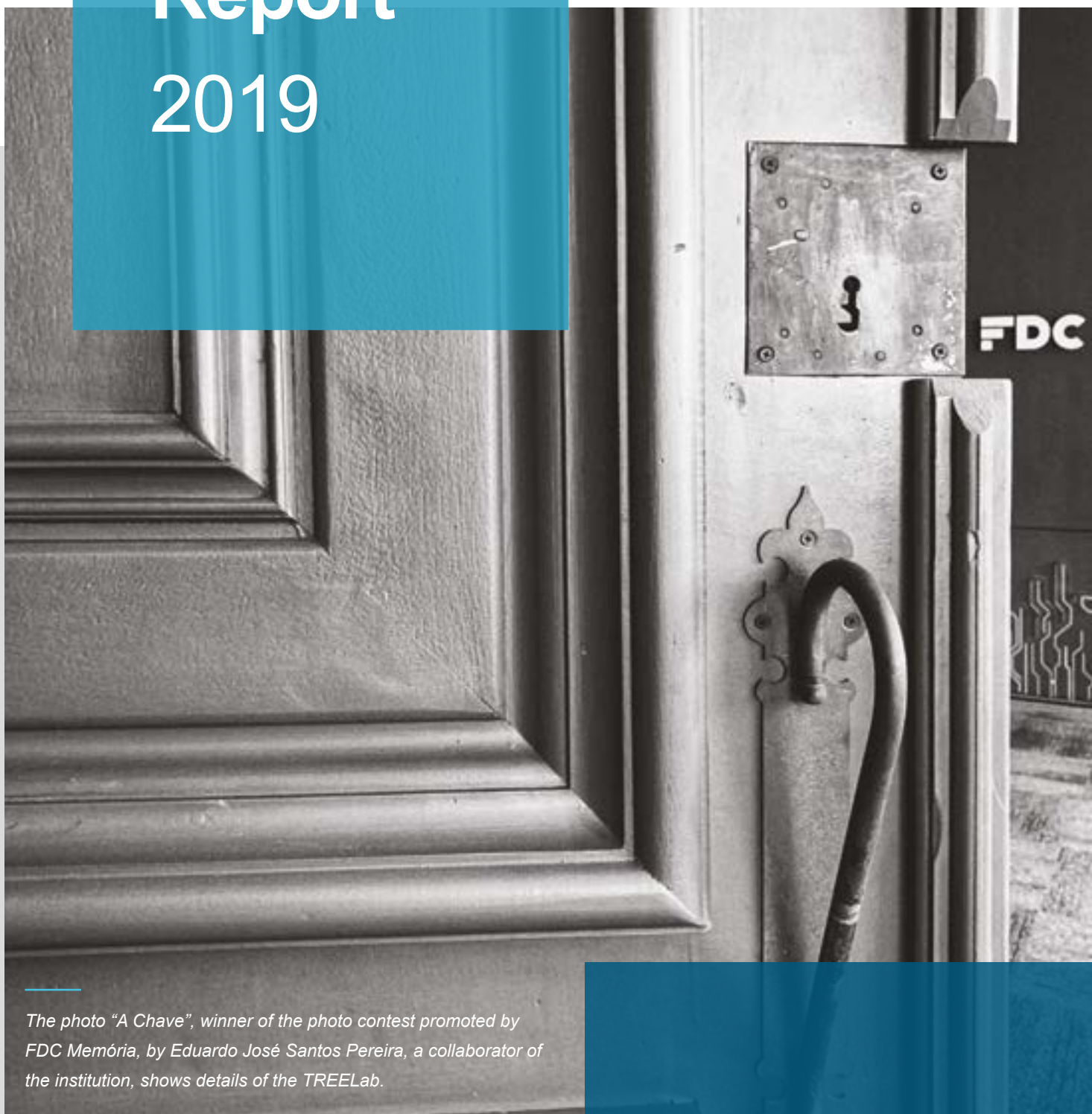


# Annual Report 2019



*The photo “A Chave”, winner of the photo contest promoted by FDC Memória, by Eduardo José Santos Pereira, a collaborator of the institution, shows details of the TREELab.*

## **FOUNDER AND CHAIRMAN (in memoriam)**

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Internationalization

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Guy Pfeffermann – *USA*

Jamal Khokhar – *Canada*

Jennie Hunter-Cevera – *USA*

João Figueiredo – *Mozambique*

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Julia Middleton – *United Kingdom*

Lin Zhou – *USA*

Luis Roberto Pogetti – *Brazil*

Luiz Lopes – *Brazil*

Marina Silva – *Brazil*

Mark Cutifani – *Australia*

Melanie Katzman – *USA*

Narayana Murthy – *India*

Pedro Matias – *Portugal*

Phil LeNir – *Canada*

Rachel Jafta – *South Africa*

Ramon O'Callaghan – *Portugal*

Renato Vale – *Brazil*

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Roberto Rodrigues – *Brazil*

Roberto Teixeira da Costa – *Brazil*

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Sérgio Soares Cavalieri – *Brazil*

Shantanu Prakash – *India*

Suzanne Gowler – *United Kingdom*

Tadeu Nardocci – *Brazil*

Wilson Brumer – *Brazil*

# SUMMARY

Tribute to Dom Serafim Fernandes de Araújo	7
<b>1. FDC</b>	<b>8</b>
A Letter from the Dean	10
Our Essence	14
Fundamental Principles	15
Governance	15
Board of Trustees and Audit Committee	16
International Advisory Board	17
Ensuring Best Practices (Compliance)	18
Memória FDC	19
<b>2. INSTITUTIONAL IMPACTS</b>	<b>20</b>
Awards and recognition	21
Institutional Actions	22
Partnerships for Rankings and Publications	29
<b>3. OUR REACH (FDC FIGURES)</b>	<b>32</b>
<b>4. THE FUTURE OF MINING UNDER DISCUSSION</b>	<b>38</b>
Internationalization	39
Corporate Relationships	42
<b>5. IMPACT OF INTERNAL OPERATIONS</b>	<b>44</b>
Economic-Financial and Infrastructure	45
People	46
Marketing and Corporate Communications	48
<b>6. IMPACT OF RESPONSIBLE MANAGEMENT</b>	<b>50</b>
Basis – Training pathway in social and responsible management	51
Raízes Program	52



Partnership with Social Organizations (POS)	54
Program for the Development of Companies and Social Organizations (PDEOS)	56
FDC Empreenda	57
Scholarships	58
<b>7. IMPACTS ON ORGANIZATIONAL DEVELOPMENT</b>	<b>60</b>
Large Organizations and Public Organizations	61
Experience Reports	62
Impact on Development of Medium-Sized Organizations	67
Regional Affiliates - Local action with a global perspective	68
<b>8. IMPACT ON PEOPLE DEVELOPMENT</b>	<b>70</b>
Innovations in 2019 – Trekker	71
Strengthening Alumni Relations	71
Executive MBA	73
Graduate studies - Specialization and Professional Master's in Administration (MPA)	74
Open Programs/Short Duration	75
<b>9. IMPACT ON RESEARCH AND DEVELOPMENT</b>	<b>76</b>
<b>R&amp;D PRODUCTIONS 2019</b>	<b>81</b>
Articles in National and International Periodicals	82
Articles in National and International Congress Proceedings	84
Books	85
Books Chapters	86
FDC Cases	87
Research Reports	88



*Dom Serafim was a tireless advocate for social inclusion through education.*

## Dom Serafim - Founder and Patron of FDC: he dedicated his life to education and pastoral work - 1924-2019

This year, Fundação Dom Cabral said goodbye to Dom Serafim Fernandes de Araújo, its Founder and Patron. Dom Serafim was not only a patron of FDC, but also the honorary president of Fundação José Fernandes de Araújo, fulfilling his life purpose in support of social inclusion, and the building of citizenship and a dignified life through education.

Born on August 13, 1924, in Minas Novas, in the Vale do Jequitinhonha (MG), he was the third metropolitan archbishop of Belo Horizonte. He spent his childhood in Itamarandiba and, at the age of 12, went to study at the Diamantina Seminary, where he graduated in humanities, in 1942, and in philosophy, in 1944.

# Tribute to Dom Serafim

He was sent to study in Rome, where he did a master's degree in theology and canon law at the Pontifical Gregorian University, returning to Brazil in 1951. Consecrated bishop on May 7, 1959, he also assumed the positions of Vicar General, Administrator and Director of Religious Education of the Archdiocese, in addition to becoming a professor of religious culture at PUC Minas.

Dom Serafim participated in the Second Vatican Council and, from 1962 to 1965, he visited several universities around the world to attend seminars and congresses on education. From 1978 to 1981, he was a member of the Federal Council of Education, serving as President of the Higher Education Chamber.

Prominently identified with educational work, Dom Serafim was Dean of the Catholic University of Minas Gerais (currently PUC Minas) between 1960 and 1981, where he participated in the creation of the Extension Center. Over the years, the Extension Center expanded its activities and, in order to have more autonomy and independence, was separated from the Catholic University. In 1976, Fundação Dom Cabral - FDC was created: an autonomous, non-profit institution, under private law. Dom Serafim Fernandes de Araújo together with professor Emerson de Almeida commenced FDC activities. For more than 40 years, Dom Serafim participated in all the important moments of the institution, guiding decisions with

serenity and wisdom. He was the president of the FDC Board of Trustees between 1992 and 2018, when he became a Patron.

He was appointed cardinal on January 18, 1998. Pope John Paul II, today St. John Paul II, celebrated his inaugural ceremony on February 21 and 22, 1998. The title of Archbishop Emeritus of Belo Horizonte was granted in 2004.

At FDC, he played a significant role in social projects. He encouraged the creation of the Volunteer Committee and Honorary President of Instituto Cultural Inhoré Cultural Institute – Parque Ecológico Geraldino José de Almeida Ecological Park. In 1980, Dom Serafim created the Fundação José Fernandes de Araújo (FJFA) to grant scholarships to low-income students from institutions of higher education. Dom Serafim was the president of the institution from its foundation until 2017, when he invited Professor Emerson de Almeida to assume the presidency.

Dom Serafim's passion for Clube Atlético Mineiro was known and lasted throughout his life. Counselor, a great benefactor of the sports association, the archbishop emeritus of Belo Horizonte collected love stories for the team.

Dom Serafim wrote the memoir "Na palma da mão de Deus", (In the palm of God's hand), in which he recounts his ecclesiastical experience, his relationship with education and his social work.

1

# FDC



*The “To be Relevant” photo by Tatiane Melo, a collaborator of the institution, which entered the photo contest promoted by FDC Memória, shows the Banco Alfa Center.*





Fundação Dom Cabral (FDC) is a Brazilian business school of international reputation and scope. For over 43 years FDC has been contributing to the sustainable development of society through education, training and development of executives, entrepreneurs and public managers. In 2019, FDC was ranked in 10th place in the Executive Education Ranking of the British newspaper The Financial Times. For the 14th consecutive year it has been rated as the best business school in Latin America. This position ranks it as the best in Brazil.

Since its foundation, FDC's principle has been to build educational solutions with customers. More than 20 thousand executives and managers from public organizations and from small, medium and large private companies in Brazil and abroad have participated in FDC's programs at its own centers in Nova Lima (MG), Belo Horizonte (MG), São Paulo (SP) and Rio de Janeiro (RJ), and through its 27 regional affiliates, present in almost every state of the country.

Its five Research and Development Centers contribute with studies, surveys of scenarios and contemporary cases relevant to decision-making and monitoring of the business environment and to the development of society. FDC also maintains dynamic thematic reference centers, in which market professionals exchange practical experiences and methodologies and have contact with academic production.

The school is committed to the dissemination of scientific knowledge and some of its studies have been published in the press and specialized media, as in the case of the Trajetórias FDC de Internacionalização das Empresas Brasileiras (FDC Trajectories of Internationalization of Brazilian Companies) and the

Rankings de Competitividade Global (Global Competitiveness Rankings) (these two were carried out in partnership with the Swiss school IMD and the other with the World Economic Forum), the series of studies launched by the Transport Infrastructure and Logistics Platform and, more recently, the Business Simulator, as well as the Global Latam Study commissioned by the Spanish government. At the Aloysio Faria Campus, in Nova Lima, FDC has the first artificial intelligence laboratory in a business school in the country.

Focused on business needs and dynamics, FDC has reformulated at least 80% of its programs and launched an unprecedented format of authorial construction of participants for the studies, aiming at personalizing the learning experience and monitoring their development throughout life, through Trekker, a study paths program.

FDC has expanded its international operations by offering programs and attracting world-renowned professors, as well as by increasing exposure and visibility in international environments. It has also encouraged companies and executives to build lasting legacies for society. In 2019, the Public Management Reference Center was launched to strengthen studies in the area, and it reinforced both the center and the relationship with its alumni groups and regional members.

It also engaged in supporting, through culture, the re-signification of the city of Brumadinho (MG), which on January 25, 2019 suffered the worst known environmental disaster. In the social field, FDC encourages initiatives for the development, training and consolidation of projects, leaders and social organizations, contributing to the strengthening and accomplishment of the results intended by these institutions.

# A Letter from the Dean



The present time announces the envisioned future. We dream of the tomorrow we are able to build today. The present is our time for action, with our sights set on creating the future we want to live in. This Report presents the main achievements and initiatives developed throughout 2019. They reflect our beliefs in the education of executives, managers, entrepreneurs and the development of social organizations and public and private companies to transform the business environment and generate value for society.

Three words summarize the meaning of our action in 2019. It was a year to Connect, Share and Harvest. We connected our action with FDC's *raison d'être* and sense of purpose. We started the year overwhelmed by the disaster of Brumadinho, a municipality next to our campus in Minas Gerais. Faced with the biggest environmental and human disaster in the history of mining in Brazil, FDC reaffirmed its ethical commitment to the sustainable development of society and implemented actions at the local, national and international levels, aiming at supporting the reconstruction of Brumadinho and the development of the mining sector.

We also connected our value proposition and educational solutions for individuals and organizations to the transformations of the contemporary world. We developed projects to support companies of different sectors and sizes to overcome their biggest challenges. About 200 customized projects on many different topics were developed with medium and large organizations: from digital transformation to corporate governance, through leadership, gender equity and compliance. We reformulated our programs based on the integration between the human and the technology to enable individualized learning, with impactful journeys, through different moments of life and career. We have created an innovative educational platform which offers customized service for people, at different times in their life, who seek to find the best path to their personal and professional goals. Trekker is a development journey to raise self-awareness, increase performance and acquire the skills needed in today's world. We launched an Executive MBA program in the city of São Paulo and expanded specialization courses in several Brazilian states through our network of Regional Affiliates. We are using Artificial Intelligence in the classroom and we have created, with the support of startups, a learning assessment model which will lead us to greater assertiveness in teaching and the search for higher quality results. We shared our knowledge and experience of over 40 years in executive education with civil society organizations, young people in situations of social vulnerability and underprivileged entrepreneurs. We are convinced that we need to expand our social activities, by increasing our reach towards disadvantaged social groups who do not have access to quality education and income generating opportunities. Thus, we created a new format for the development and structuring of the management of social organizations, which makes it possible to expand our influence to more institutions in Brazil. We have

“The present is our time for action, with our sights set on creating the future we want to live in.”

“Three words summarize the meaning of our action in 2019. It was a year to Connect, Share and Harvest.”

also advanced in the training and development methodology for underprivileged entrepreneurs, through courses in partnership with the municipality of Nova Lima (MG).

The knowledge developed by FDC Research Centers, professors and specialists was robustly disseminated to society, strengthening our commitment to transparency. In this report, we present the impact of FDC research and studies, their dissemination through the media, social networks, publication of articles, books and participation in national and international congresses. The intensity and depth of the work carried out throughout the year were facilitated by the constant development of FDC teams. We have evolved in our people management processes, adding robustness to the processes, models and tools and investing constantly in the development of collaborators from all career areas of the institution. Adding to that, the maturity of the inclusion and diversity project has been essential for building a more harmonious, creative, productive and welcoming work environment. To make sure everything will

run smoothly, we implemented new systems and processes to ensure gains in efficiency and synergy in the administrative and financial areas.

The Harvest time is seen again and again whenever the institution is recognized by the market and by society. In 2019, FDC was ranked as the tenth best business school in the world, according to the Financial Times Executive Education Ranking. We also received international accreditation from Equis / EFMD for another three years. Such recognition is important as it signals that we have made good decisions and the right choices in our efforts to make our institution more relevant.

We want to be the change we wish to see in the world. This is how we stay strong, inspired by the example of FDC founder and patron, Dom Serafim Fernandes de Araujo, who left us in October 2019. A man of faith, and enthusiastic about the power of education for the promotion of social justice, Dom Serafim leaves us a legacy of ethics and the relentless struggle for human dignity, which impels us to move forward.

***Antonio Batista da Silva Junior***





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*Photo "Reflexo" by Marcelo Freitas Fernandes, collaborator of FDC, Memória FDC contest.*

# Our essence

FDC believes in an inclusive and collaborative world as well as in the transformation of society through the education and development of managers, executives and organizations. Its purpose is to develop leaders aware of their role as transforming agents of society based on

meaningful educational experiences, the search for self-awareness, the expanded view of relationships and the understanding that we live in a global and changing world. Below, we highlight elements that constitute our essence, the Basic Institutional Guidelines.



## MISSION

To contribute to society's sustainable development through the education, continuing training and development of executives, entrepreneurs and public managers.



## BUSINESS

Educational solutions for business development.



## STRATEGIC OBJECTIVE

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

## 1.2.1 Fundamental Principles

**I. USEFULNESS:** the raison d'être of Fundação Dom Cabral is to participate actively in the construction of society.

**II. PARTNERSHIP:** as a result of the interaction between Fundação Dom Cabral and people, institutions and companies, in order to overcome limitations and obtain solutions.

**III. VALUATION OF THE INDIVIDUAL:** the internal force that grows from caring and leads to joint construction, realizing that every person has a contribution to make and no one is excluded.

**IV. AUTONOMY:** the belief that merit and freedom of choice give people a feeling of ownership over their area of action, in accordance with the school's principles and values.

**V. BOLDNESS AND TENACITY:** in order to try the impossible, determined to overcoming challenges and obstacles in building the dream of being a benchmark school.

**VI. QUALITY AND INNOVATION:** to be in the forefront in seeking the best for the client, which is the central focus of the school's actions.

**VII. ETHICS AND INTEGRITY:** focusing on loyalty, trust and transparency, in compliance with the law and rules of social coexistence, recognizing errors and correcting routes.

**VIII. SELF-SUSTAINABILITY:** as an institution, FDC fosters intellectual independence, austerity and efficiency to maintain sustainable growth.

## 1.2.2 Governance

Our Corporate Governance ensures transparency in the relationship with the various audiences. The Board of Trustees is FDC's highest decision-making body. Its main objective is to ensure the longevity and safeguard the values and purposes of the institution, thus ensuring the fulfillment of its mission. It comprises up to 15 members.

The Audit Committee supports the Board of

Trustees in fulfilling its duties, and in addressing other issues, including governance. It was created in 2011 and comprises the president and two directors.

Created in 2009, FDC's International Advisory Board has about 50 members from around the world. They are representatives of the business, academic, public and non-governmental sectors, who are interested in Brazil and its future.

## 1.2.3 Board of Trustees and Audit Committee

At the beginning of the year, meetings of the Audit Committee and the Board of Trustees took place, chaired by its new president, professor Mozart Pereira dos Santos. After the trustees meeting, the Board of Trustees held its Annual Meeting on the Aloysio Faria Campus, attended by approximately 200 executives, clients, authorities, partners, professors and regional affiliates. Traditionally held in the first quarter of the year, the meeting aims at accountability to the business and political community of Minas Gerais for the activities of the previous year and to outline future guidelines. It is a time to reaffirm the sense of partnership with civil society and to exercise the principle of transparency.

FDC Board of Trustees Annual Meeting also approached the theme of Brumadinho's disaster in order to rethink the relationship between governments, companies and society **FADS** – During the Board of Trustees' meeting, the members approved the creation of the Fundo de Apoio ao Desenvolvimento da Sociedade (Support Fund for the Development of Society (FADS)). Its purpose is to ensure the continuity of social actions and programs aimed at the simultaneous development of people, organizations and economy, in accordance with the mission, objectives and principles of the institution. The defined focus for social action will be education.



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*FDC's Board of Trustees meets twice a year to discuss the direction of the institution.*



## 1.2.4 International Advisory Board

FDC's International Advisory Board (CCI) brings together international and Brazilian personalities from academia, society and the Business in order to help FDC broaden its perspective with innovative and timely perspectives on topics being discussed in the world.

The 11th Annual Meeting of FDC's International Advisory Board (CCI), held in September, to reflect on how to better integrate performance and progress, was attended by 50 global leaders. The CCI group met to exchange ideas about one of the core beliefs of our school: business as a generator of economic development and builder of a culture of peace and social justice.

The meeting, held in the city of Ouro Preto and at the FDC Aloysio Faria Campus, brought together advisers from Brazil, The USA, Argentina, France, China, Colombia, The United Kingdom, Canada, South Africa, Portugal and India aiming to reflect on the paradoxical forces involved in the relationship between business, government and society.

To discuss the role of organizations, leaders and executive education in generating a dignified economy and social prosperity, the advisers went to the city of Paracatu de Baixo. This community is one of the sub-districts of Mariana, devastated by a sea of mud in November 2015, after the rupture of the Fundão Dam, owned by the mining company Samarco.

Disasters like this show the urgent need for executive education to develop new approaches to the paradoxes involved in economic activities, such as sustainability and development, performance and progress, making clear the need to rethink the connections between business, government and society.

In the CCI meeting, the leaders shared their experience of the global business environment in a program including lectures and group discussions. The event was attended by the Vice Governor of Minas Gerais, Paulo Brant, and the Brazilian Vice Minister of Economy, responsible for Foreign Trade and International Affairs, Marcos Troyjo.



*Leaders meet in Ouro Preto to discuss growth with a social purpose.*

## 1.2.5 Ensuring best practices (Compliance)



*Members of FDC's Ethics Committee hold extended meetings with collaborators and professors.*

### Management of Governance, Integrity and Compliance

FDC strengthened its Integrity and Compliance actions, guided by the principle of Ethics. The aim is to ensure that Governance and Compliance practices are aligned with the organization's purposes and mission and society's demands.

Here are the highlights:

**Letter of Coexistence: FDC code of ethics:** We produced the third edition of the document and Round Table discussions on the subject, aiming at disseminating and training employees in the new version. Altogether, 64% of the collaborators participated. New classes will be held annually.

**Ethics Channel:** The FDC Ethics Channel was launched through a communication and awareness campaign. The service, outsourced and independent, protects users, safeguarding the confidentiality of their identity. FDC has implemented a specific procedure for investigating and handling all reports received, acting in committees according to the type of report. All cases reported in the Channel were investigated and handled according to the established procedure. The Reporting Complaints and Non-Retaliation and Accountability Policies were established, in order to ensure the credibility and impartiality of the committees' activities and the people involved.

**Manual of Conduct:** is a document that reflects the Letter of Coexistence and is directed at FDC's commercial partners. This year, a meeting was held with representatives of business partners to talk specifically about the document and listen to their experiences in this context.

**Risk Management:** this practice, still little used by business schools, places FDC as a pioneer in the initiative. The first stage of the work consisted of training collaborators for risk assessment action. Altogether, 72 collaborators were involved in carrying out the 2019 cycle.

The organization's strategic risks were also identified through interviews with the executive

and statutory directors and with the Chairman of the Board of Trustees.

**Ethics and Corporate Risk Management Committee:** Throughout the year, the Committee acted according to FDC's strategic objective, that is, to be recognized as a relevant institution for the development of society. Two Extended Meetings aiming at creating and disseminating knowledge on ethics were held. FDC's collaborators, professors, regional affiliates and other guests attended the meetings. The topics covered were corruption and the behavior of FDC and companies on social media, and the ethical issues that permeate their activities.

## 1.2.6 Memória FDC

The Mémoire FDC strategy focused on visibility through internal and external actions and projects for FDC. The work, throughout the year, was mainly aligned with two FDC principles, Partnership and Valuing the Person and Self-Sustainability.

The Mémoire FDC received incentives from partner companies through the Rouanet Law for the Promotion of Culture, and donations from collaborators of the institution for a renovation that expanded the work facilities, provided better equipment and tools for the sa-

fekeeping and maintenance of the institution's growing collection.

This year, in addition to the daily routines of retrieving, organizing and preserving, we focused on making the collection available. Through the recovery of photos from the collection, we honored collaborators and people important to FDC's history, evoking the trajectory of participation of directors of partner companies and also to the Patron of the institution, Dom Serafim Fernandes de Araújo.



*Exhibition seeks to tell the story of Dom Serafim's legacy for education.*

2. ■

# INSTITUTIONAL IMPACTS

## Financial Times 2019 – Executive Education Ranking

FDC moved up two positions in the Executive Education Ranking of the British newspaper Financial Times, reaching 10th place, a very significant and still unprecedented position. FDC also maintains a prominent position in Latin America. For the 14th consecutive year, FDC appears as the first business school in the region.

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*Photo “Os espaços da FDC se integram à natureza” by Lília Tavares Mascarenhas of FDC collaborator, Memória FDC photo contest.*



# 2.1 Awards & Recognition

The 2019 edition marks a substantial improvement for FDC in the two assessment tables: customized programs (designed according to the specific needs of companies) and open programs. In the customized ranking, FDC reached 8th place, increasing six points compared to 2018. It also advanced five points in the ranking of open programs, reaching 14th place, compared to 19th place the previous year.

## Equis

Once again, we were pleased to receive the EQUIS (European Quality Improvement System) accreditation for another three years. The recognition strengthens FDC's position as a school of international standards and quality in all dimensions of its activities. It crowns our continuous effort to bring quality and excellence to the education of executives, businessmen and public managers.

Accreditations such as EQUIS shows us that we are on the right track in our goal of generating a positive social impact for society through executive education. However, the EQUIS auditors' final report made important recom-

mendations in the areas of our strategy, faculty, research and internationalization.

## Money Report – Galeria de Notáveis 2019

Antonio Batista da Silva Junior, FDC President, was honored by Money Report | Galeria de Notables 2019 in the Social Responsibility category. Money Report is a news portal focused on politics, economics and business. Its agenda advocates less bureaucracy and tax cuts, encouraging entrepreneurship and supports the Rule of Law.

## Empresa Amiga (Friendly Company)

FDC was recognized as a “Empresa Amiga” by Hospital da Baleia. Based in Belo Horizonte, the hospital provides medical and hospital assistance to children, youths and adults undergoing cancer treatment. The services are offered through the Unified Health System and based on the humanization of care and human dignity, serving 82% of the municipalities in Minas Gerais. This makes Baleia one of the main hospitals in the State of Minas Gerais. The institution has been part of FDC Partnership with Social Organizations (POS) since 2009.



*Hospital da Baleia reconhece FDC as a “Empresa Amiga”.*

## 2.2 Institutional Actions

FDC exerts its institutional principle of usefulness to society engaging in causes that matter most to society and the communities where it operates. The commitment to the development of society is carried out not only in classrooms

but also in institutional actions, in partnership with institutions and organizations of society. The following are some of the main projects and institutional actions developed throughout 2019.

### **Brumadinho: community protagonism and the call for new leadership**

*“Along with the act of singing comes a feeling of joy. Of happiness. I feel good singing”*

*(Mariana Nascimento, 13, lost her father in the Brumadinho disaster, but eases the pain through music. She sang with the musician Marcus Viana in the Oratório de Natal. Photo by Tatiana Ribeiro - Dissemination)*



In January 2019, the worst human and environmental disaster Brazil has ever seen was shown repeatedly on TV and social networks. Hundreds of people were buried under mud as a result of the rupture of the Córrego do Feijão dam, a city close to the main FDC Campus in Brazil. The drama faced by the community in Minas Gerais touched the hearts of each of us. In April, FDC launched the project “A Arte Abraça Brumadinho”, coordinated by FDC and a network of independent volunteers from different parts of Brazil, mainly from the community. It aimed to help survivors cope with the mourning and to rebuild

new perspectives. The project was conceived by Carlos Netto, an executive from the financial sector and a former FDC participant, with five editions throughout the year.

The project organized cultural and educational activities on the weekends to give visibility and mobilize efforts to cope with three challenges after the disaster: to encourage schools to contribute to the resignification of the city; to support local organizations to consolidate and expand the reach of social projects; to promote reflection on alternatives for symbolic and concrete reconstruction of the city.

The project involved a close relationship with communities, the recording of these cultural activities and the active listening to residents, survivors and family members of victims of the disaster. Several artists have contributed with different forms of art: theater, concerts, cinema, artists meeting and outdoor experiences. The opening was marked by the play “Missa para Clarice”, by actor and director Eduardo Wotzik, in the Igreja da Matriz, in the center of the city in Minas Gerais, with performances by the Maré do Amanhã Orchestra (award-winning social project in Rio de Janeiro) and the Batucabrum (social project that

serves 140 children in the city and rural areas of Brumadinho). The project also included: Mario Adnet and Renato Braz, Banda São Sebastião, Clóvis de Barros Filho, João Carlos Martins, Orquestra Jovem Gerais. The year ended with the performance Oratório de Natal, with Marcus Viana and 100 volunteers from around Brazil, Sanrah Angelo, of the Sagrado Coração da Terra, Transfônica Orkestra, of the musician Sérgio Perrerê and his guests, Orquestra Jovem Sinfônica de Betânia, Coral Sal da Terra and Batucabrum, as well as children’s choirs and musicians from Brumadinho and other towns of Minas Gerais.



*Children of the Batucabrum Project, a social project in the city of Brumadinho.*

# CEOs' Legacy an initiative for leaders who want to transform the world

The CEOs' Legacy is an FDC initiative to bring together CEOs who wish to build relevant and sustainable legacies that inspire people, organizations and society. This collective movement of leaders representing different sectors of the economy, executives and FDC professors is a journey of permanent co-authorship that, by the end of its first cycle, develops projects of practical interventions in society.

This year, the book "O Líder e seu Legado" was launched. It is a collection of reflections on legacy, made by professors who are part of the program. In addition to learning a little more about the program's history, readers have contact with the main foundations of the initiative, methodologies and some of its actions. In 2019, three major meetings were held to discuss science, legacy, social entrepreneurship, gender equity, Brazilian history and spirituality.



*The book is a collection of experiences of leaders on legacy.*

## Testimony

"I learned a lot of significant things from the CEOs' Legacy. One of the most important is that we, presidents of companies, speak a different language and are not always aware of important things. I learned to question HR so that more blacks could participate in the company's selection processes. I no longer accept the answer 'we haven't found any candidates'. In addition, I became more aware of the issue of domestic violence against women, found cases involving our collaborators and went to seek guidance to support them. One of my favorite words is transgression. I changed. And a lot. I discovered that, with good will, everyone could speak the same language".

**(Abdo Kassis, general director of Faurecia Clean Mobility for Mercosur, member of the CEOs' Legacy)**

# Gender Equity: for a more egalitarian society free from any form of violence against women

FDC reinforced its actions in favor of gender equity. The institution maintained its institutional support for the WEPs Award (Women' Empowerment Principles), an initiative of UN Women, with Nádia Rampi, our collaborator, as our representative. In addition, FDC launched, in partnership with AVON Institute and UN Women, the Business Coalition for the End of Violence against Women and Girls, and more than 120 companies from all over Brazil have already joined in.

The goal is to engage private sector organizations in the fight against violence against girls and women. Research indicates that 60% of the national workforce is made up of women and often

their professional performance, productivity and decision-making power are affected by the level of stress caused by situations of physical and psychological violence faced at home. Worldwide, one in five women's absences from work are related to domestic violence.

The first year of the Coalition focused on trying to build more engagement from leaders to the movement, on training workshops for signatory teams and on communication campaigns to end violence against women and girls. FDC is part of the Executive and Strategic Committee and was responsible for carrying out the initiative's strategic planning for the next two years.



*FDC Dean, Antonio Batista, participates in the launch of the Business Coalition for the End of Violence against Women and Girls with businessmen and a UN representative.*



# Good Example: a decade of supporting attitudes and behaviors that value citizenship

## Testimony

“The biggest reward I have is the children’s smile”

**Bráulio Soares, 29 years old, capoeira teacher, winner of the Bom Exemplo Award in the Citizenship category.**

Braulio Soares, 29, a capoeira teacher, has always worked with art in social projects. One day, he had a slightly different idea: “I thought about adapting capoeira to people with special needs.” He carried out the project and, today, it helps more than 100 children, teenagers and adults from two special education schools in Vespasiano, in the metropolitan region of Belo Horizonte. He was also the winner of the 10th edition of the Bom Exemplo Award, an initiative of Globo Minas, FDC, the O Tempo newspaper and Fiemg. The initiative focuses on people and institutions that contribute to the well being of society, improving people’s quality of life. More than 40 thousand people voted on the Internet. Another highlight was the award received

by Guilherme Emrich, a member of FDC’s board of trustees, who won the Innovation category for developing and investing in several innovations, including a plastic film that generates clean energy from sunlight.

In 2019, the fourth edition of the Prêmio Bom Exemplo Paraná Award was also held in partnership with RPC, an affiliate of TV Globo in the State. This year, the winning project came from the NGO Vai Cair na Prova, a supportive course, with volunteer teachers, which currently serves 220 students who intend to attend higher education. In 2018, of the 100 NGO students, 54 were accepted into universities, 26 of them at UFPR (Universidade Federal do Paraná).

*FDC’s Executive President participates in the Bom Exemplo Award ceremony in Belo Horizonte.*



# Social Entrepreneur Award

For five years, FDC has sponsored the Prêmio Empreendedorismo Social (Social Entrepreneurship Award), one of the most recognized in Brazil. In 2019, the award, created by Folha de São Paulo and the Schwab Foundation, celebrated its 15th anniversary. The winner, Gustavo Glasser, is a trans man and CEO of Carambola, an education organization that empowers representative minorities (women, LGBTs, blacks and low-income people) to enter the technology market. It was the first time that a trans man was honored.

The Social Entrepreneur Award is sponsored by Coca-Cola, supported by CNI (Confederação

Nacional da Indústria), Instituto C&A and Instituto Porto Seguro. It has a strategic partnership with ESPM, Faap (Fundação Armando Álvares Penteado), Fundação Dom Cabral, Insper and UOL.

The award is aimed at managers of initiatives with more than three years of experience in health, education, assistive technology and the environment, among other areas. Social impact business initiatives and startups with a socio-environmental focus which are in the initial phase (from one to three years) apply for the Folha Empreendedor Social de Futuro Award, aimed at entrepreneurs up to 35 years old.



# Movimento Brasil Digital

FDC participates, through the Center for Innovation and Entrepreneurship, in the Movimento Brasil Digital. It was created in 2017 to promote dialogue between the public and private sectors and to develop proposals that bring technology and innovation to the center of the country's strategy. The Movement's goal is to prepare society for the professions of the future in a humanized way, generating qualified occupations and ensuring sustained

economic growth. Initially led by the IT Mídia and Fundação Dom Cabral, the movement began with the participation of the EDP, EY, Korn Ferry and FIAP companies, which actively contributed to the creation of the Manifesto Nação Digital. In 2019, FDC continued contributing to the production of studies and mapping of the digital infrastructure.



In 2018, FDC started researching digital initiatives in eight countries (Germany, Australia, Canada, Spain, India, Mexico, the United Kingdom and Sweden), in addition to focusing on legal frameworks and Brazilian documents on the subject. Last year, these surveys were updated after the new federal government began. FDC also supported the Fórum Brasil Digital, an initiative of the Movimento Brasil Digital. It took

place in São Paulo in November, and brought together business, political, academic and civil society leaders to debate and implement paths to transform of Brazil into a more innovative and inclusive country. The Fórum Brasil Digital is committed to generating a plan for the country's digital transformation, based on the pillars of Education, Entrepreneurship and Infrastructure. FDC supports studies in this area.

## Global Pact and PRME

FDC is a signatory to the UN Global Pact and, since 2003, has been an active member of the Rede Brasil of the Global Pact. It seeks to be a reference in the debate and implementation of actions that enable and value sustainability, both in its own activities and in the dissemination of practices among its customers. In 2019, FDC was elected to the Executive Board of Global Pact in Brazil. FDC attended the Direitos Humanos na Estratégia dos Negócios (Human Rights in Business Strategy) event, held by the Rede Brasil of the UN Global Pact, on April 18, in São Paulo. The event brought together executives from different companies to share challenges and opportunities in the integration of human rights in business.

We also attended the Conexão ODS, an event promoted by the FIEP System, in partnership with Rede Brasil of the Global Pact. The purpose of the event was to present the Global Pact initiative and examples of signatory companies that are working towards Sustainable Development Goals (SDGs). FDC was also selected as one of the 38 members of the PRME Champions 2018-2019. This select group represents 700 PRME signatory schools, the UN voluntary engagement platform that brings together educational institutions committed to working in line with the Sustainable Development agenda.

# Partnerships for Rankings and Publications

## Ranking evaluates the best companies in Brazil

FDC maintains a partnership with the *Época Negócios* magazine for the Anuário *Época Negócios 360°*. In its seventh edition, the publication did an in-depth analysis of the performance of Brazilian companies. It consi-

dered not only financial performance, but also other fundamental dimensions of management such as corporate governance, sustainability, people management, the capacity for innovation and vision of the future.



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*FDC contributes to the assessment of the best companies in the country for the *Época Negócios 360°* Award.*



# First Exam/FDC/FSB Compliance Guide

FDC launched the Exam / FDC / FSB Compliance Guide in partnership with Exame magazine and the FSB Comunicação agency. More than 500 companies were registered, from 13 different sectors. After the form submission phase, the

organizations with the best evaluations received journalists from the publication to validate the consistency of the responses. The award ceremony took place in Brasília.



Panel with the Minister of Justice Sérgio Moro and moderated by the FDC professor Dalton Sardenberg.

## Testimony

“Being among the best, right at the publication’s debut, is a result of the work that we started in 2017, with our Integrity Program. The program enables us to improve our practices and to make clear to stakeholders that Arteris’ performance has always been guided by ethical and transparent actions, and in accordance with the rules. Recognitions like this make us a benchmark in the market and are the biggest indicator that we are on the right path towards business sustainability and value creation for the public impacted by our operation.”

**(Flávia Tâmega, Arteris Legal and Compliance Director)**

<https://revistaoe.com.br/arteris-compliance/>



## CEOs and the future role of education

In March, Antonio Batista da Silva Junior, Dean of Fundação Dom Cabral, participated in the 53rd Advisory Board organized by the World Trade Center Business Club, in São Paulo. The event, targeting CEOs of large organizations, aimed to discuss models of success in education, the future of education and its main challenges.

In addition to Dean Antonio Batista, the following persons took part in the debate: Ana Maria Diniz, Chairman of the Board of the Instituto Península; João Cury Neto, São Paulo Municipal Secretary of Education; and Ozires Silva, Chairman of the Board of the World Trade Center, São Paulo, and an honorary member of FDC.



*The future of executive education is the theme of a meeting promoted by the World Trade Center.*

## Dean of FDC participates in ADCE international event in BH

Antonio Batista da Silva Junior also attended the 2019 National Congress: Construindo um novo Brasil (Building a new Brazil), organized by FIEMG and the Associação de Dirigentes Cristãos de Empresa (Association of Christian Business Leaders, ADCE), in September 2019.

The event, a multidisciplinary meeting with panels that stimulated reflection, knowledge exchange, dialogue and encouragement of new practices in favor of the country's economic and social deve-

lopment, brought together leaders and influencers in the business, academic, governmental, legal, social and environmental sectors of Brazil. Antonio Batista took part in the Business Ethics panel, Leadership and the Culture of Integrity. This panel also included the presence of Fabio Guido, Manager of Institutional Relations at CEBDS, Marco Antônio Branquinho Junior, President of Cedro Têxtil, and Sérgio Frade, President of ADCE.

3.

# OUR REACH (FDC FIGURES)



*Photo "Flores em um dia Nublado" by Luiza Ribeiro Fagundes, collaborator of FDC, Memória FDC contest.*

# 2019

## Economic-Financial Figures



### Operational Revenue

Realized 276.938

**Budgeted 274.753**

### Raw Margin

Realized 77.426

**Budgeted 82.289**

### Net Income

Realized 6.142

**Budgeted 5.828**

### Investment in development

Realized 24.956

**Budgeted 29.070**

### Administrative Expenses and Depreciation

Realized 47.328

**Budgeted 47.512**

### Non-operating revenue

Realized 3.610

**Budgeted 1.803**



### Number of participants 2019

**Total participants 27.802**

## Below, the distribution by market

Development of Individuals 2019 (Short-term / open courses, specialization and in-company specialization, MBA, MPA)



International  
Open courses

50

FDC Open  
courses

873

Open courses with  
Regional Affiliates

572

Total participants in  
open programs

1.495

Specialization and  
in-company  
specialization

4.416

Executive MBA

463

Learning  
Journey

86

MPA

77



## Organizations 2019

Large Organizations (532 foreign participants)

11.977

Public Organizations (75 foreign participants)

2.761

Total participants

14.738

Total Companies

227



## Medium-sized Companies 2019

Total Participants (90 foreign participants)

6.527

Total Companies

961

## FDC in the Media 2019

Number of articles published

**2.900** (550 in Tier 1)

## Social Media - followers / subscribers 2019

Facebook	<b>72.936</b>
Twitter	<b>21.236</b>
LinkedIn	<b>147.215</b>
Youtube	<b>8.730</b>
Instagram	<b>28.500</b>

## FDC Portal 2019

Users	<b>950 thousand</b>
Page views	<b>3,806 thousand</b>

## Podcast

FDC Dialogue Episodes	<b>18</b>
Trajectory Episodes	<b>6</b>
Innovation Domain Episodes	<b>9</b>
Column Readings	<b>3</b>
FDC4You Express	<b>11</b>



# Number of People

## COLLABORATORS BY TYPE OF RELATIONSHIP

CLT	297
CLT (Fixed term)	7
ASSPROM	29
Temporary	1
FAPEMIG scholarship holders	0
Interns	30
Total	364

## CLT COLLABORATORS PER UNIT

Aloysio Faria Campus	219
Belo Horizonte Campus	20
São Paulo Campus	40
Rio de Janeiro Campus	13
Brasília	5

## AVERAGE SALARY (BETWEEN GENDERS)

GENDER	MÉDIA
Women	R\$ 10.164,68
Men	R\$ 16.093,31
Total Average	R\$ 12.056,38

*\*There is no differentiation by gender between collaborators holding the same position.*

## COLLABORATORS BY AGE RANGE

AGE RANGE	N°
Up to 25 years	9
From 26 to 35 years	73
From 36 to 45 years	124
From 46 to 55 years	61
Over 55 years	37
Total	304

### AVERAGE AGE OF COLLABORATORS

FDC Average age	42,55
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### COLLABORATORS BY LEVEL OF EDUCATION

EDUCATION	N°
5th year Elementary School	1
Elementary school completed	3
High school completed	23
Under-graduate program completed	95
Graduate program completed	119
Master's degree	41
PhD	21
Pos-doc	1

## Research and Development (R&D) Figures

The impact of FDC's knowledge generation goes far beyond participants, client companies and the corporate world.

The themes developed by its technical staff have influenced the solution of dilemmas and challenges that affect all of society.

#### Articles in journals

National: 9

International: 11

#### Articles in Congresses

National: 3

International: 10

#### Books

5

#### Book Chapters

11

#### Research Reports

6

#### DOM Magazine

19

#### Case Studies

9

#### Total

83



4.

# THE FUTURE OF MINING UNDER DISCUSSION



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*Photo "Olhares FDC" by Leonardo Bruno Almeida D'Assumpção,  
collaborator of FDC, Memória FDC contest.*

## 4.1 Internationalization

FDC is a Brazilian school with global operations. It provides domestic and international educational solutions through strategic alliances and cooperation agreements with renowned institutions in Europe, the United States, China, India, Russia and Latin America. This network of schools allows access to modern business management tools, exchange of experiences and the joint generation of knowledge. In 2019, FDC took consistent steps to strengthen its internationalization plan, approved in 2017 by the Executive Board. Each business area can define its internationalization strategies. Regarding the development of human resources, a project was recently completed that revisited the application and assessment of internationalization competence for all collaborators, making it transversal and no longer specific.

Internationalization is one of the three strategic

initiatives that encompass the Markets and Customers dimension of the Strategic Map. Since its creation, the internationalization plan has been adjusted, taking into account the realities and objectives of each area. The plan defined two priority objectives: to maintain and increase FDC's competitive advantages in the domestic market through international partnerships with schools, institutions, professors from other countries; and, to boost business growth in international markets.

In order to accomplish these two objectives, the plan foresees people development, processes and infrastructure actions, towards leading to and supporting the institution's internationalization efforts. The following are some highlights that describe the transversal performance of FDC's internationalization model, highlighting some actions and partnerships.

### FDC and HEC Paris enter into an academic exchange partnership

Fundação Dom Cabral (Brazil) and HEC Paris (France), specialized in education and organizational research, joined forces to boost the development of academic activities in new markets. Through the alignment of their Executive MBA programs, the schools will offer students the opportunity to take course in different locations. To this end, FDC reformulated completely its MBA program with important adaptations in the face of macroeconomic changes and the needs of the modern corporate world such as changes in the labor market, increased competitiveness, advances in the internationalization processes of companies, in addition to developing innovative business strategies.

HEC Paris, with 15 location options around the world, will offer mobility to countries like France, China and Qatar. According to Nathalie Lagagne, Associate Dean for Executive Education at HEC Paris, the sum of international destinations and partnerships within the programs boosts the importance of the program to participants, offering experiences in different settings and new business environments. One of the main pillars of this agreement is the incentive that international practices add to the curriculum. They are considered essential for the cultural understanding of 21st century settings and environments.

# Learning Journeys

FDC campuses receive participants from different parts of the world for classes of International Learning Journeys. This is a program tailored to international participants, from FDC international partner schools, who want to learn about Brazilian culture and reality while discussing global business issues. Such initiatives are opportunities for international students to learn about the country and Latin America in an experiential way, with structured classes, cultural visits and visits to companies. In 2019, twenty Chinese executives, mostly CEOs, participated in the Learning Journeys Global Immersion Program in Brazil, held in partnership with the Chinese university Cheung Kong School of Business, CKGSB, in Rio de Janeiro and São Paulo. In addition to lectures and debates, Chinese participants had the opportunity to visit museums, watch football practice and learn a little about the Brazilian consumer market.

FDC has a very well-structured program with the French school Skema, from which 18 participants

from 12 different nationalities took the Learning Journeys at the Aloysio Faria and Rio de Janeiro campuses. They participated in classes and lectures on challenges and trends in South America, economics in the Latin American context and ethics and compliance. They also visited Coca-cola and Órbi, an initiative that brings together startups in Belo Horizonte. Since 2015, FDC has hosted 53 groups from Skema, with a total of 1.645 students. The Schulich business school, from Canada, sent 44 participants to the São Paulo campus to participate in the Global Strategy Project: Brazil. They exchanged experiences in entrepreneurship, the market and behavior and innovation. They visited the Cubo technological entrepreneurship center and the Natura cosmetics factory. Partnerships with schools in other countries to conduct Learning Journeys strengthen FDC's international recognition as a school capable of promoting meaningful experiences for global leaders.

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*Participants from the Canadian school Schulich learn about the Brazilian market at FDC.*





# FDC has a new partner operating in Argentina and Uruguay

FDC enters Argentina and Uruguay to offer unique solutions and collaborative experiences in business management. As part of FDC's internationalization plan and in conjunction with Professor Gabriel Aramouni, former Dean of the San Andrés business school in Argentina, FDC held events to launch the partnership in Argentina and Uruguay in June 2019. The first event took place in Uruguay with the participation of the Brazilian Embassy, businesspeople, institutions and guests. In Argentina, at the Brazilian Embassy in Buenos Aires, FDC also received businesspeople, the press and guests. On that

occasion, there was a round table on the Argentine and Brazilian economic context, innovation and digital transformation, and challenges of business leadership.

In addition to expanding international operations in Latin America, FDC's presence in Argentina and Uruguay aims to promote improved management and productivity for local small- and medium-sized companies. FDC wishes to encourage more innovation and collaboration between the two countries as well as to support the process of development of the local business community.



*FDC expands its operations in Latin America with a Regional Affiliate in Argentina and Uruguay.*

# Corporate Relations

One of our beliefs is that the objective of business is to generate economic development as well as social wellbeing and social inclusion. When we identify a productive activity that is a source of economic development, but that needs to be developed, we need to act.

At the time of the disaster in Brumadinho, we acted in two ways: locally, in Brumadinho, to contribute to the reintegration of the territory, the pacification and elaboration of mourning; and, on the other hand, we acted with the productive sector, the result of a partnership with

the Instituto Brasileiro de Mineração (Brazilian Mining Institute) (IBRAM) and the Federação das Indústrias de Minas Gerais (Federation of Industries of Minas Gerais) (FIEMG). We seek to provoke a reflection on the main mining leaders in the country about the future of mining. They have written a letter of commitment and are working to develop guidelines for responsible mining in the future, which can generate economic development and enable social inclusion and wellbeing.

## The Future of Mining under discussion

The International Technical Seminar on Tailings Dams and the Future of Mining in Minas Gerais took place in April at FDC, in Nova Lima (MG), with over 500 participants. Foreign and Brazilian mining experts, federal, state and local authorities, executives from the leading mining companies in the country, as well as professionals and scholars contributed with their experiences and reflections. Perspectives on the future of mining

in Minas Gerais, socio-environmental aspects of the mining activity, and tailings dams: design, construction and operation, guidelines, regulation and decommissioning, were discussed. Recommended methodologies for the measurement of associated risks were also discussed, as well as how to guarantee to the public and authorities that the proposed methods offer resilience and reliability.



*FDC opens its doors to discuss the future of the mining sector in the state of Minas Gerais and in Brazil.*

# IMPACTS OF INTERNAL OPERATIONS

5.

Our foundation



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*Photo "Sol triunfante" by Érico Buzelin Araújo,  
collaborator of FDC, Memória FDC contest.*

# Economic–Financial and Infrastructure

In 2019, FDC continued to optimize efforts and design processes to increase the efficiency of its operations. Our budget planning process for 2020 was completed using the zero-based budgeting (ZBB) method, leading to gains in term, budgeting and identification of opportunities in terms of cost

and expense reduction. The method uses the bottom-up negotiation approach, seeking to expand the team's commitment to institutional financial goals. It aims to break the inertia to plan for the future by looking at past results, then, to build budgets in keeping with future projects and trends.

At the economic and financial level, operating revenue reached R\$ 276.9 million. The forecast for the year was R\$ 274.7 million. Investment in market development, people and knowledge was R\$ 24.9 million. Administrative expenses were kept under control, with budget savings of R\$ 184,000. Net income exceeded budget by 5,4%, reaching R\$ 6.1 million.

FDC's infrastructure highlight was related to Digital Evolution. The Foundation's ambitious, multi-annual plan for technological renewal covers clear objectives concerning mobility, information concerning the decision-making process, light and agile processes, efficiency, self-service and compliance, aiming to increase FDC's operational efficiency. In 2019, we consolidated the projects that were started in 2018: ERP project (Enterprise Resource Planning), HCM (Human Capital Management) and Populis (HR platform). FDC also consolidated its process of strategy formulation and execution. It implemented an agile methodology process for reviewing its strategic plan for 2020 and reinforced the strategy follow-up process by monitoring corporate results through digital and online tools of performance analysis. In terms of productivity, we took important steps

to achieve the organization's four pillars of operational excellence (Performance, Intelligence, Mobility and Digital Evolution). Emphasis was placed on the renewal of our technological platform through the adoption of a new HR management and payroll tool, the completion of the parameterization and tests for migrating to the new Oracle ERP Cloud and the beginning of the tool implementation project for talent management processes (evaluation of goals and competences, and succession planning). Regarding process efficiency, we simplified financial and purchasing processes by adopting new technologies and integrating processes under the responsibility of the Integrated Services Centre. Its scope of operation will be expanded in 2020 with the centralization of purchase receipts and payments processes of FDC suppliers.



## 5.2 People

### Human Capital

The Human Resources area focuses on the development of human capital, the promotion of a stimulating environment and on the management of change at FDC. These initiatives were guided by the results of research on environments (commitment) and assessment of skills and leadership, carried out in 2016 and 2017. All projects and actions had part of their results measured with a new environment survey, conducted in October 2019, which showed a 10% evolution in the overall environment favorability outcome, compared to 2017. The institution responsible for the conducting the survey considered this evolution as very significant.

This year, FDC concentrated its efforts on the training and development of individual and organizational skills in order to implement its strategy. Development path modules, corresponding to the four career axes, were carried out, comprising all functions and people inside the institution.

The Leadership and Management Paths worked in different ways on topics like compliance and

digital transformation at the operational and executive levels. Reflections and discussions on strategy and leadership's level of autonomy were driven by comments made during the modules at both individual and collective levels.

The managers worked in groups of three, with help from an external professional coach, as a deployment and support of the pathways. In the Market Pathway, some key topics to support the evolution of the role of project managers as Trusted Advisors were discussed. In 2019, the support and development process took place until December, through contributions and conceptual updates to the virtual learning environment as well as to the GM Match methodology, which included peer exchange sessions that were facilitated by an external coach.

The Teachers' Pathway aims to leverage the excellence of FDC's professors and expand their impact as agents of transformation. It started in 2018, focusing on individual development plans. In 2019, it advanced towards the design of FDC's client's learning journey, as the central axis.



*FDC's professors follow a path developed exclusively for them.*

The Pathway for Business Support Teams involved all the other careers and functions of the institution. The process dealt with organizational performance management, collaborative relationships and innovation through collaboration, in both a conceptual and practical way. To conclude the 2019 cycle and

apply the knowledge acquired, collaborators developed projects that solved important issues related to the organization's performance. Three of these projects were even acknowledged and awarded at the end of the year.

## Management of Change

Regarding the management of change, key aspects responsible for accelerating or hindering the institution's evolutionary process were analysed with the support of a guest professor specialized in the subject. One of the main developments of the analysis was to propose and conduct the review process of the Strategic Map, following the principles of Agile Strategy. The process was coordinated by a full-time FDC professor and conducted by members of the management team. It brought important gains in terms of leadership development and better integration with the zero-base budget adopted in 2019.

Human Resources also undertook important activities to foster engagement and support for the management of change, such as a communication campaign concerning all aspects of the strategic map. It used communication vehicles and events, among which we highlight the Conexão FDC that, for the first time and in a two-day period, allowed internal staff to learn about the main initiatives and innovative educational solutions to be presented to the market. About 220 people from different

areas of FDC participated in the event. Due to its success, it became an annual event and, from now on, will be part of the team's agenda for internal alignment and engagement.

The Diversity Project, started in 2018, is also worth mentioning. Since then, it has evolved and showed good results from the collaborators' point of view. Several actions from the diversity agenda were taken, such as the Dialogues on Diversity podcasts, in which issues such as People with Disabilities, Institutional Racism, Ancestry, Domestic Violence were included. These issues contributed to the adherence to the Corporate Coalition to end Violence against Women and Girls, of which FDC is a technical advisor and signatory. To develop and support the project work groups in charge of developing priority themes related to gender, race, LGBTI+ and PCD (Person with Disabilities), FDC hired a specialized consultancy. It helped create a diversity committee that is responsible for analysing and validating the groups' proposals, supporting them before the Executive Board, defining the objectives of evolution, and monitoring results.

## 5.3 Marketing and Corporate Communication

The Marketing and Corporate Communication area presents challenges ranging from digital transformation of processes to innovative forms of customer, partner and press relationships. Different tools are used in this communication: market intelligence, promotion of events and digital strategy, always with the purpose of strengthening the FDC brand and providing the best communication experience possible with its audience and stakeholders.

2019 was marked by the digital evolution of the Marketing area. Systems integration enabled life cycle monitoring and customer relationships from their first contact with FDC. We improved our communication with all those who access the institution's website or social networks.

The themes that most interest FDC's customers and other stakeholders were identified, then they started to receive communication pieces and products containing the most relevant issues for each audience segment.

Using a digital tool, questions from the site and social networks started being answered in a short period of time. Within two months of implementing the tool, about 1300 questions had been answered.

In 2019, the Marketing area increased the brand presence in digital media by disseminating its programs, consequently contributing to the improvement of commercial performance. By November 2019, 132 more B2C vacancies had been sold than during the previous year. To do this, we focused on the solutions portfolio guided towards individuals in order to enhance

the value proposition of each program, avoid overlapping communication and connect with each participant's career stage.

With the use of technology, communication with customers and prospects became more assertive, agile and effective. More than 1.5 million emails were sent, of which 30,500 converted into leads captured through campaigns.

The videos gained prominence in both online media and email marketing. At a time when the world is going through a deep crisis of trust, hearing people's testimonies on their experience at FDC reinforces the pillars of the brand and gives voice to former participants. This more detailed approach made it possible for the market to acknowledge FDC's competence in the areas of management, strategy, governance, finance and leadership.

The Podcast FDC channel created the Trajetórias program, a series with former participants' interviews posted on FDC's social networks and spontaneously shared by the interviewees on their personal networks. This action shows the value proposition of the programs by sharing market executives' experiences in an inspiring way and showing that their values are in tune with those of FDC.

Podcast FDC has already published 36 productions on the Spotify and Deezer platforms, all concerning relevant corporate and management topics. Furthermore, their content was either produced by FDC's own business school or curated by FDC professors.



*Art specially designed for the internal launch of Podcast FDC.*

In our efforts to improve FDC market positioning, we organize and participate in events that are aligned with our objectives and contribute to increased debates on topics that are relevant to both business and society.

Among the events organized by the institution, we can highlight: the 30th anniversary of the Advanced Management Program, GovTech with Startse, institutional events such as the Meeting with the Board of Trustees and the Meeting of the International Council, among others.

FDC is a partner of the Reputation Institute and holds meetings with leaders on different topics related to the reputation economy. Ten events were held that discussed themes ranging from diversity and corporate reputation to corporate legacy and challenges in reputation management. FDC Executive President, Antonio Batista da Silva Junior, participated in the latter.

There was a 50% increase in press release visibility in the prioritized media, and we seek to step up contact with opinion makers.

6.

# IMPACT AND RESPONSIBLE MANAGEMENT



We are aware that the endurance of the business model adopted by FDC, a business school committed to training responsible leaders for the future, is tied to its ability to generate a positive impact on all those who interact with the school. This includes collaborators, program participants, organizations, educational institutions, governments, social organizations, opinion makers, communities, international organizations and society in general.

*Photo "Entardecer na FDC" by Roberto Sagot, FDC's Vice-dean, Memória FDC photo contest.*



In 2019, we ratified and expanded even more our commitment to responsible management, social inclusion, training and partnership with social organizations, business development and social organizations, as well as with the Sustainable Development Goals (SDGs) of the United Nations. This action

network comprises different initiatives focusing on different audiences, each in its own way, and helps in its mission to collaborate with society through education. FDC has begun a study that focuses on expanding its social performance.

## Basis - Training pathway for social and responsible management

In 2019, FDC took another important step towards strengthening its set of solutions for social development. The Basis program was born with the intent to promote networking (different segments can act as sponsors), and is directed towards a growing and very important audience in the communities: the managers of small, social initiatives throughout Brazil. Basis establishes a pathway for training participants who wish to learn and deepen their knowledge on the foundations of governance, as well as on the management of results and sustainability.

The program fills several gaps. Many organizations have stressed the need to train social project managers to develop the areas where they operate. It aims to empower this network. Funding can come from companies, associations, company institutes, public institutions for small NGO groups, or impactful businesses in the area.

The contribution is not only financial. The program brings together these local managers with sponsors from Large Companies, Company Institutes and/or Foundations, in addition to a team of FDC

professors with experience in social impact initiatives, to share their experiences. The methodology demands not only resources from the sponsors, to support impact initiatives in their surroundings, but offers of potential return on the company's social investments, the network development of new or more partners to generate social impact, so that social organizations have the opportunity to be able to structure themselves to become less dependent on the company.

For the participants, the Basis program helps initiatives managers to have a clearer view of the social impact generated, develop the systemic vision of governance and management, and empower them in the use of tools and in defining improvements and processes. It also gives them the opportunity to expand their network of relationships and social capital, since initiatives managers can share their experiences. Another important focus is qualifying the relationship between the organizations and their supporters. The methodology integrates diagnostics, workshops, monitoring and the sharing of practical actions.

## 6.1 — Raízes Program

The Raízes program, created eight years ago, has already benefited more than 400 young people and has expanded its action throughout Brazil. It is designed to provide access to humanistic content, as well as that from other areas of knowledge not covered in traditional schools. It expects young people to broaden their worldview and strengthen their sense of citizenship, as well as learn and embrace the diversity of the world around them in order to become actors in and producers of their own inclusion process.

Raízes is a 112-hour program, organized into seven sequential modules, covering themes

from different areas of knowledge such as philosophy, relationships, the arts, Brazilian culture, sustainability, financial education, the Portuguese language and entrepreneurship. In 2019, 122 students from four Brazilian states participated in the program. They were from Minas Gerais, Rio de Janeiro, São Paulo and Ceará.

This year, young people in the Raízes program had a special lunch. MBA participants from FDC. The initiative, from the Sustainability and Social Projects and the MBA management Directors, aimed to promote integration and the exchange of experiences.

### Testimonies

“It was a learning experience for us. We need to have contact with young people to learn as well. Even being a little older, our experience, as good as it may be, can get in our way if we don't open up to new opportunities. These young people can learn from us, but they also teach us. It was a time of great exchange.”

**(Alexandre, Multilog S.A., MBA Participant)**

“When I arrived, I was very nervous because I was among important people, but I focused on one of them, Bruno, and he showed me something I really wanted to know: how to follow my path. And he just showed me that there is not one way, but several ways to success. And one of his sentences struck me: it's easy to get there, the hard part is to stay there.”

**(Henrique, Raízes program Participant)**

“I loved the lunch with the girls; it was enriching, sharing my stories and listening to their own stories. It was good for both sides, it was a wonderful experience.”

**(Vânia Oberger, MBA Participant)**

“The lunch was amazing! I had lunch with people from different areas: an engineer, a business manager and a financial one. Among them, I identified more with the financial manager. I realized that each person has a life experience that brought them to where they are today. For me, this was compelled us to run after what we want.”

**(Laura, Raizes Participant)**

“I talked a lot with Laura. It was amazing. She told me a little bit about her story, it looks a lot like mine. I also attended public schools. They’re very excited, it was an amazing experience. Sharing our experience, our story, what made us get here.”

**(Paula Schlemmer, MBA Participant).**



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*FDC promotes the exchange of experiences between young people in the Raizes program and MBA participants.*

# Partnerships with Social Organizations (POS)

The Partnership with Social Organizations (POS) is a program developed for social organizations and impactful businesses. It is intended to make them more self-sustaining, attractive to investments, stay in business longer, and to broaden their network of connections. In 2019, POS was developed in 42 social organizations in the states of Minas Gerais, São Paulo, Rio de Janeiro, Goiás, Santa Catarina and Paraná.

Central to the program is the application of results-based management methodology. The management content offered by FDC aims at qualifying the relationship between social organizations and business leaders.

FDC applies its expertise in stages that lead to developing performance indicators, periodic monitoring of goals, redesigning processes with a greater impact on results, realigning the public and private fundraising strategy and improving project results.

The dynamics aim at the collective construction of knowledge through the exchange of experiences between Social Organizations that, despite their specific characteristics, all are committed to transforming people and communities. For example, they can expand horizons through their contact with the forefront of business management. Group monitoring is used to bring together different social organizations.

## Testimony

“POS improved the professionalization of the organization leading to a more effective and efficient management. It optimized the use of resources, had a greater impact on the results obtained by socio-educational activities, as well as generated jobs and income. It also had an impact on the management of Telas de Arame Ramacrisna, the institute’s self-sustainability project. It added value to Ramacrisna brand and, through to the credibility gained, got new partners.”

**(Solange Bottaro, Vice-President of the Ramacrisna Institute).**



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*The Ramacrisna Institute has been a partner of FDC through POS, Partnership with Social Organizations, for 10 years. It is recognized as a reference in self-sustainability projects in the Third Sector throughout Brazil.*

## Leadership Development Program (PDD)

Aware of the importance of developing the management teams of partner social organizations, FDC created the Leadership Development Program (PDD). PDD focuses on the implementation of management tools and business quality. This 96 hour/year program is divided into six modules of 16 hours each. In 2019, the Partnership with Social Organizations (POS) organized three PDD classes in Minas

Gerais (35 participants), Rio de Janeiro (25 participants) and São Paulo (25 participants).

The implementation of online Results Monitoring Meetings (AGMs), interspersed with face-to-face meetings, aims to optimize the process. The performance indicators established in the Strategic Planning are analysed during these meetings. Monitoring sessions are either face-to-face or online.



# Program for the Development of Companies and Social Organizations (PDEOS)

FDC develops a set of structuring projects focused on education, management and social innovation in the Jardim Canadá neighbourhood in Nova Lima (MG, Brazil). The community is located on the BR 040 highway, 12 km from the Aloysio Faria Campus. The Corporate Development and Social Organizations (PDEOS) Program plays a leading role in the region.

The program develops specific activities for local companies and social organizations, including individual monitoring and group meetings. The expected result is to form a network between participants focused on local sustainable development. The program aims to raise business leaders' awareness on sustainable local development through the understanding

of the theme and the potential contributions of their businesses. It also seeks to contribute to expanding the knowledge and the practice of responsible management in social organizations, and to stimulate networking between participating companies and social organizations. To implement strategic planning, resource mobilization, monitoring and assessment and monitoring of private social investment, as well as visits to social organizations, are undertaken.

Our role is to inspire and bring together social organizations and business leaders, and to promote relationships based on trust and common purposes among them. The program's activities will focus on connections stimulated by an autonomous construction of partnerships.



*PDEOS was reformulated this year and Daniel Gonzalez, a social entrepreneur at Hubsocial, gave a lecture at the beginning of the year.*

## Testimony

“For us, a public educational institution, PDEOS has been a great tool of partnerships and development, going beyond the school walls, providing us with new knowledge and new ways of team management. As educators of children, we also understand that the union of forces provided by the Program represents a real gift, allowing for the possibility of achieving goals aimed at benefiting and transforming our children’s lives, inside and outside the institution, in a memorable way.”

**Erica de Oliveira Gouvea**

**(Professor Cassius Magnani Center for Early Childhood Education)**

## 6.4 FDC Empreenda

We believe in entrepreneurship as a driving force for social progress. The mission of FDC Empreenda is to promote the development of underprivileged entrepreneurship and reduce social inequality in the country. Partners who share the purpose of reducing social inequalities by supporting underprivileged entrepreneurs are part of the program. In 2019, together with the city of Nova Lima and with Sicredi, we acted to impact on 109 underprivileged entrepreneurs in Belo Horizonte (MG), Nova Lima (MG) and Palotina (Paraná).

We have also laid the groundwork to scale up the initiative for the coming years, through the creation of our own methodology, which will be disseminated digitally by FDC with local support from our partners. Financial management and entrepreneurship were defined as the content necessary to prepare our entrepreneurs for a path of growth

and empowerment. We created a digital, gamified and engaging environment, where the entrepreneur learns by performing “missions” of immediate applicability to their life and business.

We connect FDC’s ecosystem to our underprivileged entrepreneurs through different activities involving FDC Alumni, Specialization and MBA participants, as well as FDC’s own collaborators. We have trained 50 executives from partner institutions to be multipliers of the FDC Empreenda methodology. We selected and trained 80 participants from our programs in Belo Horizonte, Rio de Janeiro and São Paulo to volunteer as Mentors for Prosperity, to support our entrepreneurs on their journey to empowerment and growth. We ended 2019 with an introductory workshop for the 33 entrepreneurs of FDC Empreenda’s next group.

## Testimony

“It’s a totally different method. I, for example, had never participated in anything like it. It doesn’t teach you how to do a certain type of thing, but it teaches you how to take your business forward.”

**(Maicon Castro, participant, video testimonial on FDC’s YouTube channel)**

“The course is very good. We had no knowledge whatsoever of the financial part: purchase, expenditure, goods.”

**(Gilberto Ramos, participant, video testimonial on FDC’s YouTube channel)**

“We can see that we really have a lot to learn and Fundação Dom Cabral is giving us this opportunity. We didn’t leave the same way we entered, because we’ve already obtained results in our business with what we learned in the classroom.”

**(Patricia de Oliveira, participant, video testimonial on FDC’s YouTube channel)**

*Access the QR Code  
and watch the video*



## 6.5 Scholarships

One of FDC’s social responsibility actions is the granting of scholarships. The FDC Social Scholarship Program aims to develop potential leaders who want to make a difference in society, taking a stand and promoting responsible and sustainable development.

Applicants for the Social Scholarship Program must meet the three following criteria: commitment and social engagement; proven financial need to pay for the desired program; and leader profile and / or engaged in social causes. The Program considers aspects and objectives that contribute to the reduction of social inequalities based on affirmative action policies.

The Sustainability & Social Projects area manages the scholarship granting process. Scholarships of up to 100% of the tuition fee are granted to graduate programs, Executive MBA and Open Programs in the cities of Belo Horizonte, Brasília, Rio de Janeiro, Nova Lima and São Paulo.

In addition to granting scholarships for its programs, part of FDC’s social investment is allocated to Fundação José Fernandes de Araújo, FJFA. FJFA’s objective is to provide educational financial aid (scholarship) to students regularly enrolled in higher education institutions and identified as the most needy. During this period, FJFA granted 278 benefits, 148 in the first semester and 130 in the second, covering a total of 159 students.

## Common Purpose – Student Experiences

FDC in partnership with the UK-based NGO Common Purpose, which trains leaders around the world, FDC held another edition of Student Experiences in Rio de Janeiro.

The activity brought together 55 young leaders from across the city and from different institutions to develop their leadership skills and to face a complex challenge of the city as part of a diverse and multidisciplinary group.

The students explored the theme: “How can we make Rio a resilient and prosperous city for everyone?”

A survey carried out with the participants found that 96% of them said that the program helped them to develop as leaders, and 97% considered that the program drove them towards innovation.

7.

# IMPACT ON THE DEVELOPMENT OF ORGANIZATIONS



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*Photo "Caminho do Conhecimento" by Denise Leite, collaborator of FDC, Memória FDC photo contest.*



# Large Organizations and Public Organizations

Large organizations are facing complex challenges imposed by a new era in an accelerated rhythm. Marked by the characteristic phenomena of the 4th Industrial Revolution (digital transformation, artificial intelligence and the Internet of things) and challenged by audiences who demand solutions and products with more value proposition (who question the origin, resources used, community involved, results and environmental impact), today's world puts pressure on large organizations to provide innovative solutions even in adverse economic times, with clarity of purpose and transparency in management. We believe that the best answers to current challenges have emerged from the coexistence between protagonists from different types of environments, from shared models and resources, in a universe of new formats.

With this, FDC has acted more and more as an open educational platform, not only as a provider of solutions, but also prepared to activate a wide network of partnerships and tools capable

of designing resources to act in the new times of organizations. In addition, we are improving our listening skills, increasing the ability of our teams to interact with professionals with complex thoughts, outstanding systemic vision and who can interact with a universe of greater possibility of responses. Consequently, we are better prepared to offer executives and organizations the most complete experience possible, connected to our worldview, to generate a positive impact and with a relevant purpose for society.

Below is the story of Silvia Nishikawa, one of 20 women selected from 300, to participate in the Leadership Academy for Women in Agribusiness, a Corteva program in partnership with the Associação Brasileira do Agronegócio (Brazilian Agribusiness Association) (Abag) to empower Brazilian women who support themselves and their families from agricultural activities. She lived a networked and collaborative experience, with content connected to the challenges of the SDGs.

# Experience Reports

## A transformative program

“My name is Silvia Suzuki Nishikawa. I work at TRI “S” Agronegócios in São Gotardo, Minas Gerais. In 2019, I participated in a new and transformative program: the Leadership Academy for Women in Agribusiness, an experience that made me aware of women’s strength, not only in the agribusiness world, but also in our daily lives and in society as a whole. Twenty women among 300 were selected to be part of the first class, an initiative of CORTEVA-ABAG-FDC. The realization of what we can make happen was the apex for understanding this globalized world, with no borders. We can make a difference with love, work, dedication, sharing and welcoming. I am eternally grateful to CORTEVA, ABAG and FDC for this learning opportunity and for meeting amazing people. The academic part

was divided into three major modules taught by FDC’s team of professors from the highest academic and business level. The work at the end of the course challenged us to build an Action Plan to encompass all levels of the community (the name of the one I participated in was Faz Acontecer, “Make it Happen”). I completed the program bringing into my life experience, courage and work, and the certainty that we can be the transformative and inspiring element for a better world, leaving a legacy of love and work. And I conclude by recalling the etymology of the word courage. Courageous are those who know how to listen to their hearts, as said Professor Ricardo Carvalho, curator of the program in the Inhotim module.”

**Silvia Nishikawa**

## Testimony

“My father made me responsible for milk production, so I say that his employees were my first teachers. Then came two graduate courses, in People Management and Beef Cattle Production. But I was still missing something to complement my knowledge, so I believe this opportunity is a very important one. I am really happy to be able to interact with so many women who work in the same area as me, an extremely masculine sector”.

**(Elaine Guimarães, manager of Fazenda Santa Helena, located in Uberlândia (MG)).**

## Immersion in empathy: learnings of social reintegration

One of the highlights of our customized solutions this year was the Germinar HEINEKEN Be Leader program, which was held in June and July at the Aloysio Faria Campus.

Two of the main highlights of the initiative were experiential activities, the Route of Empathy (exploring the theme Diversity) and the visit to the Associação de Proteção e Assistência ao Condenado (Association for the Protection and Assistance of Convicts) (APAC). The association is dedicated to

the rehabilitation and social reintegration of those who were given custodial sentences, and presents an alternative to the traditional imprisonment model, promoting the humanization of prison sentences and the valorization of the human being. Another highlight was the visit of the president of HEINEKEN of Brazil, Maurício Giamellaro, who was at the Aloysio Faria Campus on June 28. During the visit, he chatted with the participants about their learnings so far as well as their reflections on the organization.

## Testimony

“Immersive experiences, such as those encountered in Be Leader, help us understand what empathy is, making the leadership more and more aware of the subject so that they can become inclusive leaders. We usually say that when it comes to “diversity and inclusion”, it is not enough just to invite someone to the party, you have to ask them to dance. Thus, the opportunity to be in someone else’s place and live the challenges they face helps us understand how to provide an environment in which people can be themselves. It also challenges us to positively infect the team so that it is open to accepting diversity. I believe that these activities have instilled in me and several leaders the commitment to be more attentive to our unconscious biases and to open ourselves to a daily deconstruction of references and prejudices.”

**(Nelcina Tropardi, Vice President of Corporate Affairs & Sustainability  
HEINEKEN Group in Brazil)**



*Be Leader Germinar HEINEKEN program emphasizes empathy as one of the leadership instruments.*

## A journey through urban mobility and innovation ecosystem in Israel

Immersive experiences and a network of innovation ecosystems contribute to the anticipation of trends. This year, in partnership with CNT, FDC took managers and executives from the Brazilian transport sector to participate in a learning journey in Tel Aviv, Israel. They visited Tel Aviv University, the Peres Center for Peace and Innovation, and transport companies such as Electreon, Argus, Galooli,

Foresight, Razor Lab and Mobileye. The program aimed to present technologies and innovations that are being developed in Israel in the areas of urban mobility, ecosystems, entrepreneurship and innovation environments. Senior executives from CNT, ITL and the National Councils of SEST and SENAT participated in the program.

## Testimony

“It was a great opportunity to improve knowledge and gain access to the technologies being developed in Israel. These technologies can be adapted and used in Brazil.”

**(ANPTrilhos, Joubert Flores).**

## Unilever: People as a priority in change management

Faced with the challenge of closing operations in one state and transferring them to another, Unilever decided to seek support from FDC for this transition. Together, we created the Leaders Development Program to support the transfer from the Goiânia factory to Pouso Alegre, focusing on “shared value” and positive impact, aligned with the purpose of the organization.

Unilever had decided to expand its unit in Pouso Alegre, Minas Gerais, and shut down its operations in Goiânia. PDL Unilever Goiânia focused on strategic and tactical leaders (approximately 60 people).

It is the result of a strong communication plan and transfer of machines and people in well-defined groups. There were five modules on leadership and 6 groups (game changers) that developed projects on impact and value shared with different stakeholders. The results are impressive. The factory was able to keep the team engaged and motivated, committed to the moving project and thus managed to grow in productivity and beat the record in the number of team relocation. In this project, the premise of the organization that the people are the priority was clearly seen and experienced.



*Vice-president Roberto Sagot and participants of the Unilever team.*

# SICRED - Development of Board Members

FDC signed, in partnership with Sicredi, the first cooperative financial institution in Brazil, a Technical Cooperation Statement to create the FDC/SICREDI Center for Studies of Governance in Cooperatives. The Center aims to produce relevant knowledge that can contribute to the improvement of the governance of cooperatives in Brazil and, at the same time, expand the international recognition of Brazilian cooperatives.

Through applied research, the center intends to generate national know-how to support the development of board members, directors, associates and all the actors involved in the governance theme, in addition to proposing and disseminating practices, tools and processes that contribute to the advancement of cooperative systems. According to the Banco Central (Central Bank), credit unions already have more than 11 million supporters in the country.

## FDC Center for Public Management

Since its foundation in 1976, FDC's work with public organizations represents an initial milestone. Its first program in this area appeared almost twenty years ago: Frontiers of Public Management. In the last decade, however, we have evolved into increasing systematization and organization of processes, culminating in 2013 with the creation of a cohesive service model for the sector. Time required even more contribution to this area. In early 2019, FDC launched, from a strategic perspective, the FDC Center for Public Management to develop a broader, long-standing project with the public segment, aiming to produce studies, cases and customized programs for this area.

The FDC Center for Public Management is relevant to the existence of FDC. We believe that our mission is to contribute to the sustainable development of society through education, training and executives' development. The Center aims to put the values, knowledge and development experience of FDC to the service of our country and, thus,

seeks to be a national reference in the development of organizations and leaders from the public sector to support the construction of a prosperous and fair nation.

We have identified, for example, the need for more training programs for political leaders and public managers, and opportunities for improvement in public governance, because many systems and processes of public management, in general, are still inefficient with discontinuity in management projects and low synergy in the public-private relationship. We have proposed 490 solutions for 233 different public institutions so far. Among the highlights of our portfolio there is the Contemporary Public Management, aimed at public managers involved with the use of public strategies and policies, and partners from private and Third Sector initiatives that work in the execution of projects with the public sector. We have also produced a series of customized solutions, working with different partners.



# FDC Public Management WEBCafé

What relevant discussions can we have during a coffee break? Under this premise and with a webinar format (one-way web-conferencing), transmitted in real time by YouTube, in 2019 FDC launched Public Management WEBCafé with the objective of bringing pertinent reflections and instigating critical thinking on important issues in the public sector. WEBCafé is a highly relevant, pioneering initiative for the positioning of the FDC Center for Public Management. In 2019, we promoted three public management webcafés with different themes. The

first, Public Management Challenges, discussed political challenges and opportunities to raise the level of public management in the country.

The second brought an innovation and technology theme: Technological Revolution in Public Management; and the third, Governance, Risk and Compliance. The latter was attended by an external guest, Rodrigo Fontenelle, finance auditor of the Federal Government of Finance and Control of the Ministry of Transparency and Comptroller General of the Union.



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*WEBCafé, with FDC teachers, explores the possibilities of Digital Transformation in the public sector.*

## Panorama of Public Policies in Minas Gerais

FDC, through its team of managers and teachers from the FDC Center for Public Management, did a job for the transition committee of the governor of Minas Gerais, Romeo Zema. This job, entitled Panorama of Public Policies of the State of Minas Gerais, aimed to prepare a document presenting the current situation of the state, with regard to public policies, budgetary and financial aspects, as well as implementation aspects and

measured results.

The work was presented at a meeting in the Administrative City on December 11 and it was attended by Governor Romeo Zema, Deputy Governor Paulo Brant, appointed Secretary of Planning Oto Levy, appointed Secretary of Finance Gustavo Barbosa, Coordinator of the Transition Committee Mateus Simões, among other members of the government's Transition Committee.

An overview of the current public policies of Minas Gerais was constructed by cross-referencing official data (budget, finance, physical and financial execution of programs, indicators, goals and results) and qualitative information available. That allowed the team of the newly elected government to infer its real value, identify its weaknesses, advantages, and perhaps make decisions about its continuity, discontinuity, expansion,

reduction, improvement or redesign. This work can contribute significantly to the discussions and decision-making of government executives in Minas Gerais on current public policies. It will also contribute to the improvement of those policies and to the way they will meet society's expectation, which is aligned with FDC's mission to contribute to the development of society.

## Public Managers Development Program – Alagoas

The Public Managers Development Program, designed for the State of Alagoas, was developed to encourage the production of positive results for citizens. This program meets FDC's mission and fulfills the principle of usefulness of the institution. The educational solution was presented in blended form, i.e., online and face-to-face. The program included, in addition to four face-to-face meetings, the construction, prototyping, implementation, monitoring and evaluation of social projects focused on incremental innovations using agile methodologies supported by online teachers in a digital platform.

This work showed that social innovations are incremental, creating processes, products and new services. It added important competencies for the participating executives such as working in collaboration in digital networks, multiplying knowledge, building collective multisectoral results and learning from multidisciplinary teams. Among the benefits obtained with agile methodologies, we can point to the simplicity of the format, the visualization of the follow-up, and the control of the results by all the participants, transforming the reality in a short period of time.

7.2

## Impact on the Development of Medium-Sized Organizations

Medium-sized companies have their intrinsic management particularities. They also experience challenges (on a different scale) similar to those of large organizations. In 2019, we worked on strategies of network partnerships, including international partnerships, projects to visit other countries and events on relationship and knowledge building, focusing on improving the business management culture of

these companies. One of the highlights of face-to-face interactions and the exchange knowledge and living experiences, from the perspective of the development of leaders of medium-sized enterprises, is the Annual FDC Governance and Management Forum. In the 2019 edition, it was entitled "TURN THE GAME: Be the protagonist of your growth".



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*Around 400 executives participated in the Governance and Management Forum on the FDC Campus in Nova Lima (MG).*

We addressed different dimensions of growth, going through political and economic contexts, different growth strategies and the creation of competitive advantages, different sources of financing, and the way digital transformation, innovation, governance models and leadership are essential for companies to become their own protagonists.

In the international operation, we consolidated the network of companies in Paraguay, and held events in Buenos Aires and Montevideo seeking to know

the market opportunities better. We also started an exploration of the Portuguese market in Porto and Lisbon.

We expanded the REDES projects, which operate chains (suppliers, customers, distributors, franchisees, cooperatives, etc.) of medium-sized enterprises of a large organization. We carried out an international program for Silicon Valley, with entrepreneurs connected to Minaspetro to anticipate trends and innovations for the sector.

## 7.3 — Regional Affiliates - local action with a global perspective

Regional Affiliates are the main reason for our impact and presence in all the regions of Brazil. Working so broadly requires knowledge of local culture, and this is one of the main contributions of the Regional Affiliates to our business. FDC has

27 Regional Affiliates, constituting a network that reaches virtually the entire national territory. The following are some of the main programs developed with Regional Affiliates.

# Health Modernization Program of the State of Ceará

The program, developed with the Regional Affiliate in Ceará, Barros Soluções em Gestão, focused on preparing the “Panorama of Public Health Policies of the State of Ceará”, the construction of the Integrated Strategic Plan of the SESA System (Hospital Beds Regulation System) for the period 2019-2023, the Leadership Development Program, and the Modeling of the Citizenship School

which serves as a support for the Health Innovation District project. This modeling is a pilot experience in the application of the concept of compact city, based on the generation of knowledge and the growth of the health production chain. The management of health systems represents a constant challenge for the country and for Brazilian states.

# Sindicombustíveis Business Development Program

Developed with the Regional Affiliate in Pernambuco, H. Forte Soluções Educacionais, the program aimed to develop the management of associated resellers, recommended by Sindicombustíveis (Union of fuel resellers), to obtain short-term results through industry-specific methodologies and the-

mes. It contains Business Management, Leadership and People, and Governance in Family Businesses. Working with companies' associations that represent a sector stimulates the networking of management models that contribute to the improvement of an entire production chain.


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*Annual Meeting of Regional Affiliates at the Aloysio Faria Campus discusses directions of action.*



8.

# IMPACT OF PEOPLE DEVELOPMENT



Individual development is one of the strategic principles of FDC. Talent engagement is a key factor in the performance of organizations in a rapidly changing environment. Among society's current wishes, we identified a greater search for the meaning of work and the sharing of objectives between companies and employees. We also observed the need to improve fluency in new technologies and the search for more personalized education, consistent with the individual journey of each participant. At FDC, we believe in the concept of lifelong learning. Demographic studies have already confirmed that people are living longer and with more energy.

*Photo "milagre" by Leonice Batista, collaborator of FDC, Memória FDC photo contest.*



If they wish to continue to be relevant in their professional contexts, they need to have access to new knowledge and develop new skills. It is also increasingly common for people to make significant changes in their careers, which once again demands the development of new skills. FDC is prepared to partner with individuals during the journey of lifelong learning.

It is understood that we should offer the customization of learning, whether in the construction of a career plan or in the search for the way to learn.

People want more products and services tailored to their individual needs.

In 2019, FDC trained nearly 30,000 executives, either through programs aimed at individuals or through public and private organizations, as well as social organizations. At least 80% of our courses have been reviewed. We have developed a broad portfolio of programs which meet market requirements and monitor individuals at different times of their lives and stages of their careers.

## 8.1 ■ Innovations in 2019: Trekker

We created Trekker, a carefully customized service for people looking to find the best path toward their personal and professional goals. Trekker is a development journey to broaden awareness, increase performance and acquire the skills needed for today.

We consider that each professional is unique in their way of learning and relating to the world. Once the individual challenge has been defined, Trekker articulates the entire FDC platform of knowledge, experience and relationship and puts it at the service of the client: participation in

programs or specific classes, content curation, accurate networking directions, practice labs, workshops and coaching are some of the activities that each individual can undertake on their journey. FDC mentoring, along the entire course, ensures that everyone reaches the level of dedication required, analyzes crucial questions for their transformation and learns to access the world in a more agile way. We would like to highlight the start of the FDC4U digital platform, in testing phase, which will offer a digital and customized learning experience to the FDC customer.

## 8.2 ■ Strengthening Alumni Relations

FDC understands very clearly that the participants in our programs determine our purpose. They are our innovative strength. The year 2019 was marked by initiatives with our alumni. In September, the Aloysio Faria Campus hosted the Annual Meeting of the FDC Alumni Network, with 150 alumni and guests of the programs, to further enhance the FDC experience through continuous

learning and networking.

The program featured the lecture, “The future of work, or the work of building the future?”, presented by journalist and writer Pedro Doria. This was followed by the panel, “Challenges in the digital transformation of business”, presented by Marcelo Szuster, CEO of DTI Digital, Anderson Godz, investor and advisor of Gazeta do Povo, and Tahia-

na D'Egmont, CMO and partner of Max Milhas. Next, the theme, "Business is changing... What about us? What is the new meaning of work in our life?", was discussed with Cyntia Betti, Executive Director of Plan International Brasil, Lourenço Bustani, co-founder of Mandalah, and Luiz Edmundo Rosa, Director of ABRH Brasil. At the end of the first day, there was a get-together with alumni families. The theme for the second day was "Leadership and

Legacy". The lecture, "Leadership, Responsibility and Transformation" was presented by Geraldo Rufino, founder and CEO of JR Diesel. Then, there was a deep and intense conversation about "Building Legacy: Shared Values | Action | Hope" held by Viviane Mosé, PhD in Philosophy and public policy expert. Pedro Aihara, spokesman for the Military Fire Department of Minas Gerais, was in charge of closing the event.



*FDC Alumni Network Annual Meeting, which brought together about 150 former participants.*

## Platform

FDC Alumni Network is a relationship platform that offers former participants a series of value-added services to further enhance the experience at FDC. The initiative provides:

**Continuous development of qualified**

**relationship:** annual, regional meetings, lunches with CEOs, Alumni happy hour.

**Workplace:** a digital platform of friendly collaboration that provides agile communication and qualified networking and knowledge sharing among alumni. Among the available features are news feed, discussion groups, research, live broadcasts and chats in order to connect alumni through class

and/or affinity groups; dissemination of networking events; dissemination of vacancies for professional relocation.

**Pathways:** is an opportunity for FDC MBA alumni to complement their training, returning to the program to participate in the Pathways that are offered during the 4th and 6th modules of the Executive MBA. The pathways, offered in a blended mode, begin in the Virtual Learning Environment (VLE) and end during the face-to-face meetings week. There will be two different offerings, taught in English, with participants from various business schools in the world.

## Online lectures

Current content approached in an objective and practical way.

In order to encourage updating and sharing experiences with FDC Alumni Network members, we will offer three lecture pathways:

- presented by executives, professionals from various areas with interesting experiences to share;
- presented by teachers, academics with new research and current articles to contribute with their findings and perceptions;
- presented by career specialists who address issues related to market placement, transition from the professional trajectory; and, headhunters for advice, update tips and current demands, among other details.

## 8.3 Executive MBA

The FDC Executive MBA is designed for professionals working in a complex, dynamic and ambiguous world. The goal is to prepare leaders with purpose and focus on results, in addition to developing visionary and inspiring professionals. The first group to attend the FDC Executive MBA was in the city of São Paulo in 2019. The program is already recognized nationally and internationally, and certified by the FDC Association of MBAs (Amba). It brings together participants with executive experience to address contemporary management issues. The goal is to prepare visionary and inspiring leaders with purpose, who are capable of generating economic

and financial results and also contribute to the development of society. This year, two international pathways can be highlighted: Global Business Management; and, Digital Strategies and New Business Model. The student exchange model and the Learning Journeys programs with other schools enabled 86 participants to come. In 2019, there were 463 participants attending the Executive MBA and six FDC participants were sent to France. FDC is a member of EMBAC, the Executive MBA Council. Since 2019, the chair of the Council is the director of the Executive MBA from Fundação Dom Cabral, Carla Arruda.

### Testimony

“The experiences in the program interfered in my career perspective from the start because I have worked in a very technical area for 34 years (oil drilling and production) and FDC is making me feel good in every way. The teachers are highly trained and experienced and they end up passing this experience on to us. Even if the theme is controversial (Diversity), technical (Microeconomics), connected to humanities (Trust), and the techniques force you to use the left side of your brain (Organizational Design), the coaching classes, that help the student so much are making me grow a lot as a professional (I’m already applying some of the strategies and organizational design techniques learned, for example, in my daily life) and as a human being too.

I’m sure I’ll be someone else when the course unfortunately ends. In addition, the students are very well prepared, the coexistence inside and outside the class makes everyone help each other, since we exchange experiences as professionals and from our personal life that end up adding even more to our knowledge.”

**Ronaldo Barreto, participant in the first Executive MBA group in São Paulo**

## 8.4 ■ Graduate Studies - Specialization and Professional Master's in Administration (MPA)

The graduate programs contribute to personal and professional growth, developing skills and attitudes in addition to technical knowledge in management. Specialization programs are carried out in business management, marketing, personnel, energy and projects, as well as in-company (segmented specialization for companies). In 2019, FDC had 4,416 participants in the specialization programs. A new contract with SEST/SENAT stands out. The aim is to set up six Specialization groups in SEST SENAT Business Management. There was also the Specialization in Management which happened, for the first time, in São Luiz, capital of

Maranhão. Another new program was the project, customized with the Electric Energy Trading Chamber (CCEE) in São Paulo, for the specialization in Innovative Project Management. In line with market needs, the Update Program in Labor Relations Management was carried out in order to prepare professionals to act proactively and preventively in this area. In Rio de Janeiro, a new group in Oil, Gas and Renewable Energy Management was set up.

The Professional Master's degree in Administration (MPA) had 77 participants in 2019, and 34 participants finished the course.

### Testimony

“Graduate studies taught me to be more patient and careful when dealing with people. Also, when doing the project, we saw tools and possibilities that showed that there are ways to bring the family business into professional management. I can say that I renewed my motivation. Now I see that I am prepared to lead this dream, which is to continue the company that my grandfather founded more than 50 years ago.”

**(Carolina Cruz, Administrative Manager of Trans Herculanum, former participant of the Graduate Program)**



*MPA group debates challenges and opportunities for women and their exercise of leadership in the current job market.*

## 8.5 — Open Programs Short Duration

People have increasingly sought to be responsible for their own development, creating learning routes. FDC, therefore, guides people to be responsible for their development. The FDC short-term program portfolio consists of 20 personal educational solutions and seven solutions in partnership with regional affiliates. In 2019, 27 programs were carried out, reaching 1,495 participants.

We launched the Retail Management Pathway, which obtained a positive response from the market. We did it in partnership with KPMG, the Audit Committee, with the participation of FDC

teachers and KPMG consultants who brought concepts and practices of the theme. The program attracted high-level participants. We had record participation in the Executive Development Program (PDE), with 72 participants.

We celebrate 25 years of the Skills, Techniques and Competencies Program (STC), held in partnership with the Kellogg School of Management. The Strategy and Execution Program was reformulated and now has three modules, merging a conceptual approach with diagnosis and application in the participant's company.



*STC participants in modules held at Kellogg in Chicago (USA).*



# 9. ■ IMPACT ON RESEARCH AND DEVELOPMENT



Photo “Porta para o Infinito” by Warney Soares, collaborator of FDC, Memória FDC contest.

Knowledge generation at FDC seeks to merge theory and practice and, thus, produce knowledge that is relevant, useful and applicable to the corporate world. The studies carried out are in line with the challenges presented by the management and business areas, stimulating research on contemporary topics trying to find the answers that not only the market, but also society, is seeking.

FDC published eight articles in journals and produced 10 articles for congresses, eight of which were international. FDC teachers wrote four books and five book chapters. Six research reports were generated, 18 articles were published in the DOM Journal and nine reported cases were generated. In all, 60 publications were produced by R&D management.

The five FDC Knowledge Centers (International Strategy and Business; Innovation and Entrepreneurship; Logistics, Supply Chain and Infras-

tructure; People and Leadership; and Sustainability) are fundamental to our purpose of having a complex view of impact issues, anticipating risks and opportunities in reading business environment scenarios, and making the FDC value proposition clearer. FDC invests in generating and articulating knowledge, and developing methodologies, research, articles and case studies based on analyses and reflections on impact issues in the corporate world, in order to increase understanding of business environments.

## Strategy and International Business Center

The Strategy and International Business Center contributes to the development of organizations through the generation and sharing of knowledge about their strategic process, including formulation, deployment, execution, control and learning about corporate and business strategies.

Since 2017, the Strategy Reference Center (CREST) has the Practical Community in Business Models as its main activity. The community is open and formed by executives, entrepreneurs and academics interested in building, discussing and accessing what is most relevant around the world on the subject: Business Models. It consists of three aspects: academic, business and practice. In the first half of 2019, two meetings were held addressing the following topics: “Big Data, Business Analytics, Data Science: how do new technologies guide decision-making in companies?” and “Efficiency and new technologies”.

From the market perspective, the team from the center participates in the technical coordination of the U-LEAD the Positive Impact, the in-company platform of impact solutions. It also participates in the prototyping of the new Specialization Program for Belo Horizonte; in the open program “Strategy & Execution”; and, also in this context, it is worth mentioning the completion of the development of

the Star Diagram methodology, which includes a challenge level assessment tool for an organization to implement its strategy, created by Professor Heitor Coutinho.

There was also the contribution to the Executive Development Program (PDE). Professors Paulo Vicente and Fabian Salum developed a business model simulator guided by a case study written about the company CVC Tourism. The programming of the simulator was developed internally and is in the FDC domain. The simulator was used in class 84 of the PDE in June 2019, in a specific class created within the weekly grid of the program modules. The objective of the simulator is to create an environment that promotes the discussion and decision-making of the participants, validating their reflection on the business model and creation of value.

A special edition of the study, “FDC Trajectories of Internationalization of Brazilian Companies” was held, which brings together analyses of the 13 previous editions of the research and evaluates the benefits of internationalization for companies, identifies patterns and trends aligned with the International Value Creation Model. With this edition, we partnered with Bexs Banco for a series of activities to raise awareness and stimulus for the internationalization of Brazilian companies.

# Innovation and Entrepreneurship Center

In the area of Innovation and Entrepreneurship, the Center aims at the development and generation of knowledge applied to the management of innovation, international competitiveness, entrepreneurship, productivity and digital transformation. In 2019, the Center organized twenty meetings of its innovation practices communities and the Innovation Reference Centers (CRIs), debating topics such as artificial intelligence, sources to foster innovation, intellectual property and internationalization of innovative companies. Currently, the Center includes CRI Minas, CRI Ceará and CRI Nacional. CRIs are communities of practice on innovation management. They work as a forum in which managers share their best practices, discuss challenging topics, and interact with different actors in the business community.

Continuing with the international and large-scale projects, the Innovation Center was responsible for collecting and analyzing data from research in international competitiveness, in partnership with IMD and World Economic Forum, in addition to conducting research on Brazilian digital competitiveness. Research projects on digital transformation and entrepreneurial education also continued. In 2019, we produced the cases for companies such as Embraer, Banco Inter and Grupo Águia Branca about their practices and challenges of innovation and cooperation with startups. The team at the Center has kept its commitment to share knowledge and studies and has produced 22 articles and research reports, posted 16 videos on the Innovation in Focus playlist on Youtube, and launched its Innovation DOMinio podcast with eight interviews.



*CRI meetings to promote the exchange of experiences in innovation between companies.*

## Testimonies

“For the public sector to participate in the CRI and interact with private sector innovation agents, it’s essential to understand the demand of these institutions and allow FAPEMIG to improve its participation, enabling the triple propeller, acting and interacting with innovation and economic improvement.”

**(Thiago Bernardo Borges, FAPEMIG)**

“It’s a super interesting experience because we have a group with similar challenges with which we can share our problems. The topics to be discussed are chosen by the community itself, which aggregates value, as the most pertinent problems for the institutions are discussed”

**(Larissa Wolochate, BDMG)**

## Sustainability Center

The Sustainability Center aims to act as a driving force of the sustainability of people, businesses, society and the world through the action and awareness of organizational leaders about their opportunities and risks. The Center started the Center for Intra-entrepreneurship in partnership with the Intra-entrepreneurship League, which is defined as a global community for the learning of intra-entrepreneurs and catalysts that drive change from within. Members prototype the future of work, cultivating more sustainable, innovative, collaborative and ultimately more significant cultures. Intra-entrepreneurs having impact are collaborators with a spirit of undertaking and innovating that aim to create new products, services and more sustainable business models. In September, the projects of shared value of the various member companies of the Center were presented at

Natura. The event marked the end of the Center’s first cycle, which has held a series of incubation and acceleration meetings since it was launched in 2018.

The Center helps companies face their challenges, especially those related to innovation, leadership and management. Thus, tools for co-creation and project management are shared, which is fundamental to the success of internal entrepreneurship. The main objective of the Center is to accelerate the development of shared value businesses, that is, those that benefit company and society equally. Professor Heiko Spitzeck, Director of the FDC Sustainability Center, runs the project. Professor Spitzeck is experienced in corporate social responsibility and sustainability, and has published several books and articles on the subject.

# Logistics, Supply Chain and Infrastructure Center

The Center is very active in the production of studies. It experienced the second year of the PILT/FDC implementation and started the new edition of the Logistics Costs research, which is a reference on the subject in Brazil. The Transport Logistics Infrastructure Platform (PILT/FDC), linked to the Logistics, Supply Chain and Infrastructure Center, was presented to investors and entrepreneurs at two international meetings: in Washington (USA) and London (England).

Among the activities of PILT/FDC, “Product 3: Demand Scenarios and the Transport Infrastructure Project in Brazil – 2035” was launched. It is considered the most detailed, long-term plan for Transport Infrastructure for the country. In addition, diagnosis and demand scenarios and transport matrices for the agricultural bulk, general cargo

and liquid cargo sectors were launched and distributed to the main companies and associations representing such sectors.

PILT/FDC also develops, in partnership with the Ministry of Infrastructure, simulations and modeling aimed at improving the Brazilian position in the World Economic Forum competitiveness ranking for criteria related to transport infrastructure. In this context, PILT/FDC also conducted a study to support the renewal of the Atlantic Railway concession, which is a strategic partnership of FDC through its VLI controllership. Finally, the Logistics, Supply Chain and Infrastructure Center started a study for the Strategic Railroad Plan of Minas Gerais, which will be the largest railway study ever conducted in the state of Minas Gerais.

## Leadership Center

Leadership development is central to the growth and sustainability of organizations. The Center aims to develop aware leaders who will be at the forefront of the institutions of the Future. In the Leadership area, we highlight the participation of FDC in the Aliança Group, formed by CEOs

of large companies dedicated to practicing the empowerment of female leadership in companies. FDC supports the group technically and does research on the trajectory of women’s careers in organizations. Currently, the Center is also dedicated to studying the Present State of Work.

Leadership development is central to the growth and sustainability of organizations



# R&D PRODUCTIONS 2019



*Photo "Biblioteca Lounge Café" by Mônica Rodrigues, collaborator of FDC, Memória FDC contest.*

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*The award ceremony for the Contest “Olhares” of the Memória FDC, was held on December 11. The initiative invited employees to a look at the various locations of the campuses of Fundação Dom Cabral. In all, 19 photos were sent and a jury committee selected the six finalists that were submitted to the employees for their vote. In the end, the winning photo and the finalists were shown in an exhibition, and the photos are going to be part of the historical collection of Memória FDC.*











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The logo for Banco Alfa, featuring the text 'BANCO ALFA' in a serif font with a stylized pyramid icon between the words.

