnosis, and feedback was shared in a workshop with senior managers and directors.

In addition, the Core sent representatives to the European International Business Academy – EIBA 2018, in Poznań, Poland, where they presented the article Multinational corporation's knowledge management and project performance: An ability, motivation and opportunity approach, co-authored by Professor Torben Pedersen, Professor Angels Dasi (Universidade de Valência), and Tiago Rangel (Action Business). The study compares three different versions of the ability, motivation and opportunity approach model for sharing knowledge in simple and advanced projects, with direct effects on the performance of teams in a Brazilian multinational company (Intercement).

The Core participated in the Doctoral Consortium, a meeting that gathers doctoral students and senior professors from many parts of the world to exchange knowledge, experiences gained facing challenges and hints that help research and completion of dissertations. It also took part in the Speed-Mentoring Event for Women, a meeting of women pursuing academic careers to exchange experiences and get advice from senior colleagues in matters such as career, research, teaching and personal life.

## Publications and Participations in Congresses

The Core published articles in periodicals and organised the presentation of articles in congresses, especially those listed below:

- The relationship between strategy making and organizational learning, published by the RBGN - *Revista Brasileira de Gestão de Negócios* magazine;
- *Envolvimento Estratégico da Média Gerência: Analisando o Passado e Projetando o Futuro* (Strategic Involvement of Middle Managers: Analysing the Past and Projecting the Future), published on-line by RAC - *Revista de Administração Contemporânea*;
- *O Mestre de Títere, a Marionete e o Cenógrafo na Sucessão de Negócios Familiares* (Puppeteer, Puppet and Scenographer in a Family Business Succession), presented at the ANPAD Meeting;
- *Puppeteer, Puppet and Scenographer in a Family Business Succession*, presented at the IAMB Conference.

## Presence in Social Media and in the Press

Articles and videos have also been published in social media and in the press, such as those addressing the subjects: Influence and Involvement of Managers in the Strategy; Consensus, commitment and its effects on the implementation of strategies; What middle managers are not!; The positive side of entering the labour market in times of crisis; The professional image of pregnant women; The five traps that reinforce the failure of digital strategies; Race and gender prejudices in customer satisfaction surveys; Myths and half-truths of Strategy and Implementation; Simplifying the Management; Market demands new sustainability initiatives.

## Trajectory of Internationalisation of Brazilian Companies

The International Businesses and Strategy Core published another round of results of the research study “Trajectory of Internationalisation of Brazilian Companies”. Carried out every year, this year’s study included sixty-nine participating companies of which fifty-five operating abroad through subsidiaries. One of the most prominent results is that the crisis accelerated the external investments of Brazilian multinational companies. More than seventy per cent of the companies increased their investments abroad, reflecting their attempt to escape domestic recession.

The 2018 edition launched the Diagnosis of the Capacity for International Expansion of Companies based on FDC’s model of International Value Creation and aimed at evaluating essential aspects for the international competitiveness of companies and at supporting them in the evaluation and planning of their international strategies.

The study was mentioned more than forty times by the Brazilian press. Newspapers such as *Correio Braziliense*, *Folha de São Paulo*, *Estadão*, *Estado de Minas*, *Isto é Dinheiro*, *UOL* and *O Estado de São Paulo* published articles about it, and FDC has also posted both research results and a video clip with selected highlights in its social media.



FDC launches research on the Trajectory of internationalisation of Brazilian companies

## Practical Community in Business Model

This activity is supported by the International Businesses and Strategy Nucleus and is linked to FDC's CREST - *Centro de Referência em Estratégia* (Strategy Reference Centre). The Practical Community is composed of FDC's professors and researchers, executives of companies from different segments of the economy, academics and guests who, gathered in periodical events, promote discussions, generating Business Model contents. Four meetings took place in 2018 and were attended by 156 participants that promoted exchange of information, joint creation of knowledge and presentation of case studies on new business models and Digital Transformation.

The Practical Community actively participated in activities linked to the methodology of the programmes: PDE – *Programa de Desenvolvimento de Executivos* (Executive Development Programme) (technical coordination of the programme based on studies on Business Model, Creation and Distribution of Value); PGA – *Programa Gestão Avançada* (Advanced Management Programme) (wrap-up lecture); Programa de Especialização em Gestão (Management Specialisation Programme) (programme was completely revised and was renamed to Growth and Value Generation in Businesses); Programa Aberto Digital Business Strategy (Open Programme Digital Business Strategy) (under development).

## THEME: INNOVATION AND ENTREPRENEURSHIP

### Innovation Reference Centres

The Innovation and Entrepreneurship Core gathers companies and leaderships to discuss tendencies, share experiences and generate state-of-the-art, useful and applicable knowledge at the CRI - *Centros de Referência em Inovação* (Innovation Reference Centres).

In 2018 ten meetings of the Minas and National Innovation Reference Centres have been organised. The initiative was also launched in Fortaleza, state of Ceará, in partnership with the Regional



FDC's original study on transportation infrastructure in Brazil is presented in Washington

Affiliate Barros Soluções em Gestão. The first meeting was attended by more than thirty representatives of several companies and public and private organisations such as Colégio Master, Poli-brás, CRC and Banco do Nordeste do Brasil, who debated the challenge of creating in companies a culture favourable to innovation.

## **THEME: LOGISTICS, SUPPLY CHAIN AND INFRASTRUCTURE**

### **Transportation Logistics and Infrastructure Platform - PILT**

The Logistics Supply Chain and Infrastructure Core published an original study using the PILT - Transportation Logistics and Infrastructure Platform that indicated that Brazil will remain dependent on highroads for load transportation up to 2035, even if projects are implemented as expected by the government. The results presented by PILT / FDC in Washington, USA, at a workshop organised by IADB – InterAmerican Development Bank, had considerable communications media coverage. Forty-eight different news media, including the newspapers Valor Econômico, Estadão, Folha de São Paulo and Estado de Minas, the magazines Exame, Isto É Dinheiro, Globo Rural and Tecnológica, the web portals UOL, InfoMoney, R7 and Hoje em Dia, the radio station CBN, FDC's social media and many others, have reported on it.

Subsequently, PILT launched a strategic study, also original, that addresses an Optimised Scenario for the improvement of transportation systems in Brazil and advances projects to be implemented from 2018 to 2035. Over the year, the results of PILT's studies were presented to several companies and institutions, such as EPL – Empresa de Planejamento e Logística S.A., World Bank; ABCR – Associação Brasileira de Concessionárias de Rodovias, ANUT – Associação Nacional dos Usuários do Transporte de Carga, ACRJ – Associação Comercial do Rio de Janeiro, Firjan – Federação das Indústrias do Estado do Rio de Janeiro, and ATP – Associação de Terminais Portuários Privados.

The platform, launched in 2017, is now the largest collection of data on transportation logistics infrastructure in Brazil, combining different databases according to the concept of big data analytics, the development of georeferenced studies and multiple simulations.

### **Research on Logistic Costs in Brazil – 2017**

Another highlight among the activities of FDC's Logistics, Supply Chain and Infrastructure Core was the publication, in April, of a new edition of the research on Logistic Costs in Brazil - 2017. The research involved 130 companies whose gross revenues together equal 15.4% of the Brazilian GNP (excluding the tertiary sector) and its main objective was to assess the logistic costs incurred by companies that ship load abroad. The logistic costs are relatively higher in the mining, paper and cellulose, agribusiness and civil construction segments (above average), and relatively lower in the pharmaceutical, capital goods, automotive and electro-electronic segments.

## THEME: LEADERSHIP

### Women's Remuneration

FDC published a research study conducted by the People and Leadership Core that presents a detailed panorama of the remuneration of women working for large companies. The event took place during a Coffee Break with CEOs of the Alliance for the Empowerment of Women, an initiative that assembles large corporations committed to gender equality.

The study, which involved corporations such as AVON, Accenture, Cummins, DOW, EY, IBM, KPMG, Maersk, PWC, Talenses, Unilever and Whirlpool, enabled the precise determination of advances achieved, challenges and new activities.

The objective of the study is to foment discussion on the subject and stimulate actions and commitments of the companies that participate in the initiative. In addition to the above-mentioned companies, the Alliance for the Empowerment of Women is institutionally supported by UN Women and academically supported by FDC.

## THEME: SUSTAINABILITY

Among the activities conducted by the Sustainability Core and focused on the Sustainability of Boards of Directors the highlight is the publication of the book "Talking Sustainability in the Boardroom", co-authored by Clarissa Lins and Heiko Spitzbeck.

As for activities focused on Strategy and Sustainability, research was conducted and support efforts have been applied to revise the Novelis and Wilson Sons' Materiality Matrix, establishing strategic priorities in the corporate sustainability agenda.

As for those focused on Intra-entrepreneurship, collaboration with the League of Intrapreneurs enabled the launching of the new Intra-entrepreneurship Centre. Natura, Nestlé, BASF, Vedacit and VLI are some of the companies who confirmed participation in the new Centre.

The Sustainability Nucleus has also offered technical support to the elaboration and launching of *Época Negócios' 360º Yearbook*, in partnership with Editora Globo. It has also published the Sustainability Benchmarking study for the retail segment, evaluating the social and environmental performance of the segment and introducing best practices.

The Core provides general support to FDC's programmes, especially to the CEO Legacy, Beyond, Corporate Sustainability and Specialisation programmes. Knowledge generated by Intra-entrepreneurship was applied to programs for large organisations such as Unilever, Tivit and Vedacit.

## Sustainability and Competitiveness in Retail

The Retail Sustainability Benchmarking Report was intended to support Brazilian retailers in the improvement of competitiveness and of social and environmental performance.

The study analysed the sustainability reports of the country's forty largest retail companies. The social and environmental issues most relevant to the sector have been identified, the performance of selected companies has been assessed and existing good practices have been highlighted.

The report says that the average social and environmental performance of the retail companies analysed is still low. It could be, therefore, concluded that the retail segment offers a great potential for evolution with regard to its performance in sustainability, especially in environmental matters such as water, energy, product and wastes. Braskem, Itaú, Algar Telecom, Abiquim, Gerdau, Novelis, Grupo Pão de Açúcar and NHK supported the project.

## ADDITIONAL HIGHLIGHTS IN R&D PRODUCTION

### Case Studies on Public Management

As part of the efforts to increase its usefulness and be recognised as relevant to society, FDC invests in the generation of Knowledge on Public Management, a very important subject for Brazil and a key part of FDC's strategy in 2018. Two case studies have been approved for presentation at the CLAD 2018, one of the most important congresses on public sector issues to take place in Mexico. The panel will be presented in partnership with professors of the Spanish business school ESADE.

### Competitiveness Rankings

#### WEF/FDC Competitiveness Ranking

The ranking assesses the competitiveness of one hundred and forty countries and is conducted in partnership with Fundação Dom Cabral and the World Economic Forum. The ranking shows that Brazil has gone down three positions relative to the previous year, now occupying the 72<sup>nd</sup> position. Despite being the tenth largest market among those assessed, the country is far behind in terms of business dynamism and macro economic environment.

The country stood out due to the solidity of its financial system. As for the capacity for innovation, although it cannot compare to the world's most dynamic nations, Brazil appears in the top half of the ranking, in the 40<sup>th</sup> position.

#### 2017 World Competitiveness Yearbook

The 30<sup>th</sup> edition of the WCY - World Competitiveness Yearbook was published in 2017. Prepared by IMD in partnership with Fundação Dom Cabral, the yearbook shows that Brazil has gone up one position and occupies now the 60<sup>th</sup> place, behind Ukraine and Colombia and ahead of only Croatia, Mongolia and Venezuela. The United States is back to the top, followed by China, Singapore and The Netherlands.

FDC is responsible for collecting and analysing all data about Brazil used to prepare the yearbook.

### World Digital Competitiveness Ranking

This is a spin-off from IMD's competitiveness general report, prepared in partnership with FDC. The 2018 Digital Competitiveness Ranking assessed the abilities a country offers for the adoption, the development and the exploitation of digital technologies and their applications in business and administrative and managerial practices that benefit companies, governments and society as a whole.

The United States occupies the first position in the report, followed by Singapore, Sweden and Denmark. Brazil went down two positions and is now ranked 57 among the 63 countries included in analyses.

### Risks in the Financial Market

The book "*Gestão de Riscos no Mercado Financeiro*" (Risk Management in Financial Markets), co-authored by two FDC professors, specialists in the Management of Risk, was published by *Editora Saraiva*. Each chapter of the book addresses a different type of risk, namely financial, market, liquidity, credit, operating, reputation and compliance risks.

### Governance in Foundations

A Governance in Foundations research study was conducted by FDC to investigate the role of the structure of governance in foundations with regard to the fulfilment of the missions of these institutions preserving their longevity and efficiency. The production, which contributes to FDC's mission of generating and disseminating knowledge on management, outlines good practices of governance in private foundations, some of the practices being also applicable to other kinds of organisations.

| PUBLICATIONS                                    | 2018      |
|---|-----------|
| Articles in International Specialised Magazines | 8         |
| Articles in National Specialised Magazines      | 8         |
| Articles in Annuals of International Congresses | 13        |
| Articles in Annuals of National Congresses      | 10        |
| Books   | 4         |
| Chapters in Books                               | 5         |
| DOM Magazine                                    | 14        |
| Research Reports (COMPANIES AND AGENCIES)       | 7         |
| Research Reports (INTERNATIONAL NETWORK)        | 3         |
| <b>SUBTOTAL</b>                                 | <b>72</b> |

## 5.4 SYSTEM OF LIBRARIES

The System of Libraries serves all campuses of the institution. In 2018, the total number of items in the system was 30,576, encompassing 20,162 titles.

- New books acquired: 375 titles, for a total of 676 items;
- Books Donated: 96 titles, for a total of 136 items.

The circulation of items belonging to the libraries (returned to / borrowed from / renovation) resulted, in 2018, in 20,855 transactions.

### 5.4.1 New Bases

In 2018, FDC's System of Libraries inaugurated access to two new bases, namely, the *Portal de Periódicos CAPES* (CAPES Periodicals Web Portal) and the My E-books Library.

#### CAPES PERIODICALS WEB PORTAL

This is a virtual library that compiles and provides education and research institutions in Brazil with the best in the international scientific production. Its collection includes more than fifty-three thousand complete-text books, one hundred and twenty-nine reference bases, eleven dedicated bases and patents, books, encyclopaedias and reference books, technical norms, statistical data and audio-visual content.

#### MY E-BOOKS LIBRARY

A collection of more than eight thousand high quality technical, scientific and professional titles published by the most important academic publishing houses of the country.

### 5.4.2 Donation of Books

In addition to accepting donated books, FDC's System of Libraries also circulates publications, stimulating social projects aimed at encouraging reading and distribution of books. In 2018, donations were made to the following institutions or projects: Projeto Banho de Amor (*Banho de Amor Project*); Biblioteca Comunitária de Simões Filho/Bahia (Community Library of Simões Filho, state of Bahia); Instituto Lê (Read Institute) and campanha "O Livro Acolhe, Abriga e Ensina" ("Books welcome, host and teach" campaign), from SETRABH.

As an additional way of stimulating reading among the population, the library in the Belo Horizonte Campus reserved a space to lend books to the external public.



### 5.4.3 Academic Work

Also important in 2018 was the presentation of a study in the SNBU - *Seminário Nacional de Bibliotecas Universitárias* (National Seminar on University Libraries), in Salvador, addressing Diversity. The article presented was “Trans-formation, access to information and gender inclusion: elaboration of a business plan for the creation of a library to serve transvestites, transsexuals and transgender people undergoing risky situations in Belo Horizonte: report of an experience”.

In addition, a collaborator of FDC’s System of Libraries was invited by a Spanish publishing house – Editorial Académica Española – to publish her academic article entitled “Social Commitment: Establishment of a library in a rural area”.

### 5.5 DOM MAGAZINE

In 2018, DOM magazine brought out three new issues, reaching its 36<sup>th</sup> edition and fulfilling its purpose of being a magazine relevant to its readers and focused on the business community, and a channel to disclose bold and contextualised ideas on the most challenging subjects in the world of business. Being analytical, the magazine is intended to generate knowledge and to form opinions, anticipating the debate on challenges of business management.

The DOM magazine has taken first steps towards digitalisation, issuing the first version of the DOM Digital application for both iOS and Android.

# 6

## MANAGEMENT OF PEOPLE

A school that has achieved recognition and good reputation as Fundação Dom Cabral has is built primarily on people. And a school of management must do what it preaches: development. This is the reason FDC's team searches for the best practices available in the market.

The transformation undergone by FDC in 2018 reached all areas, impacting everybody in the institution. Over the year, a plan for the development of competences was implemented, with major emphasis on the Trusted Advisor competence: the ability to inspire confidence and to give relevant advice to executives and organisations.

All career dimensions at FDC are being developed, as follows:

- **Trilha de Desenvolvimento de Suporte ao Negócio** – com um total de 155 colaboradores, de todos os cargos e funções da FDC (exceto diretores, gerentes e analistas de projetos) capacitados no primeiro módulo, realizado em 2018.
- **Leadership and Management Tracks** – in 2018 they involved 100% of FDC's executive and operational leaders.
- **Market Teams Development Track** – constructed over 2018, its launching was attended by forty-nine collaborators, including Market Executive Managers, Project Managers and Business Analysts.
- **Professors Development Track** – the first module was conducted and attended by all full-time professors.
- **Business Support Development Track** – a total of 155 collaborators from all positions within FDC (except for directors, managers and project analysts) have been trained in the first module, in 2018.

## 6.1 DEVELOPMENT AND TRAINING

In 2018, 25 collaborators participated in programmes and training sessions in other Brazilian institutions. Four collaborators participated in programmes abroad and forty in programmes at FDC

### Participation of collaborators in FDC programmes

National open: 25

International open: 5

Training Programmes: 10

### Participation of collaborators in programmes outside FDC

National: 25

International: 4

## 6.2 QUALITY OF LIFE AND CORPORATE ENVIRONMENT

An area dedicated to Quality of Life and Corporate Environment was created in 2018 inside the People Management Division. The mission of the newly created area is to contribute to the promotion of a stimulating, inspiring, receptive and inclusive environment for FDC collaborators by means of actions aimed at communication and integration of the internal public.

### 6.2.1 Actions to Strengthen Links and Engagement

In 2018, many activities have been performed to strengthen the engagement of collaborators, including the celebrations of many commemorative dates such as Women's Day, Mothers' Day, June Fest, Fathers' Day and Children's Day and events praising collaborators such as *Transição de Carreira* (Career Transition) and *Projeto Reconhecimento* (Recognition Project). Editions of the Entre Nós (Between Us) initiative, a chat between the Dean and collaborators, were organised at the Aloysio Faria, Belo Horizonte and São Paulo campuses.

Six editions of the FDC in Family have been organised to bring together the relatives of FDC's collaborators. A lunch and a guided tour through the facilities of the campuses were offered.

On his or her birthday, each collaborator receives a gift and a personalised card congratulating him or her for the date. And collaborators who become fathers or mothers receive a book gift to record the life of their babies, containing a report on the social, political and economic facts happened on the date of birth.

## 6.2.2 Diversity Project

Another important event was the launching of the Diversity Project, which included a survey to map diversity in FDC, two alignment forums on the subject and meetings to discuss racism and the LGBT community. To improve the visibility of the agenda, activities have been developed to celebrate the LGBT Pride Day and the Black Conscience Day.

## 6.2.3 Health and Wellbeing

As for activities aimed at health and wellbeing, a Health Week was organised in all campuses and awareness campaigns were conducted to prevent breast and prostate cancers, including debates involving collaborators and invited specialists.

## 6.3 MANAGEMENT OF HUMAN RESOURCES AND BENEFITS

### 6.3.1 Education

In 2018, a total of R\$ 1,243,815.00 has been invested in the education of collaborators and relatives, from elementary school to undergraduate courses, including the reimbursement of expenses with didactic materials, benefitting a total of 219 collaborators.

### 6.3.2 Health

The investment in reimbursements of expenses with medications, therapies and treatments reached R\$ 657,125.40, in response to about 389 applications for reimbursement per month.

Investment in dental treatments for collaborators and relatives reached R\$ 415,395.00, in response to about 95 applications for reimbursement per month.

In 2018, 111 collaborators applied for reimbursement of expenses with physical activities, resulting in an investment of R\$ 185,447.00.

This year, R\$141,362.00 were invested to reimburse the so-called Babysitter Support, benefitting 17 collaborators.

#### Total amount of benefits distributed over 2018

|  |                 |
|--|-----------------|
| Health Insurance   | R\$5.026.989,00 |
| Group Health Insurance   | R\$522.015,00   |
| Sick Pay Complementation   | R\$ 62.039,00   |
| Personal Accident Insurance for trainees and scholarship holders | R\$1.702,00     |
| Private Pension Funds (FDC contribution)                         | R\$2.236.181,03 |
| Fuel Refund  | R\$608.552,00   |

## 6.4 BODY OF COLLABORATORS

At the end of the year FDC employed 298 collaborators in compliance with CLT (Brazilian Labour Legislation).

### COLLABORATORS PER TYPE OF LABOUR RELATIONSHIP

|                             |     |        |
|-----------------------------|-----|--------|
| CLT                         | 291 | 79,3%  |
| CLT (undetermined time)     | 7   | 1,9%   |
| ASSPROM                     | 29  | 7,9%   |
| Temporary                   | 1   | 0,3%   |
| FAPEMIG Scholarship Holders | 23  | 6,3%   |
| Trainees                    | 16  | 4,4%   |
| Total                       | 367 | 100,0% |

As of December 2018

### CLT COLLABORATORS PER UNIT

| Unit                  | CLT |      |
|-----------------------|-----|------|
| Aloysio Faria Campus  | 224 | 77%  |
| Belo Horizonte Campus | 20  | 7%   |
| São Paulo Campus      | 33  | 11%  |
| Rio de Janeiro Campus | 11  | 4%   |
| Brasília              | 3   | 1%   |
| Total                 | 291 | 100% |

As of December 2018

### AVERAGE SALARY (PER GENDER)

| Gender        | Average       |
|---------------|---------------|
| Women         | R\$ 9.830,08  |
| Men           | R\$ 15.381,49 |
| Total Average | R\$ 11.584,35 |

As of December 2018

### COLLABORATORS PER AGE BRACKET

| Age Bracket                | Quantity |
|----------------------------|----------|
| Up 25 years of age         | 9        |
| From 26 to 35 years of age | 81       |
| From 36 to 45 years of age | 114      |
| From 46 to 55 years of age | 62       |
| More than 55 years of age  | 32       |
| Total                      | 298      |

As of December 2018

## AVERAGE AGE OF COLLABORATORS

|                               |       |
|-------------------------------|-------|
| Average Age at FDC (in years) | 42.16 |
|-------------------------------|-------|

## COLLABORATORS PER LEVEL OF EDUCATION

| Level of Education                   | Quantity |
|--------------------------------------|----------|
| 5th Year of Elementary School        | 1        |
| Finished Elementary School           | 2        |
| Finished High School                 | 24       |
| Finished Graduation                  | 94       |
| Finished Post Graduation             | 119      |
| Finished a Master's Degree Programme | 39       |
| Finished a Doctor's Degree Programme | 17       |
| Finished a Post Doc Programme        | 2        |
| Total                                | 298      |

As of December 2018





# 7 OPERATIONAL AND FINANCIAL MANAGEMENT

## 7.1 INFRASTRUCTURE AND OPERATION

FDC optimised efforts and designed processes to gain efficiency in operations. An example is the detailed study that preceded the implementation of the ERP – Enterprise Resource Planning, an integrated system of business management that organises information regarding clients, suppliers, collaborators, products, sales, purchases, payments and taxes. Implementation will follow a modular schedule and will be launched in 2019.

The operation of the do CSI – Integrated Services Centre started by centralising travel processes (the Phase 1). Phase 2 will take place in 2019 and includes the optimisation of purchase processes and the integration of payments requests coming from the finance system. All these changes to processes happen in a transparent and integrated way.

It is worth highlighting that, despite last years' inflation rates, FDC's operating costs are decreasing due to increasing efficiency gains in operations.

The strategic initiative that promotes integration of people, processes and systems in FDC is based on four operating-efficiency pillars:

1. Performance (efficient, lean and agile processes)
2. Intelligence (available, complete and traceable information)
3. Mobility (intuitive experience anywhere)
4. Digital Evolution (single platform and continuously updates solutions)

The actions taken in 2018 to fulfil the objectives of the strategic initiative are:

- Implementation of ERP: formalisation of the design of internal processes in order to establish the format that best responds to FDC's needs, supported by partners Oracle and KPMG;
- Implementation of HCM – Human Capital Management: definition of FDC's macro processes listed by the HCM, a tool that will make the management of people more effective and will provide a more appropriate market solution for FDC's business;
- Implementation of CX – Customer Experience: hiring of a professional specialised in the management of CRM and BI implementation, analysis of three suppliers specialised in the implementation of CRM and BI tools, benchmarking of tools that are more appropriate to the initial needs of CX, selection of suppliers of solution and implementation of CX and beginning of the implementation of the Responsys tool –Oracle Platform with Oracle and PMWeb;
- Centralisation of travel logistic processes and reimbursement of expenses: beginning of operations of FDC's CSI – Integrated Services Centre, based on the redesign of processes and in adjustments to the internal structure in order to obtain higher efficiency and quality in the provision of services to the internal client;
- Implementation of SLAs: Definition of SLAs – Service Level Agreements for services provided by the administrative areas in order to increase transparency and integration among areas.
- GMD – Matrix Expenses Management: Identification of opportunities to reduce expenses related to consumption behaviour by proposing projects to reduce expenditures in specific accounting groups of FDC.

## 7.1.1 Changes to Infrastructure

### FDC CAMPUSES

FDC's campuses have undergone changes to improve their infrastructure, following unification of operations of Rio de Janeiro and São Paulo campuses and revitalisation of the Belo Horizonte Campus in aspects such as accessibility, comfort, space for creativity and socialisation space.

The studio FDC, a differentiated space for the production of videos located in the Aloysio Faria Campus, was inaugurated.

A contract with Samotrácia to provide water at the Aloysio Faria Campus was revised and modified to include best social and environmental practices.

The hotel chain that operates at the Aloysio Faria Campus is now the eSuites, controlled by the Vert Hotels Chain. The change was made to achieve maximum operating efficiency, greater comfort and better experiences for those visiting the campus.



FDC launches studio for the production of professional videos



## 7.2 NON-OPERATING REVENUE

The first semester of 2018 was marked by the activities of diagnosis and elaboration of the Resource Mobilisation Plan. From February to April, eighteen interviews have been conducted with managers to collect information and perceptions and to compile about two hundred electronic and printed documents related to the history of previous initiatives. In May, the guidelines to the Resource Mobilisation Plan were defined. The plan has the following structure: Principles, Portfolio, Sources of Resources, Communication and Team. After presentation, and approval by the Executive Directorate, a Resource Mobilisation division was created, a manager and an assistant were hired and the specialised technical consultancy maintained.

The market prospection phase was launched and includes sales meetings and contacts with potential partners.

## 7.3 ECONOMIC AND FINANCIAL PERFORMANCE

Operating revenue reached R\$ 251 million, thus exceeding the budgeted amount of R\$ 258 million.

The investment in product, people and market development reached R\$ 23 million. Administrative expenses were managed and exhibited a decrease of about R\$ 818 thousand over the year relative to the budget.

The net result exceeded the budgeted amount in 6% and reached R\$ 5.499 million.

### 7.3.1 Operating Revenue

Budgeted: R\$ 257.338 million

Actual: R\$ 251.768 million

### 7.3.2 Gross Margin

Budgeted: R\$ 75.151 million

Actual: R\$ 70.975 million

### 7.3.3 Net Result

Budgeted: R\$ 5.185 million

Actual: R\$ 5.499 million

### **7.3.4 Investments in Development**

Budgeted: R\$ 24.894 million

Actual: R\$ 22.887 million

### **7.3.5 Administrative Expenses**

Budgeted: R\$ 40.849 million

Actual: R\$ 40.031 million

### **7.3.6 Non-operating Revenue**

Budgeted: R\$ 1.284 million

Actual: R\$ 3.724 million (includes sponsorship in Knowledge Generation)

## ANEXOS

### Articles in National and International Congress Proceedings

| Year | Title  | Reference  | Type of publication                                   | Center  | Authors  |
|------|--|--|---|---|--|
| 2018 | Absorptive and innovative capacity of organizations: the relationship between potential absorptive capacity and realized absorptive capacity                   | Work Presentation /2018 Conference   | Articles in Proceedings of International Conferences. | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de;  |
| 2018 | THE STRATEGIC MANAGEMENT OF THE SUPPLY AND THE COMPARATIVE ADVANTAGE IN RESOURCES: A STUDY IN BRAZILIAN COMPANIES  | TM&S ALGARVE 2018  | Articles in Proceedings of International Conferences. | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de;  |
| 2018 | Teach by learning, learn by teaching: the challenges of transferring knowledge in a business school.   | Work presentation/2018 Conference  | Articles in Proceedings of International Conferences. | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de;  |
| 2018 | MNC's knowledge management and project performance: An ability, motivation and opportunity approach.   | EIBA 2018  | Articles in Proceedings of National Conferences.      | Núcleo de Estratégia e Negócios Internacionais;     | BARAKAT, Livia Lopes;  |
| 2018 | The phenomenon of relational leadership: inter-relating individuals, organizations and society   | In: XXIII Congreso Internacional del Centro Latinoamericano de Administración para el Desarrollo - CLAD, 2018, Guadalajara, México.  | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | BOTELHO, C. A.; BECKER, P. L.; VILHENA, R. M. P.; SANT'ANNA, Anderson de Souza;          |
| 2018 | Types of entrepreneurs in open-air and conventional shopping centers.  | In: Colóquio Nacional do Núcleo de Estudos em Espaço e Representações - NEER, 2018, Diamantina.  | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | SILVA, G. C.; SANT'ANNA, Anderson de Souza;  |
| 2018 | Types of entrepreneurs in open-air and conventional shopping centers: a case study based on Bourdieu's Theory of Practical Action.                             | In: 16th National Meeting of the Brazilian Association of Regional and Urban Studies (ERABER), 2018/, Caruaru.,  | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | SILVA, G. C.; SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins; NELSON, Reed Elliot; |
| 2018 | Puppeteer, Puppet and Scenographer in a Family Business Succession. 2018.  | IAMB. 2018   | Articles in Proceedings of International Conferences. | Núcleo de Estratégia e Negócios Internacionais;     | VAZ, Samir Lóffi; PERDIGAO, D. A;  |
| 2018 | Businesses' social (ir)responsibility: the Mariana, MG, environmental disaster from the viewpoint of inhabitants of five affected town..                       | 42nd Meeting of the National Association of Graduate and Research Programs in Administration, 2018, Curitiba. 42nd Meeting of the National Association of Graduate and Research Programs in Administration. Curitiba: ANPAD, 2018. | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | PIRES, M. A.; SILVA, L. M. C. E.; OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza;  |
| 2018 | Teaching in stricto sensu administration programs: the influence of institutional factors on career management.  | 42nd Meeting of the National Association of Graduate and Research Programs in Administration, 2018, Curitiba. 42nd Meeting of the National Association of Graduate and Research Programs in Administration. Curitiba: ANPAD, 2018. | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | KILIMNIK, Zélia Miranda; SANT'ANNA, Anderson de Souza;                                   |
| 2018 | Corporate Social (Ir)Responsibility: the environmental disaster in Mariana (Minas Gerais, Brazil), from the viewpoint of people living in the affected region. | In: Congrès d'Association de la Responsabilité Sociale de l'Entreprise - ADERSE, 2018, Paris. Colloque d'Association de la responsabilité sociale de l'entreprise - ADERSE. Paris: ADERSE, 2018.                                   | Articles in Proceedings of International Conferences. | Núcleo de Desenvolvimento de Pessoas e Liderança;   | SANT'ANNA, Anderson de Souza;  |
| 2018 | The Value of Choices: a Business Model Approach to Value   | EnANPAD 2018   | Articles in Proceedings of National Conferences.      | Núcleo de Estratégia e Negócios Internacionais;     | SALUM, Fabian Ariel;   |

## Articles in National and International Congress Proceedings

| Year | Title   | Reference   | Type of publication                                   | Center  | Authors  |
|------|---|---|---|---|--|
| 2018 | Contemporary processes of productive restructuring on individuals who work for a living.                            | In: VIII Congresso Internacional de Psicopatologia Fundamental, 2018, Rio de Janeiro. VIII Congresso Internacional de Psicopatologia Fundamental, 2018, Rio de Janeiro: Associação Universitária de Psicopatologia Fundamental, 2018. | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança; | SANT'ANNA, Anderson de Souza;  |
| 2018 | Malaise at work in hypermodernity.  | In: XIV Congresso Brasileiro de Psicopatologia Fundamental, 2018, Rio de Janeiro.   | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança; | FERREIRA, J.; SANT'ANNA, Anderson de Souza; SANTOS, T. C.;   |
| 2018 | How Do State-Owned Enterprises Adapt: An Historical And Comparative Exploration Of CEO Turnover Decisions           | Academy of Management 2018  | Articles in Proceedings of International Conferences. | Núcleo de Estratégia e Negócios Internacionais;   | FERREIRA, Paul;  |
| 2018 | KNOWLEDGE TRANSFER IN INTERORGANIZATIONAL PARTNERSHIPS: WHAT DO WE KNOW?  | Academy of Management.2018  | Articles in Proceedings of International Conferences. | Núcleo de Estratégia e Negócios Internacionais;   | MILAGRES, Rosiléia das Mercês; BURCHARTH, Ana;   |
| 2018 | Professional competencies and management practices in Brazil, Russia, India and China.                              | In: The 14th World Congress of International Federation of Scholarly Associations of Management - IFSAM, 2018, Pequim, China.   | Articles in Proceedings of International Conferences. | Núcleo de Desenvolvimento de Pessoas e Liderança; | CARVALHO NETO, Antonio Moreira; SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins; LIMA, M. V.; |
| 2018 | Social media and human interactions under a poetical-musical perspective.   | In: Fourteenth Congress of Qualitative Inquiry, 2018, Urbana-Champaign, Illinois. Fourteenth Congress of Qualitative Inquiry, Urbana-Champaign, Illinois: IRQI, 2018. v. 1.   | Articles in Proceedings of International Conferences. | Núcleo de Desenvolvimento de Pessoas e Liderança; | PINHEIRO, M. K. C. 512 SANT'ANNA, Anderson de Souza; CARVALHO, Ricardo Augusto Alves de;           |
| 2018 | Fourth industrial revolution: implications for subjects who work for a living                                       | In: Congresso de Saúde Mental e Trabalho: Mal-estar no Trabalho, 2018, UFMG, Belo Horizonte.  | Articles in Proceedings of National Conferences.      | Núcleo de Desenvolvimento de Pessoas e Liderança; | SANT'ANNA, Anderson de Souza; Et al;   |
| 2018 | Contemporary Market Management - from the Brazilians executives perspective   | In: VIII Encontro de Marketing da ANPAD - EMA, 2018, Porto Alegre. VIII Encontro de Marketing da ANPAD - EMA, 2018,   | Articles in Proceedings of National Conferences.      | Not connected to any center                       | DAMÁZIO, Luciana Faluba; Et al;  |
| 2018 | Consumer behavior in relation to sustainable products: a literature review.   | In: VIII Encontro de Marketing da ANPAD - EMA, 2018, Porto Alegre. VIII Encontro de Marketing da ANPAD - EMA, 2018,   | Articles in Proceedings of National Conferences.      | Not connected to any center                       | DAMÁZIO, Luciana Faluba; Et al;  |
| 2018 | The venture capital: a classroom game of competition simulating high technological and high risks investment funds. | In: ABSEL ANNUAL CONFERENCE ( 45., March 21-23, 2018, Seattle, Washington).   | Articles in Proceedings of International Conferences. | Núcleo de Estratégia e Negócios Internacionais;   | ALVES, Paulo Vicente dos Santos;   |
| 2018 | Reverse knowledge transfer as a strategy to innovate in an emerging market .  | In: STRATEGIC MANAGEMENT SOCIETY SPECIAL CONFERENCE (15-17 MARCH, 2018.   | Articles in Proceedings of International Conferences. | Núcleo de Estratégia e Negócios Internacionais;   | BARAKAT, Livia Lopes;  |

## Articles in National and International Periodicals

| Year | Title   | Reference  | Type of publication                | Center  | Authors  |
|------|---|--|------------------------------------|---|--|
| 2018 | Outsourcing of forestry activities in the pulp and paper Industry   | REVISTA DE ADMINISTRACAO IMED, v. 8, p. 260, 2018.   | Articles in National Journals      | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de;  |
| 2018 | The Titere puppet master, the puppet and the set designer in the succession of family business.   | Work presentation/Conference, 2018   | Articles in National Journals      | Núcleo de Estratégia e Negócios Internacionais;     | VAZ, Samir Lótfi;  |
| 2018 | THE USE OF THE JOB TO BE DONE' METHODOLOGY TO IDENTIFY OPPORTUNITIES OF VALUE CO-CREATION IN THE CONTEXT OF THE SERVICE- DOMINANT LOGIC | BBR. Brazilian Business Review. 2018   | Articles in National Journals      | Not connected to any Center;                        | RIBEIRO, Áurea Helena Puga;  |
| 2018 | Discomfort on the periphery of Flexible Accumulation: the Previ Case "Má-ravilhosa"   | Revista Horizontes Interdisciplinares da Gestão, 2018.   | Articles in National Journals      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | FERREIRA, J.; SANTOS, T. C.; SANT'ANNA, Anderson de Souza;                     |
| 2018 | The relationship between developing strategies and organizational learning.   | Revista Brasileira de Gestão de Negócios - RBGN, v. 20, n. 2, p. 157-177, abr./jun. 2018.          | Articles in National Journals      | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de;  |
| 2018 | THE USE OF THE JOB TO BE DONE' METHODOLOGY TO IDENTIFY VALUE CO-CREATION OPPORTUNITIES IN THE CONTEXT OF THE SERVICE DOMINANT LOGIC     | BBR. Brazilian Business Review   | Articles in International Journals | Not connected to any Center                         | RIBEIRO, Áurea Helena Puga; Et al;   |
| 2018 | Environmental governance in China: Interactions between the state and nonstate actors   | JOURNAL OF ENVIRONMENTAL MANAGEMENT, v. 220, p. 126-135, 2018.                                     | Articles in International Journals | Not connected to any Center                         | Et al; ZEIDAN, Rodrigo Mariath;  |
| 2018 | Tariff reduction on renewables inputs for European decarbonization  | Nature Sustainability, v. 1, p. 436-440, 2018.   | Articles in International Journals | Not connected to any Center;                        | ZEIDAN, Rodrigo Mariath;   |
| 2018 | Why HR after all? A study on peripheral economy.  | REVISTA DE CIÊNCIAS DA ADMINISTRAÇÃO (CAD/UFSC), v. 20, p. 9, 2018.                                | Articles in National Journals      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins;                          |
| 2018 | Supporting Innovation Through Analytics Support for Market Intelligence.  | INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND INNOVATION MANAGEMENT (ONLINE), v. 8, p. 1-13, 2018. | Articles in International Journals | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga; JAMIL, G. L. ;                                     |
| 2018 | Knowledge transfer in interorganizational partnerships: what do we know?  | Business Process Management Journal, v. 24, p. 1-42, 2018.   | Articles in International Journals | Núcleo de Estratégia e Negócios Internacionais;     | MILAGRES, Rosiléia das Mercês;   |
| 2018 | ANALYSIS AND CATEGORIZATION OF ENTREPRENEURIAL ECOSYSTEMS: A STUDY IN DIFFERENT AREAS IN THE CITY OF SETE LAGOAS (MINAS GERAIS).        | REVISTA GESTÃO EM ANÁLISE, v. 7, p. 70-84, 2018.   | Articles in National Journals      | Núcleo de Desenvolvimento de Pessoas e Liderança;   | JELIHOVSKI, P. H. G; MARTINS, Henrique Cordeiro; SANT'ANNA, Anderson de Souza; |
| 2018 | The relationship between strategy making and organizational learning.   | RBGN-Revista Brasileira de Gestao de Negocios , v. 20, p. 157-177, 2018. (A2)                      | Articles in International Journals | Núcleo de Estratégia e Negócios Internacionais;     | VERSANI, Angela França; REZENDE, Sérgio Fernando Loureiro; VAZ, Samir Lótfi;   |
| 2018 | Strategic involvement of middle management: analyzing the past and projecting the future.   | RAC. REVISTA DE ADMINISTRAÇÃO CONTEMPORÂNEA (ONLINE), v. 3, p. 380-402, 2018.                      | Articles in National Journals      | Núcleo de Estratégia e Negócios Internacionais;     | VAZ, Samir Lótfi; BULGACOV, S.;  |
| 2018 | Do ultimate owners follow the pecking order theory?   | The Quarterly Review of Economics and Finance, v. 67, p. 45-50, 2018                               | Articles in International Journals | Not connected to any Center                         | ZEIDAN, Rodrigo Mariath; GALIL, k.; SHAPIR, O.;                                |
| 2018 | How (a)symmetric is the response of import demand to changes in its determinants? Evidence from European energy imports.                | ENERGY ECONOMICS, v. 69, p. 379-394, 2018.   | Articles in International Journals | Not connected to any Center                         | FEDOSEEVA, Svetlana; ZEIDAN, Rodrigo Mariath;                                  |

## Articles in DOM Magazine

| Year | Title  | Reference  | Type of publication  | Center  | Authors   |
|------|--|--|----------------------|---|---|
| 2018 | Digital transformation: the Brazilian perspective and the search for digital maturity.     | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 33-37, 2018.       | DOM Journal articles | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga; CASTRO, André Luis de; TAURION, Cezar;  |
| 2018 | Branding and image management - building strong brands in the VUCA world                   | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 19-23, 2018.       | DOM Journal articles | Not connected to any Center;                        | ALBUQUERQUE, Fred; DAMÁZIO, Luciana Faluba;   |
| 2018 | Strategic management of supplies and comparative advantage in resources                    | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 57-62, 2018.       | DOM Journal articles | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de; RESENDE, Paulo Tarso Vilela;  |
| 2018 | Brazil needs to resume the competitiveness agenda to move forward                          | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 39-45, 2018.       | DOM Journal articles |   | OLIVEIRA, Carlos Alberto Arruda de; BURCHARTH, Ana; LOTT, Luana;  |
| 2018 | What do small businesses know?   | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 69-73, 2018.       | DOM Journal articles | Núcleo de Desenvolvimento de Pessoas e Liderança;   | CHAGAS, Gilmar; SANT'ANNA, Anderson de Souza;   |
| 2018 | Paving the way toward Industry 4.0   | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 75-81, 2018.       | DOM Journal articles | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga; Et al;  |
| 2018 | Dilemmas of innovation and challenges of consultancy                                       | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 25-31, 2018.       | DOM Journal articles | Núcleo de Inovação e Empreendedorismo;              | BURCHARTH, Ana; LOTT, Luana; Et al;   |
| 2018 | Uber in the context of disruptive innovations  | DOM / Revista da Fundação Dom Cabral, n. 35, v. 1, p. 90, 2018.          | DOM Journal articles | Núcleo de Logística, Supply Chain e Infraestrutura; | RESENDE, Paulo Tarso Vilela;  |
| 2018 | Creating data for innovation: in search of the company 2.0                                 | DOM / Revista da Fundação Dom Cabral, n. 34, v. 1, p. 51-59, 2018        | DOM Journal articles | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga; OLIVEIRA, Carlos Alberto Arruda de;   |
| 2018 | Individual-work-organization relationships in the era of the fourth industrial revolution. | DOM: Revista da Fundação Dom Cabral, v. 34, p. 73-77, 2018               | DOM Journal articles | Núcleo de Desenvolvimento de Pessoas e Liderança;   | SANT'ANNA, Anderson de Souza;   |
| 2018 | The new face of globalization: implications for Brazil.                                    | DOM: a revista da Fundação Dom Cabral, Nova Lima, v.11, ed. 34, p.8-15.  | DOM Journal articles | Not connected to any Center;                        | BRAGA, Carlos A. Primo;   |
| 2018 | Transformation of business models in the era of cognitive computing                        | DOM: a revista da Fundação Dom Cabral, Nova Lima, v11, ed. 34, p. 23-29  | DOM Journal articles | Not connected to any Center;                        | SALUM, Fabian Ariel; COLETA, Karina; FERRAZ, Dalini;  |
| 2018 | Spillovers occurring in the industrial partnership Brazil-Sweden                           | Dom: a revista da Fundação Dom Cabral, Nova Lima, v.11, ed. 34, p. 79-85 | DOM Journal articles | Núcleo de Inovação e Empreendedorismo;              | OLIVEIRA, Carlos Alberto Arruda de; BARCELOS, Erika Penido; CASTRO, Ana Elisa Martins Pacheco de ; LOTT, Luana; |
| 2018 | Business and people management in the Industry 4.0   | DOM: a revista da Fundação Dom Cabral, Nova Lima, v.11, ed. 34, p. 87-91 | DOM Journal articles | Núcleo de Desenvolvimento de Pessoas e Liderança;   | FERNANDES, Bruno H. Rocha; 3  |

## Books and Book Chapters

| Year | Title  | Reference  | Type of publication | Center  | Authors   |
|------|--|--|---------------------|---|---|
| 2018 | Digital Transformation: Digital Maturity Applied to Study Brazilian Perspective for Industry 4.0.                            | 1. ed. Estados Unidos: Springer, 2018. v. - . 543p .   | Livros              | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga; JAMIL, G. L. ;  |
| 2018 | Apelo à razão: A reconciliação com a lógica econômica.   | 1. ed. Sao Paulo: Record, 2018. 364p .   | Livros              | Sem vínculo a Núcleos;                              | ZEIDAN, Rodrigo Mariath;  |
| 2018 | Development of socially responsible leaders: role of undergraduate administration courses in Brazil.                         | Corporate social responsibility in Brazil: the future is now. 1ed.Cham, Swetzland: Springer International Publishing, 2018, v. , p. 289-308.   | Capítulos em Livros | Núcleo de Desenvolvimento de Pessoas e Liderança;   | SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins;           |
| 2018 | Adaptation of the extended model of moral outrage in corporate social irresponsibility.                                      | Stehr, C.; Dziatzko, N.; Struve, F. (Org.). Corporate social responsibility in Brazil: the future is now. 1ed.Cham, Switzerland: Springer International Publishing, 2018, v. , p. 191-219. | Capítulos em Livros | Núcleo de Desenvolvimento de Pessoas e Liderança;   | PIRES, M. A.; SILVA, L. M. C. E.; OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza; |
| 2018 | Talking Sustainability in the Boardroom  | Routledge; Edição: 1 (17 de julho de 2018)   | Livros              | Núcleo de Sustentabilidade;                         | SPITZEZECK, Heiko;  |
| 2018 | Percepções sobre o papel das mulheres no mercado de trabalho brasileiro  | In: Antônio Moreira de Carvalho Neto; Fernanda Versiani. (Org.). Mulheres profissionais: Quem é o sexo frágil?. 1ed.Belo Horizonte: Editora Puc Minas, 2018, v. 1, p. 17-33.               | Capítulos em Livros | Núcleo de Desenvolvimento de Pessoas e Liderança;   | OLIVEIRA, Fatima Bayma; SANT'ANNA, Anderson de Souza;                                   |
| 2018 | Finanças   | Saraiva  | Livros              | Sem vínculo a Núcleos;                              | OLIVEIRA, Virginia Izabel de;   |
| 2018 | Handbook of Research on Strategic Innovation Management for Improved Competitive Advantage.                                  | 1. ed. IGI Global: IGI Global, 2018. v. 2. 800p .  | Livros              | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga;   |
| 2018 | VIEWPOINT OF INDUSTRY, RETAILERS, AND CARRIERS ABOUT URBAN FREIGHT TRANSPORT: SOLUTIONS, CHALLENGES, AND PRACTICES IN BRAZIL | City Logistics 1. 1ed.: John Wiley & Sons, Inc., 2018, v. , p. 287-302.  | Capítulos em Livros | Núcleo de Logística, Supply Chain e Infraestrutura; | SOUSA, Paulo Renato de; RESENDE, Paulo Tarso Vilela;                                    |

## Research Reports

| Year | Title  | Reference  | Type of publication                                 | Center  | Authors   |
|------|--|--|---|---|---|
| 2018 | Internationalization path of Brazilian companies                               | FDC: Research report. 2018                       | Research reports (international networks)           | Núcleo de Inovação e Empreendedorismo;              | BARAKAT, Livia Lopes;                                       |
| 2018 | Innovation and digitization in the public sector. 2018.                        | Fundação Dom Cabral: Research report. 2018       | Research report                                     | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga;                                 |
| 2018 | Digital transformation and maturity levels.                                    | Fundação Dom Cabral: Research report. 2018       | Research report                                     | Núcleo de Desenvolvimento de Pessoas e Liderança;   | TADEU, Hugo Ferreira Braga;                                 |
| 2018 | DIAGNOSIS AND PROJECTIONS FOR THE TRANSPORT LOGISTICS INFRASTRUCTURE IN BRAZIL | Fundação Dom Cabral: Research report (PILT) 2018 | Research reports (sponsored-companies and agencies) | Núcleo de Desenvolvimento de Pessoas e Liderança;   | RESENDE, Paulo Tarso Vilela;                                |
| 2018 | IMD DIGITAL COMPETITIVENESS 2018   | Fundação Dom Cabral: Research report (IMD) 2018  | Research reports (international networks)           | Núcleo de Sustentabilidade;                         | OLIVEIRA, Carlos Alberto Arruda de; BURCHARTH, Ana;         |
| 2018 | ANALYSIS REPORT COMPETITION RANKING 2018                                       | Fundação Dom Cabral: Research report (IMD) 2018  | Research reports (international networks)           | Núcleo de Desenvolvimento de Pessoas e Liderança;   | OLIVEIRA, Carlos Alberto Arruda de; BURCHARTH, Ana;         |
| 2018 | Overview of innovation in Brazil   | Fundação Dom Cabral: Research report. 2018       | Research reports (sponsored-companies and agencies) | Núcleo de Inovação e Empreendedorismo;              | TADEU, Hugo Ferreira Braga; PENNA, Rodrigo; OLIVEIRA, Igor; |
| 2018 | Logistic Costs in Brazil 2017/2018   | Fundação Dom Cabral: Research report 2018        | Research report                                     | Núcleo de Inovação e Empreendedorismo;              | RESENDE, Paulo Tarso Vilela; SOUSA, Paulo Renato de;        |
| 2018 | SUSTAINABILITY AND RETAIL BENCHMARKING   | Fundação Dom Cabral: Research report. 2018       | Research reports (sponsored-companies and agencies) | Núcleo de Logística, Supply Chain e Infraestrutura; | SPITEZECK, Heiko;   |
| 2018 | Urban distribution of goods 2017/2018  | 2018 Fundação Dom Cabral: Research report. 2018  | Research report                                     |   | SOUSA, Paulo Renato de; RESENDE, Paulo Tarso Vilela;        |





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