

— 2017



Annual Report

FDC

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FUNDAÇÃO DOM CABRAL

Annual Report



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INTRODUCTION

A LETTER FROM THE DEAN

The two key words in the year were caution and boldness. The power of this binomial marked our institutions' life in 2017. The competence of FDC's team to deal with this guideline that bears its own paradox was surprising. In the face of an uncertain, volatile context, our teams dared new strategies. In the next few pages, we will introduce the highlights of the year, especially in the fields of innovation, internationalization, efficiency, protagonism and sustainability.

FDC has taken important steps to prepare for a future that is reality already. With the FDC Innovation Model, innovating methodologies are being incorporated to classroom practices, such as virtual reality to experiment with contents in an immersive manner. We have installed the Portfolio Management Committee to define new educational solutions to be offered to the market. The highlight in our innovation efforts was the inauguration of the TREE Lab, a cognitive intelligence laboratory, partnering with MRV and IBM, which promises to transform the learning experience at FDC.

The bases for a new FDC social initiative were conceived. The Entrepreneurship for Prosperity project focuses upon entrepreneurial education, seeking to transform lives and create free, stand-alone citizens, protagonists of their own trajectories. The relations and business connections ensuing from a 41-year history will be placed at the disposal of low-income populations such as to yield a virtuous cycle of citizen emancipation and empowerment of individuals in socially vulnerable conditions. Existing social projects continue, offering the enriching experience of this work to the establishment of even more transformative initiatives for society.

Given the challenge launched by the 2020 Strategic Reflection of consolidating FDC's protagonism in debates and relevant themes, the CEOs' Legacy was introduced with a group of 20 presidents from large organizations, who wish to begin a process of collective construction of prosperity and legacies to society.

Pursuing the objective of articulating knowledge and encouraging relevant debates and reflections, FDC held meetings between business leaders and researchers such as Professor Henry Mintzberg and other important names in the domestic scenario, who raised critical themes and reflections on business productivity and competitiveness from the business environment viewpoint.

This is one of the manners by which FDC seeks to be relevant to society: connecting people, yielding knowledge and promoting signals to change.

In the field of internationalization, partnerships with international business schools were expanded, such as the Skema Business School. There was an increase in the demand for team development by large companies using FDC's international articulation capabilities, especially with Latin American partner schools.

Operations with the medium-sized company segment, which always found great support for business development in Brazil at PAEX, now incorporates a small business program. This is the first FDC educational solution veered towards this business segment: Partnership for Management Structuring (PEG).

As concerns executive education, FDC is structuring a new approach that contemplated the creation of an online platform for relationship and distance education, as well as coaching and career development support services.

In internal management, FDC made changes in its infrastructure that entailed a substantial cost reduction, positively impacting the school's reaction capability to the economic crisis. In people management, the Employee Skill Evaluation Method and the succession management project at various levels are relevant initiatives to improve team quality, such as to prepare it for market challenges. Implementation of the Integrity and Conformity Program is in course, with the objective of ensuring that the school will continue to adopt practices in consonance with specific laws, instructions, and social coexistence regulations and rules.

We began the corporate reputation management project and monitor FDC's reputation – regarded as one of our school's most valuable assets – on a monthly basis. A Client Satisfaction Survey was also applied and overall satisfaction has remained at high levels.

Economic-financial performance was a highlight, considering all challenges faced in the political-economic-social contexts in Brazil and in the world. We have reached xx% of expected revenues, for a total of R\$223.5 million. Investments in developing markets, people and products was R\$17.6 million. Administrative expenses showed a reduction along the year of R\$37.2 million. With this, net income exceeded budgeted amounts by 30%, for a total of R\$6.6 million.

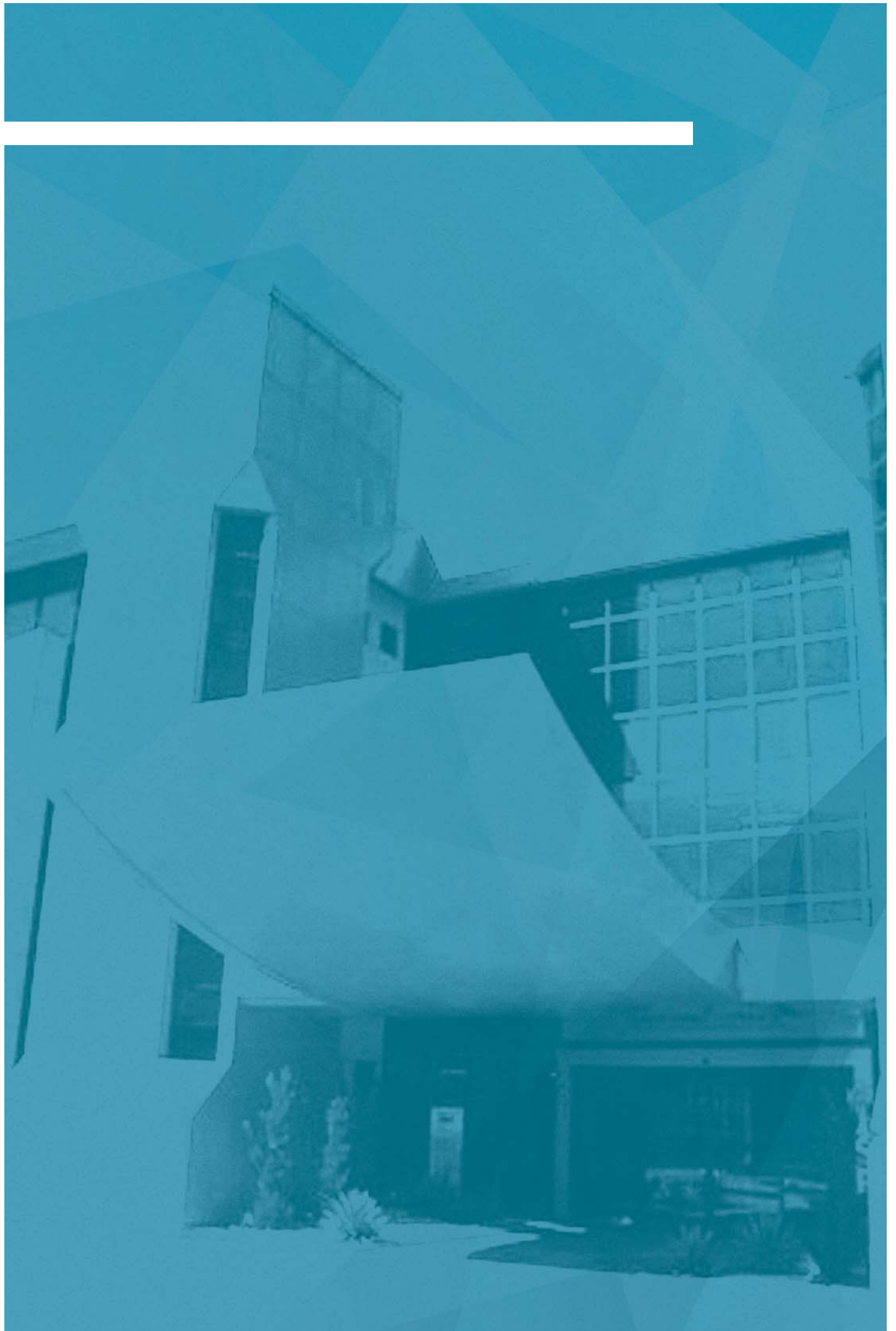
In a nutshell, in 2017 we sought to deepen reflections, review practices and adopt initiatives that will contribute to the fulfillment of the school's institutional mission and performance improvement. For this reason we have been persistent in the innovation movement and in undertaking actions

seeking efficiency gains to enable us to cope with adverse conditions in the economic and political fields. FDC's team remains confident and obstinate in trekking a route of prosperity and equilibrium, with the essential support of the Board Committee.

A handwritten signature in black ink, appearing to read 'Antonio Batista da Silva Junior', written in a cursive style.

Antonio Batista da Silva Junior

Dean



1. ORGANIZATIONAL CONTEXT

1.1 PROFILE

BASIC INSTITUTIONAL DEFINITIONS

Fundação Dom Cabral was established in 1976, in Belo Horizonte/MG, as a stand-alone, non-profit institution. Our mission is to contribute to the development of society through the education of executives, public managers and entrepreneurs. We understand that developed, competent and ethical organizations and managers play an important role in the promotion of social well-being and that education is the sustainable path to promote the transformation of people and organizations.

Committed to its *raison d'être*, FDC seeks excellence in executive education and pursues its activities in the entire country and abroad – in cooperation with partner institutions through a network of domestic and international alliances.

For 41 years FDC has been pooling theory and practice together, as well as academic background and business experience, market orientation and sustainability principles. The school offers innovative educational solutions, supported by research, academic development, strategic alliances and cooperation agreements with schools in Europe, the United States, the United Kingdom, China, India, Russia and Latin America.

Fundação Dom Cabral's philosophy – working WITH and not only FOR the client – stems from careful listening and respect for the identity of organizations, the peculiarities of the segments in which they operate and market dynamics.

MISSION

To contribute to society's sustainable development through the education, capacity-building and development of executives, entrepreneurs and public managers.

BUSINESS

Educational solutions for business development.

STRATEGIC OBJECTIVE

Being a benchmark in executive and organizations development.

FUNDAMENTAL PRINCIPLES

I. USEFULNESS: being useful to the construction of society, Fundação Dom Cabral's *raison d'être*.

II. PARTNERSHIP: as a fruit of the interaction between Fundação Dom Cabral and people, institutions and companies, through which limitations are overcome and solutions are obtained.

III. VALUATION OF THE INDIVIDUAL: the internal force that grows in the sense of caring and is conducive to joint construction, within the perception that each one has his own manner of contributing and no one is excluded.

IV. AUTONOMY: the belief that freedom of choice drives people to the feeling of ownership in their respective area of action, adhering to the school's principles and values.

V. BOLDNESS AND TENACITY: such as to try the impossible, persevering in overcoming challenges and obstacles against the construction of the dream of being a benchmark school.

VI. QUALITY AND INNOVATION: to be ahead, seeking the best for the client – the central focus of the school's actions.

VII. ETHICS: concentrating on the practice of loyalty, trust and transparency, in the relationship with third parties, recognizing errors and correcting routes.

VIII. SELF-RELIANCE: as an institution, FDC will cultivate intellectual independence, austerity and efficiency, such as to maintain sustainable growth.

1.2 2017 STRATEGIC INITIATIVES

The 2017 Work Plan listed 13 Strategic Initiatives. This report demonstrates the Strategic Initiatives achieved by the different areas and by the professionals in charge of them, in the pursuit of actions and activities developed in the year 2017.

1. REPUTATION MANAGEMENT PROJECT

The school's monthly reputation monitoring project, applying a world-wide technology used by the Reputation Institute, which allows planning, following up and assessing the institution's reputation.

2. SUSTAINABLE FDC PROJECT

Creation of a social project and executive education impact analysis methodology, as offered by FDC, focused on MBA, PAEX and Customized Programs, and the adoption of sustainability as a transversal axis to all programs.

3. RNO PROJECT

A strategic, structuring project to tap Non Operating Income (RNO) for FDC.

4. ASSOCIATES PROJECT

A new cooperation model with the 24 Regional Affiliates, in adherence to simplicity and equilibrium principles.

5. C-LEVEL RELATIONSHIP

This initiative's objective is to improve relations with the C-Level audience in organizations and identify demands for the creation of new businesses.

6. NET PROMOTER SCORE – NPS

This initiative seeks to improve the perception of the value proposition and results yielded to the school's clients. Defenders, detractors and clients with a neutral perception of the brand name are identified.

7. INTERNATIONALIZATION PROJECT

This project conceives FDC's internationalization in three pillars: competitive advantage, growth opportunities and structure/operations. Each one of these pillars is in turn broken down into supporting axes that comprise the most important aspects for the advancement of internationalization.

8. INNOVATION PROJECT

Implementation of R&D and new products processes. The R&D funnel's objective is to seek synergistic and alignment possibilities between the research lines and market requirements.

9. EXPENSE MATRIX MANAGEMENT – CRITICAL PROCESS REDESIGN PROJECT

Review of consumption in FDC's areas.

10. COMPLIANCE/CONFORMITY PROJECT

This initiative pursues the objective of ensuring legal, social and ethical conformity to comply with domestic and international laws in force and to contribute to an ethical, fair and productive business environment. Fundação Dom Cabral is organizing its compliance structure.

11. STRUCTURE/INTEGRATION EVOLUTION PROJECT

This project aims at assessing the current organizational dynamics and identifying gaps in decision-making and integration among areas that represent barriers to the execution of FDC's mission achievement strategy.

12. COMPETENCE MANAGEMENT

The objective is to raise the level of requirements vis-à-vis the required competences for strategy execution, provide employees with greater clarity of the school's perception of its action, improve the dialogue between leaders and followers and among peers and to subsidize individual and collective development actions and decisions on movements and recognition.

13. INSTIGATING ENVIRONMENT

The intention is to measure to what extent the environment facilitates or hinders strategic execution and encourages the promotion of entrepreneurship, engagement, diversity and recognition.

1.3 RELEVANT THEMES FROM LISTENING TO STAKEHOLDERS

Considering FDC's engagement with transparency and qualified interlocution with society, the school undertook a comprehensive listening initiative with its myriad stakeholders for a clear definition of what are the most relevant themes to the school – those that bear upon decisions, actions and performance as an organization that renders accounts to the society that supports it.

PRIORITY RELEVANT THEMES

Nine Relevant Themes to FDC and its audiences were identified altogether, among which six were considered priority, as described below. Along this Report, each of FDC's actions and projects addressing one of the Relevant Themes will bear a seal.



Responsible and Ethical Leaders

1. Development of responsible, ethical leaders – Transformative learning, centered upon socioenvironmental issues; conscious leadership.

FDC's actions relating to this theme are described in Chapter 3 – Educational Impact.



Financial Capability (The School's)

2. Financial Capability (the School's) – Resilience in crises, investment capability and cost optimization.

FDC's actions relating to this theme are described in Chapter 6 – Operating and Financial Management.



Financial Sustainability of Institutions

3. Improvement in clients' economic-financial results and entrepreneurial encouragement – Development of professionals and innovation encouragement.

FDC's actions relating to this theme are described in Chapter 3 – Educational Impact.



Articulation of Relevant Debates

4. Facilitation and articulation for solutions to critical issues in the organizational context in the domestic and international scopes – Being a transformative agent; promoting debates on local and global relevant themes, within the scope of management and society.

FDC's actions relating to this theme are described in Chapter 2 – Institutional Highlights and in Chapter 4 – Social Impact.



Quality of Teaching

5. Quality of teaching, team and research – Excellence in educational solutions and programs, internal qualification, partnerships with benchmark institutions.

FDC's actions relating to this theme are described in Chapter 3 – Educational Impact, in Chapter 5 – Impact upon Research, Development and Innovation and in Chapter 7 – People Management.



6. Involve and engage actors to build new business models – Forums, analyses, and experience exchange around the new economy: social, inclusive and globally responsible businesses; solidary, collaborative and circular economic models.

FDC's actions relating to this theme are described in Chapter 4 – Social Impact.

OTHER THEMES REGARDED AS RELEVANT

7. Knowledge creation and dissemination – Development of and access to research, forums, and studies.

8. Development of sustainability management professionals – Systems thinking development

9. Incorporation of global social responsibility values in FDC's academic activities and curricula

2. INSTITUTIONAL HIGHLIGHTS



2.1 FINANCIAL TIMES 2017 EXECUTIVE EDUCATION RANKING

Fundação Dom Cabral was ranked as the 12th best business school in the world, in the Financial Times newspaper 2017 Executive Education Ranking. This publication ranks the 50 best world business schools, comparing their Open Programs and Customized Programs according to client companies' opinions (80% of the review) and data forwarded by the institutions themselves (20% of the review). At this ranking, FDC remains the number one business school in Latin America among the institutions participating in the ranking.

FDC has been among the main schools in all continents in this ranking for 12 years and has been the main school in Latin America for the entire period. FDC ranked 17th in 2016. Climbing five positions in 2017 is a demonstration of recognition for the continuous effort in search of excellence that the school has been undertaking along its longer than 40 years' existence building partnerships with its clients.

2.2 AWARDS AND RECOGNITION

ADCE BUSINESS SOCIAL RESPONSIBILITY AWARD

The Associação de Dirigentes Cristãos de Empresas de Minas Gerais [Minas Gerais Association of Christian Business Leaders] (ADCE) held the 6th edition of the ADCE Business Social Responsibility Award, and the honored guest was FDC's co-founder and chairman of the Board Committee, professor Emerson de Almeida, for his professional career and encouragement offered to undertake social projects, in addition to FDC's growth in the Brazilian business context.

Created in 2012, this award renders tribute to business leaders who enhance ADCE's values and dignify business relations at all levels, always concerned with the centrality of the human being as a protagonist of society.

FINANCIAL TIMES 2017 EXECUTIVE EDUCATION RANKING

		Custom	Open
1	Iese Business School	1	2
2	IMD	2	1
3	Harvard Business School	5	3
4=	Center for Creative Leadership	10	6
4=	London Business School	6	10
6	Insead	9	7
7	HEC Paris	7	12
8	ESMT Berlin	11	8
9=	Stanford Graduate School of Business	13	13
9=	University of Oxford: Saïd	26	4
11	University of Michigan: Ross	20	9
12	Fundação Dom Cabral	16	15
13	University of Virginia: Darden	31	5
14	SDA Bocconi	4	33
15	Shanghai Jiao Tong University: Antai	8	32
16	Esade Business School	29	11
17	MIT: Sloan	26	18
18	Essec Business School	17	24
19	University of Pennsylvania: Wharton	40	14
20	University of Chicago: Booth	34	19
21	ESCP Europe	24	27
22	Henley Business School	35	23
23	Thunderbird School of Global Management at ASU	32	31
24	Ipade Business School	19	39
25	Incae Business School	25	36
26	Stockholm School of Economics	38	29
27	Ceibs	48	21
28	Cranfield School of Management	21	39
29	Edhec Business School	22	41
30=	Ashridge Executive Education at Hult	23	43
30=	University of St Gallen	42	28
32	Vlerick Business School	33	37
33	National University of Singapore Business School	14	56
34	University of Cambridge: Judge	52	25
35	Western University: Ivey	53	26
36	Columbia Business School	61	17
37	UCLA: Anderson	59	20
38	Peking University: Guanghua	43	38
39	University of Toronto: Rotman	67	16
40	York University: Schulich	39	48
41	University of Pretoria, Gibs	41	52
42	Universidad de los Andes	28	59
43	Católica Lisbon School of Business and Economics	45	44
44	Melbourne Business School	47	53
45	EM Lyon Business School	44	55
46	Aalto University	55	42
47	Inspira	51	54
48	Queen's University: Smith	69	34
49	Eada Business School Barcelona	58	47
50	Nova School of Business and Economics	62	57



Professor Emerson de Almeida receives the ADCE Business Social Responsibility Award

RH TOP OF MIND

FDC was the best-remembered executive education institution by HR practitioners for the HR Top of Mind award 2017. This is the award's 20th edition, and it an indicator that the FDC brand in increasingly strong among HR leaders when the issue is executive development and managerial improvement.



FDC was awarded the HR Top of Mind 2017 in the Executive Education category

ASSOCIAÇÃO BRASILEIRA DE COMUNICAÇÃO EMPRESARIAL – ABERJE [BRAZILIAN ASSOCIATION OF BUSINESS COMMUNICATION]

FDC won the regional step (comprising Minas Gerais and the Center-West region) of the ABERJE 2017 Award, in the “Historical Responsibility and Business Memory” category, with the case study **“Memória FDC – o que confirma a nossa história é a memória que se tem dela”**.

The case study submitted for the Award is outstanding for the substantial involvement of all school employees, who were willing to reconstruct their history together.

The ABERJE award has recognized the best practices in Brazilian business communication for 50 years. FDC has been awarded for 5 works:

1. ABERJE 1991 Award – “Boletim Externo”
2. ABERJE 1998 Award – “Jornal Mural”
3. ABERJE 2005 Award – “CTE Informa: 14 anos de Divulgação do Conhecimento em Gestão”
4. ABERJE 2006 Award – “Comunicação com o Jeito de Ser FDC”
5. ABERJE 2007 Award – “DOM - A Revista da Fundação Dom Cabral”



Memória FDC given the Award promoted by ABERJE

BOOK: A SUCESSÃO COMO ELA É – DE SENTIMENTOS A JOGOS POLÍTICOS NAS ORGANIZAÇÕES [SUCCESION AS IT IS – FROM FEELINGS TO POLITICAL GAMES IN ORGANIZATIONS]

Written by FDC’s Board Committee Chairman, Emerson de Almeida, the book was acclaimed by business leaders from different States. Upon an invitation by Gocil, the author addressed a group of executives from various organizations on succession process learning and challenges.

Sicredi also chose to address this theme and the author delivered two lectures at the organization: at the Supervision and Development Seminar organized by Central Sicredi PR/SP/RJ in June, and also at the Sicredi Presidents’ Meeting in August.

In addition, the book’s contents were presented and discussed in the three classes of the Council Members Development Program (PDC), involving lectures and debates with the author and/or co-authors.

2.3 EQUIS AND AMBA CERTIFICATIONS

EQUIS

Fundação Dom Cabral has participated in the EQUIS – European Quality Improvement System – since 2007. This is an international certification system that reviews business schools throughout the world, with practices on line with the best existing teaching standards.

Late in 2016, FDC was reaccredited for another three years. In 2017 improvement actions began in the areas indicated in the recommendations report made by the EQUIS Accreditation Board: Internationalization, Professors, Research & Development and Alumni Relations.

In 2017, FDC's Dean, Antônio Batista da Silva Junior, was invited by EQUIS to join their Peer Review Team, which participated in the evaluation for the re-accreditation process of the Peter B. Gustavson School of Business, in Victoria, Canada. This was an opportunity to learn the reality of another school accredited by EQUIS, and exchange experiences with Deans from other institutions.



FDC's Dean visits Canadian school with EQUIS

AMBA

FDC's Executive MBA program has the Association of MBAs – AMBA certification. The last audit was made in 2015, valid through 2020.



FDC's Board of Trustees convenes at the Aloysio Faria Campus to analyze results

2.4 BOARD OF TRUSTEES

Fundação Dom Cabral convenes its Board of Trustees twice every year to report on the actions and results from the previous year, in addition to presenting the strategic plan for the coming year or semester. Following the first semester assembly, the meeting continues in a luncheon offered to 200 business, political and social leaders, in which actions and perspectives for FDC's future are shared, as a manner to extend FDC's rendering of accounts to the community.

One of the main orders of business in the March 2017 Board of Trustees assembly contemplated the school's effort to improve actions entailing improvements to society, a core guideline in FDC's mission. The second semester meeting, held in August, discussed reviewing FDC's Bylaws, as conducted by the Board Committee with the support and advice of a committee composed by board members Ângela Gutierrez, Guilherme Caldas Emrich, Henrique Salvador e Sonia Regina Hess de Souza.

2.5 INTERNATIONAL ADVISORY BOARD

FDC's 9th Annual International Advisory Board Meeting was held on September 25 and 26, in Rio de Janeiro, with 70 participants, and the theme was "Looking outwards creates insights, looking inwards breeds transformations" – inspired by the 1922 Modern Art Week. The theme chosen sought to deepen the debate into executive education challenges in the transformation of organizations and individuals.

Contemplating the current critical national scenario and its political-institutional, social and economic contexts, important domestic and international leaders shared their experiences and discussed manners to resume the country's growth. The ensuing reflections and the productive debate concerning the challenges faced by organizations and their leaders and the relations between business schools and society turned these two meeting days into an intense exchange of experiences and *insights* that strengthened the view that the International Board is a critical success factor for FDC's internationalization.

One of the 2017 meeting highlights was the substantial presence of international members and guests, including executives, social organizations leaders and high-level school Deans. The chairman of the meeting this year was the chairman of the Los Grobo Group also also member of FDC's Board of Trustees, Gustavo Grobocopatel.

The 2017 CCI meeting also witnessed the change of the Board co-chair from Professor Emerson de Almeida to FDC'S Dean FDC, Antonio Batista da Silva Junior, in the context of the school's renewal and succession.



The city of Rio de Janeiro welcomes International Advisory Board members

DON JACOBS

In deep sorrow, FDC informed the community of the passing of Donald P. Jacobs, Dean Emeritus of the Kellogg School of Management and then Chairman of the International Advisory Board. Don Jacobs died on October 31, 2017, at the age of 90, in the city of Evanston, in the United States.

His trek with FDC began in 1992, upon the establishment of a strategic alliance with the Kellogg School of Management, of which he was Dean from 1975 through 2001. Don Jacobs played a relevant role in the creation of FDC's International Advisory Board, side by side with co-founder and Board Committee chairman Emerson de Almeida. In 2009, Don Jacobs was nominated CCI chairman. In 2013, Jacobs was honored as benefactor of FDC in the meeting held at the Rio de Janeiro Campus. His last participation in the CCI was in 2016 by video-conference.

Known as the "dean of the deans", Don Jacobs was a pioneer who reinvented American business education through his leadership at the Kellogg school.

FDC co-founder and Board Committee chairman professor Emerson de Almeida was present at the memorial held by Kellogg for Don Jacobs in Chicago, on December 8. For FDC, Don Jacobs' passing represents the inestimable loss of a mentor and partner who inspired the institution along the years into fulfilling its mission with boldness and tenacity.



2.6 ANNUAL GOVERNANCE AND MANAGEMENT FORUM

The 2nd Annual Governance and Management Forum was held between October 1 and 3 at the Aloysio Faria Campus. With the theme “Legacy and Value Creation for Society: the Challenge beyond Performance”, the event gathered 450 business leaders, renowned specialists and journalists who evaluated the relevance of lectures and debates and the event organization quite well – average grades given the event was 4.67 out of 5.00.

The event convened participants from 22 Brazilian States and from Paraguay. The chosen theme is part of an effort by Fundação Dom Cabral to create a collective awareness of the role leaderships play in positive societal transformations.

The Forum’s coverage in FDC’s social media – real-time postings on Twitter, photographs on Instagram and interviews with lecturers on Facebook – yielded a record result: FDC’s messages were accessed by more than 100,000 persons during the three event days.



450 leaders discuss Legacy and Value Creation at the Governance and Management Forum

2.7 ORGANIZATIONS’ C-LEVEL APPROXIMATION INITIATIVES

CEOS’ LEGACY

Following an intense listening period, proposal development and articulation with CEOs from some of the most important Brazilian and multinational corporations, FDC launched the CEOs’ Legacy, to convene 20 leaders from large-size organizations to debate, develop and build legacies for society.

This initiative seeks to mobilize business leaders to grow their awareness of the importance of being progress agents in the construction of relevant, sustainable legacies for people, organizations and society. For 18 months, presidents of companies such as Bayer, Aperan, Anglo American, SAP, and Aegea, among others, will undertake projects that will entail relevant social transformations towards a more ethical and fairer society. Projects are classified into four major cores: Education, Diversity, Public Administration Improvement and Human Life Improvement.



Executives mobilize in the construction of legacies for society under the CEOs' Legacy initiative

ONE TO FEW

The One to Few initiative is a series of meetings at FDC campi with HR leaders from large Brazilian and multinational organizations to promote debates on the role Human Resources play in organizational development.

The two editions held at the São Paulo Campus convened 30 executives who debated themes relating to the development of managers basing on reflections and exchange of experiences among them and the role of innovation focusing on culture and diversity in the development of people and organizations. The edition held at the Rio de Janeiro Campus debated the innovation culture in companies and the competences required of the future practitioners, considering technological advances and the the VUCA (volatile, uncertain, complex and ambiguous) world.



Last One to Few in the year debates innovation at the Rio de Janeiro Campus

2.8 MBA COUNCIL

FDC became a member of the Executive MBA Council – EMBAC Board of Trustees, an academic association headquartered in the United States to represent Executive MBA programs from schools from all over the world. EMBAC's role is to lead research efforts to offer subsidies for the development of MBA programs and promote the exchange of information among schools offering such a program in the world. Carla Arruda, FDC's Executive MBA executive manager, has been elected to EMBAC's Board of Trustees, where she will represent the institution for a period of three years. She is the only representative from a Latin American school in the Board.

2.9 PRME

Fundação Dom Cabral is now a co-president of the PRME Chapter Brazil – together with Insper – with a 2-year incumbency and was elected to join the PRME select group of international schools. The group's objective is to contribute toward leadership in thinking and responsible actions in the context of the UN's sustainable development agenda. Ricardo Siqueira Campos, Sustainability and Social Projects executive manager, represents FDC in the forum.

2.10 PARTNERSHIP WITH THE REPUTATION INSTITUTE

FDC and the Reputation Institute have renewed an important partnership in 2017 to promote a series of meetings for the Reputation Leaders Network members – a group composed of reputation management leaders from large companies in Brazil – to debate issues germane to reputation, communication and governance.

Seven meetings were held in 2017 at the São Paulo Campus. The events convened in excess of 175 executives from large organizations, debating issues such as trends in reputation studies in Brazil, managing audiences of interest, impacts in social media, mergers and acquisitions, among others. The meetings promote relationship opportunities, basic reputation indicators for reference, training and contents on best Reputation management practices for all participating companies.

As part of this effort FDC began implementing the Reputation Management project using the world recognized methodology developed by the Reputation

Institute to plan, follow up and evaluate the organization’s reputation. This initiative seeks to contribute towards FDC’s strategic objective of “being recognized as a relevant institution to the development of society”.



Meetings at the São Paulo Campus mark the partnership between FDC and the Reputation Institute

2.11 TREE LAB

The TREE Lab is a creation and innovation environment designed by FDC in a partnership with IBM and MRV. The laboratory was built at the Aloysio Faria Campus and offers FDC program participants an educational experience journey, with access to technological solutions and experimentation activities that can turn them into more active, imaginative and productive agents. The initiative stemmed from FDC’s investigations into the future of education and the challenges that the corporate world has found in dealing with the volatile environment of the past few years.

This environment integrates the institution’s innovation plans, enabling the connection between high technology and the especially crafted learning process interconnecting analog with digital. Among the technologies available at the TREE Lab is the Watson, IBM’s cognitive computation platform for business. By means of a virtual assistant called Bee. FDC participants can voice interact to clear doubts and obtain information about activities in the space and themes covered in their courses. The Watson computer behind Bee will be continuously trained and will bring technological upgrades concerning the themes addressed in FDC’s courses and programs.

In a second phase of the project, the space will afford the experience with IoT (Internet of Things) technologies. The concept of participant gaming will also be launched, who will be awarded points for their participation and interactions in activities developed in the space.



FDC inaugurates the TREE Lab, a space for innovation and high technology at the Aloysio Faria Campus

2.12 MEMÓRIA FDC

Celebrating its fifth anniversary, the Memória FDC has the mission of rescuing, preserving and making available FDC's documentary collections, contributing towards the retrieval and preservation of its history. It gathers materials that describe the institutions history and promotes a permanent safekeeping policy and permanent exhibits, in addition to becoming one more FDC space at the service of society.

FIVE YEARS OF MEMÓRIA FDC

Memória FDC's fifth anniversary was marked by the important bestowal of the Aberje Award 2017, with the case study "Memória FDC - O que confirma nossa história é a memória que se tem dela".

MEMÓRIA FDC AT THE RIO DE JANEIRO AND SÃO PAULO CAMPI

The new FDC campus in Rio de Janeiro was inaugurated with a Memória FDC exhibit space on the 15th floor.

MEMÓRIA FDC'S COLLECTION IN FIGURES

AUDIOVISUAL COLLECTION (audio and video recordings)	2500 items
PHOTOGRAPHIC COLLECTION (Printed and digital photos)	986 events on file 47,856 photos
HEMEROGRAPHIC COLLECTION (FDC publications and news about the school published in the media)	300 documents
TEXTUAL ACOLLECTION (Manuscript, typed or printed documents)	5482 documents
TRIDIMENSIONAL COLLECTION (Sculpture, plaques, institutional materials)	580 pieces

Memória FDC is open to visitation at the Aloysio Faria Campus, from Mondays through Fridays from 9:30 AM to 5:00 PM.

2.13 TRANSPORTATION LOGISTICS INFRASTRUCTURE PLATFORM

The Transportation Logistics Infrastructure Platform is a trailblazer project in Brazil, which will contribute to transportation industry governmental institutions, class entities and private companies as concerns the identification of structuring projects, reduction of logistics costs and the improvement of the industry's power efficiency. The project stems from a partnership between FDC and the companies Arteris, CCR, EcoRodovias and VLI.

By this initiative, FDC seeks to accomplish its mission to contribute towards society, being relevant in the debate of important matters for the Brazilian development. Transportation infrastructure is an essential element for economic growth resumption in the short term and a definitive strategy to increase the Brazilian competitiveness in the long terms. Providing society with rigorous, elaborate information for investment decision-making is a contribution by FDC to a batter quality of living for all Brazilians.

The Platform was inaugurated in July 2017 by its envisioner, FDC's Logistics, Supply Chain and Infrastructure Core.



Project stems from a partnership among FDC, Arteris, CCR, EcoRodovias and VLI

2.14 INSTITUTIONAL COMMUNICATION

FDC prides itself for transparency in its relations and understands that the media and social networks are effective manners to share the knowledge created by the school with society. Thus, institutional communication – more than an institutional image construction tool – is a manner to expand and reverberate the school's contribution to society.

PRESS RELATIONS

FDC recognizes the importance of the media as a mediator of debates and social reflections and, therefore, invests time and effort in the construction of ethical, transparent relations with the media. In 2017, the school was markedly present in the domestic media. The school's name was mentioned in 4,248 media articles.

The most demanded areas by the media were the institutional area and R&D cores; Strategy & International Business were the most requested themes. The performance of all Cores in the media was on the same level as 2016: 1447 quotes in 2017 compared to 1459 in 2016.

AREAS	
Institutional	1,690
Cores	1,447
Themes	1,088
Associated	23
TOTAL	4,248

CORES	
Infrastructure, Logistics and Supply Chain	389
Strategy & International Business	404
Innovation & Entrepreneurship	350
Sustainability	46
Development of People & Leadership	258
TOTAL	1,447

THEMES	
Finance	101
Public Management	45
Programs	5
Business Management	64
Economic Scenarios	82
Quotes	808
Corporate Governance	3
TOTAL	1,108

In 2017, FDC maintained a fortnightly column in the Agência Broadcast, exclusive contents for the Estado de São Paulo newspaper subscribers. Articles published in this column were signed by FDC's Dean, Antonio Batista, and by professor and Logistics, Supply Chain and Infrastructure coordinator, Paulo Resende.

SOCIAL NETWORKS

In July 2017, FDC inaugurated its participation in one more social network: Instagram. Under the profile @fundacaodomcabral, FDC follows the trends of the fastest-growing social medium in Brazil, posting photographs and short videos, in a more informal format. Along the years, FDC has intensified its postings in social networks and enhanced coverage and follow-up of the school's daily operations, encouraging debate and dissemination of knowledge and relevant debates.

The highlight is the content co-creation project with digital influencer Pedro Amaral (nearly 500,000 followers on YouTube). A magician, parkour practitioner and entrepreneur, upon an invitation by FDC he became a participant in the Future Stockholders Program, and reported on this experience in his channel with great adherence and visibility. FDC's events digital coverage was also enhanced. By way of example, the FDC Forum reached in excess of 100,000 persons in three event days on Facebook, Twitter and Instagram.

NUMBERS

FACEBOOK	64,854 fans +22,363
TWITTER	18,480 followers +1,580
LINKEDIN	81,346 connections (Company + School) +16,158
YOUTUBE	3,980 enrolled
INSTAGRAM	4,707 followers

2.15 DIGITAL MARKETING

The year 2017 marked an evolution in the manner of communicating FDC's products and services. Content Marketing projects were implemented, and the organizational integration process was improved, seeking the production of more dynamic, contemporary contents.

2.16 INSTITUTIONAL PRESENCE IN EVENTS AND AWARD CEREMONIES

In 2017, FDC was involved in 61 events. Most relevant were: HRSAB (HR Strategic Advisory Board), ATD, Coaching Ourselves, FDC Governance and Management Meetings, FDC Day (two editions in the year), One to Few and Alumni Meetings (MBA and PGA).

NATIONAL INTEGRITY CONTEST

FDC participated in the “Integrity and Reputation: The Organizations’ Legacy” panel promoted by the company ArcelorMittal, during the awarding ceremony of the National Integrity Contest. The Contest is a company initiative involving its employees, encouraging them to act as protagonists in the construction of an “Integrity Culture”.

Dean Antonio Batista addressed 200 leaders and expounded the theme “Much beyond financial performance – the construction of legacies and challenges before the new leader”. During his lecture, he approached the great transformations in the world and in Brazil, the trust and leadership crises, the new concept of results and its impacts, in addition to highlighting the role of education in the transformation of society.



Antonio Batista speaks about the construction of legacies for ArcelorMittal

HUGO WERNECK SUSTAINABILITY AWARD

FDC’s Aloysio Faria Campus hosted the 8th Hugo Werneck Sustainability & Love for Nature Award presentation. With the theme “Earth requests peace – cast the first flower”, the award seeks to recognize citizens, companies, projects and institutions that make contributions to the preservation of nature and for a fairer, more egalitarian world with a better quality of living.

Recipients of this award edition was the couple Lélia Warnick and Sebastião Salgado for their work with the Instituto Terra, which has reclaimed in excess of 7,000 hectares of degraded land and produced more than 4 million Atlantic Forest species seedlings. The award was created in

2010 and is an accomplishment of Revista Ecológico and Hiram Firmino Consultoria Ambiental e Comunicação, with the support of FDC.



Professor Emerson de Almeida presents one of the categories of the Hugo Werneck Award

FUTURA TRENDS

FDC was in charge of opening the seminar *Futura Trends*, in Fortaleza, organized by the *O Povo* communication group and by Fundação Demócrito Rocha, with the support of the Ceará Regional Associate Barros Consultoria Empresarial. FDC's Dean Antonio Batista da Silva Junior delivered the lecture "Economic performance, reputation and business resilience – the new leaders' roles", approaching the need for business leaders to balance interests and cast their looks to beyond financial performance in order to dedicate efforts aimed at building legacies to society.

FFM'S 21ST ANNIVERSARY

FDC and Fundação Fritz Müller – FFM, created in 1996, celebrated a partnership in an event held in Santa Catarina late in August, when FFM celebrated its 21st anniversary.

LEADERS OF TOMORROW – VITÓRIA (ES)

In Vitória (ES), FDC was present at the 5th Freedom and Democracy Forum. The theme approached by the panel was "Education at the Service of best practices". The central event theme was "Values that build long-lasting institutions". The Espírito Santo Regional Associate, DVF Educação Empresarial LTDA, was present in the event.

TÁ NA MESA

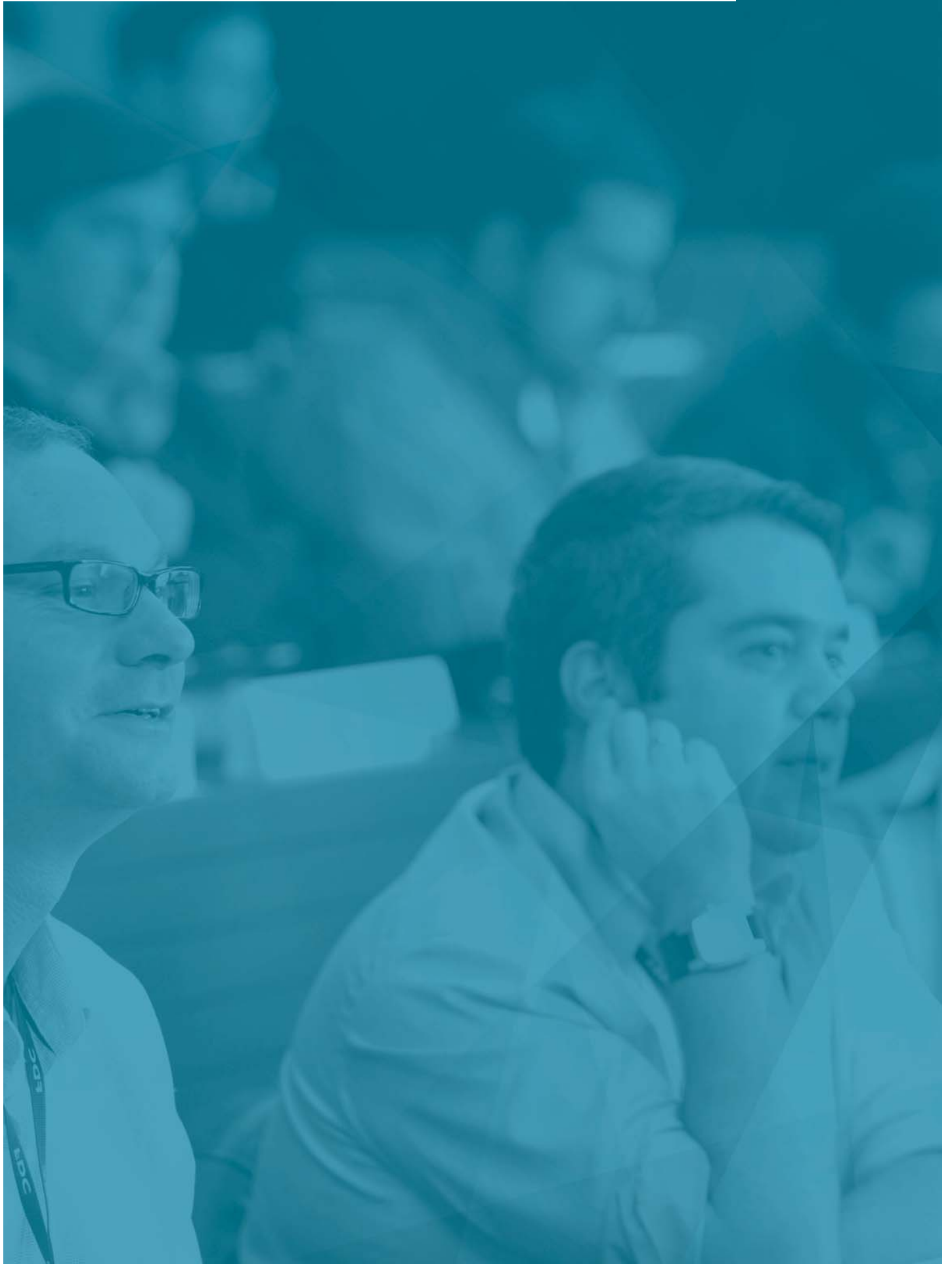
FDC participated in the “Tá na Mesa” – luncheon with guest lecturers, entrepreneurs and executives for the discussion of ideas, trends, actions, and projects germane to the State’s and the country’s development. The event was held by FEDERASUL – Federação de Entidades Empresariais do Rio Grande do Sul), with the support of Regional Associate CEDEM – Consultoria e Educação Empresarial.

At the occasion, FDC’s message was that Brazilian executives, in addition to ensuring results and consolidating business sustainability, should increase their influence power over society as a whole.

INTERNATIONAL EVENTS

FDC participated in international events and meetings, as a part of the school’s internationalization strategy. The following are the highlights:

- The Person of the Year Award – New York, USA, May 2017
- 2017 Reflections Global Conference – Montreal, Canada, September 6-9 2017
- Intersections of Business Education and Economic Development (GBSN) – Washington DC, USA, November 1 – 3 2017
- EFMD Global Network Advisory Board Meeting e 4th EFMD GN Americas Annual Conference – New York, USA, November 29 to December 1 2017
- Executive MBA Council Conference – Seattle, USA, October 23 - 24 2017
- ATD 2017 International Conference & Exposition - Atlanta, USA, May 21 - 24 2017
- 2017 Annual Unicon Workshop at SciencesPo - Paris, France, July 19 - 20 2017
- EFMD Conference for Deans & Directors General – Slovenia. January 2017
- 9th Global Drucker Forum – Vienna, November 2017



3. EDUCATIONAL IMPACT



Responsible and Ethical Leaders



Financial Sustainability of Institutions



Quality of Teaching

In 2017, 25,480 executives took part in Open Programs, MBA, Post-MBA, Professional Masters in Administration, Specialization, Custom Programs, International Programs and Business Partnerships.

FDC's educational impact should go beyond technical capacity building of executives, entrepreneurs and public managers, for FDC, executive education is the track to develop leaders as inserted people and protagonists in actions that can positively transform society, going beyond capacity-building them from the technical viewpoint for organizational efficiency. The school understands that individual development is capable of encouraging and sustaining effective, committed organizations towards an inclusive economy, the protection of nature and healthy business practice.

Fundação Dom Cabral envisions, develops and executes educational solutions to meet three market segments: Executive Development, Large Organizations and Medium-Sized Companies.

FDC programs are carried out throughout Brazil and a few other countries, with FDC's own team or in partnership with 24 Regional Affiliates and partner international schools.

Open Programs and Regional Programs	991
MBA and Post-MBA	472
Professional Masters in Administration	72
Especialization	3,268
Custom Programs and International Programs	14,961
Business Partnerships	5,716
TOTAL NUMBER OF PARTICIPANTS	25,480
TOTAL NUMBER OF CLIENTE COMPANIES	1,774
TOTAL NUMBER OF CERTIFICATES	7,160

3.1 EXECUTIVE DEVELOPMENT

FDC's current structure, veered towards market needs and requirements, points towards a new approach and perspective: the individual development of executives who seek – either on their own or through the organization they work for – a full management education background to follow them throughout their careers.

With this, FDC has developed the Lifelong Learning concept, a follow-up of the executive through his academic and professional life. Given this concept, innovations were made in the offer of programs for executive development, such as the renewal of the Executive MBA program. In addition to products, services are also being built, such as career counseling and coaching as the pathway for the installation of the Individual Development Center.

EXECUTIVE DEVELOPMENT IN FIGURES

In 2017, 4,803 persons participated in FDC's executive development programs, among Open Programs, Specialization and the MBA program.

PROGRAM	
Open Programs	616
Specialization Programs	3,268
MBA	437
Professional Master's Degree Program	72
Post-MBA	35
Regional Affiliates	375
TOTAL NUMBER OF PARTICIPANTS	4,803

OPEN PROGRAMS

FDC's Open Programs focus on the development of competences and skills capable of developing leaders and organizations for the future. Domestic and international programs train executives to cope with the challenges presented by the corporate world, from the regional scenario to world trends.

Open Programs are strategically important for FDC to fulfill its missions, and impact heavily upon the lifelong executive development proposal. With this in mind, a research effort was launched concerning what program matters can be relevant for executives and should be included in the 2018 portfolio. One of them is FDC Now – short programs on current themes in today's agenda. The area efforts in 2017, which will echo through 2018, was to renew products such as to innovate, make a difference in participant development and achieve results at the same time.

ADVANCED MANAGEMENT PROGRAM – PGA

The Advanced Management Program – PGA, held in a partnership with the French school INSEAD, is one of the oldest programs led by FDC. Veered towards senior top management leaders, the program provides debates into global competitiveness in an era of extremes and the participants have the opportunity of exchanging experiences with executives and professors from different nationalities, in modules held in Brazil (at FDC campi) and in France (at the INSEAD campus).

SKILLS, TOOLS AND COMPETENCIES – STC

The STC is a program held in a partnership with the American Kellogg School of Management. The 19 leaders and managers who participated in the program in 2017 discussed contents related to the business environment, leadership and team management, organizational management, operations in an ecosystem and health self-management, in Brazil and in the United States. The program was not offered in 2016, but was redesigned for 2017 to cope with a new reality, in which transformations become a part of the manager’s daily operations. The program brought about discussions on exponential technologies and digital transformation in business.

BOARD MEMBERS DEVELOPMENT PROGRAM – PDC

The Board Members Development Program continued with a high demand in 2017. In addition to the two classes scheduled for the period, an extra class was offered due to the large number of interested candidates. The program develops the essential competences for the effective performance of the Board Member’s role in organizations.



PDC capacity-builds executives to perform the Board Member role

TRANSFORMATIVE LEADERSHIP

The program – in its 32nd class – is still in high demand for providing a base from which executives can lead their teams, presenting essential elements to enhance organizational results. Participants discuss themes germane to leadership, self-esteem, competences, business challenges and high-performance environments.



Program participants discuss leadership essentials

ODYSSEY – EVOLVING LEADERSHIP

The new program Odyssey – Evolving Leadership is veered towards leaders who operate in complex situations and who exercise influence upon an organization’s strategic decisions. Inspired in current series, the program is composed of seasons and episodes in which the group of participants will work reflecting into and developing the critical competences to lead in a world in transition. In addition to the episodes, which are the in-attendance meetings, each participant will undertake his individual self-knowledge trek followed by an individual coach. The Odyssey intends to be a constantly-updated program, based upon a deep knowledge of the leadership field, connected to day-to-day challenges and in tune with future signals.



FDC Professor Ricardo Carvalho participates in Odyssey’s launch

REGIONAL OPEN PROGRAMS

FDC holds many Open Programs in all regions of the country, in partnership with Regional Affiliates. These are a few of the programs offered by Regional Affiliates:

- Economic-Financial Management – São Paulo, Goiás, Paraná, Rio Grande do Sul, Ceará, Bahia, Pernambuco, Santa Catarina. Total number of participants: 160
- Corporate Governance – Santa Catarina, Bahia, Mato Grosso, Rio Grande do Sul. Total number of participants: 83
- Leadership with People – Bahia, Ceará, Rio Grande do Norte. Total number of participants: 61
- Business Compliance Program: Beyond Legal Conformity – Rio Grande do Sul. Total number of participants: 21

OPEN PROGRAMS 2017 AND REGIONAL PROGRAMS	NUMBER OF PARTICIPANTS
Estratégia & Execução	56
Programa de Desenvolvimento de Conselheiros	162
Liderança Transformadora	68
Gestão da Sustentabilidade Corporativa Módulo Central	20
Gestão da Sustentabilidade Corporativa Módulo Finanças	9
Gestão Econômico Financeira	47
Governança Corporativa	69
Programa para Conselheiros de Estatais	18
STC - Skills, Tools and Competencies	17
PCR - Programa de Capacitação de Resultados	39
PDE - Programa de Desenvolvimento de Executivos	41
Finanças Corporativas	38
Programa de Gestão Avançada - PGA	32
Gestão Econômico Financeira - CE	18
Governança Corporativa - SC	15
Liderança COM Pessoas - BA	15
Governança Corporativa - BA	23
Liderança COM Pessoas - RN	22
Gestão Econômico Financeira - RS	19
Programa Liderança COM Pessoas 2017 - CE	25
Gestão Econômico Financeira - PR	18
Gestão Econômico Financeira - GO	21
Gestão Econômico Financeira - Campinas	25
Programa Business Compliance: Além da Conformidade Legal - RS	23
Liderança COM Pessoas - CE	25

Gestão Econômico-Financeira - CE	18
Gestão Econômico-Financeira - PE	24
Gestão Econômico-Financeira - BA	26
Governança Corporativa - MT	24
Governança Corporativa -RS	22
Gestão Econômico-Financeira - SC	12
TOTAL	991

SPECIALIZATION PROGRAMS

FDC's Specialization Programs seek to develop technical and managerial competences such as to enable participants to command a systems, integrated business view. The year 2017 was a landmark, with a 35% growth in business gross revenues. Specialization and Specialization in Company programs recorded 3,268 participants this year.

These Programs run in different Brazilian States, in all regions of the country, from Amazonas to Rio Grande do Sul, offered by FDC or with the support of Regional Affiliates. In addition, there has been a significant increase in Specialization in Company programs for public bodies and companies from different industries.

Highlight

The partnership among SEST/SENAT, Instituto de Transportes e Logística – ITL and FDC continues to offer Specialization programs throughout Brazil, exclusively developed for professionals in the transportation industry. The Specialization in Business Management has 10 classes (398 participants altogether), taught in different Brazilian capital cities, veered towards transportation and logistics companies in the system. The Specialization in Corporate Management program is offered in closed classes (four classes in Brasília, for a total 163 participants), exclusively for SEST/SENAT business leaders.

EXECUTIVE MBA PROGRAM

In the year of its 20th anniversary, FDC's Executive MBA program was revitalized and inaugurated a new value proposition. The program, as anchored in FDC's institutional mission, pursues the objective of developing ambassadors of trust and emphasizes the executive's ethical responsibility while running organizations. For this purpose, contents and work load were expanded, international and theme paths were created, approaching forefront issues of the highest relevance in the current business context.

The two classes that began with the new proposal in 2017 will run through the four program pillars – Society, Business Environment, Global Business, the Organization and the Individual – to develop leaders who can create sustainable value for their organizations, while inspiring and promoting trust.



Open Class 46 inaugurates the revitalized Executive MBA Program

PÓS-MBA PROGRAM

During the last week in November, 35 Brazilian executives participated in the 16th Post-MBA class, held at the Kellogg School of Management. This program has been offered in a partnership with this American school for 16 years and focus upon advanced knowledge in Marketing, Leadership and Negotiation.

INTERNATIONAL PROGRAMS

LEARNING JOURNEYS

FDC campi welcomed participants from myriad origins in the world for International Learning Journey classes. In a partnership with Canada's York University Schulich School of Business, the Global Strategy Project: Brazil was offered. The Swiss University of St. Gallen held one of the modules of its Global Executive MBA – GEMBA program at FDC. Brown University, from the US, brought to Aloysio Faria Campus the participants of their MPA Global Policy Experience in Brazil program. UTDallas – The University of Texas at Dallas also participates in the International Learning Journeys. All these programs were held in a partnership among FDC and universities and business schools pursue the objective of offering a learning and immersion experience to participants who wish to learn about the Brazilian reality.



FDC and Schulich held their 4th edition of the Global Strategy Project: Brazil

SKEMA BUSINESS SCHOOL

The French school SKEMA Business School holds part of the masters' degree program (one semester) in Brazil, in a partnership with Fundação Dom Cabral. Two classes, one with 215 and the other with 158 participants, held their lectures at the Belo Horizonte Campus, segregated into five programs with different emphases. In addition to management classes, lectures, field trips to companies and out-of-classroom activities, the young French students can try out more of the Brazilian culture by practicing sports and voluntary work, according to their interests.



SKEMA participants held one semester of their Master's Degree program in Brazil

PROFESSIONAL MASTER'S DEGREE IN BUSINESS ADMINISTRATION PROGRAM

The first Professional Master's Degree in Business Administration Program – MPA – was completed and the program welcomed a second class to begin a new cycle, composed of 11 modules, emphasizing two research lines: Strategy and Leadership.

Pursuing the objective of developing professionals to take positions of leadership in the context of their organizations and society, FDC's MPA works with the program's participants bringing together scientific rigor and the applicability of concepts in organizations.

Completion of the first class happened at a special lecture at the Belo Horizonte Museum of Arts and Crafts. The second class had the opportunity of holding important meetings with renowned personalities in their respective fields of action, such as Indian economist Subramanian Rangan, associated professor at INSEAD and FDC; and Pedro Barbosa, president-director of the Paraná Institute of Molecular Biology (IBMP), a company associated to FIOCRUZ (Fundação Oswaldo Cruz).

At year's end CAPES, the institution that works with the expansion and consolidation of stricto sensu post-graduation in Brazil, evaluated the FDC MPA as grade 4 (out of 5), positioning the program among the best in the country.



First class completed the program at the Museum of Arts and Crafts

3.2 DEVELOPMENT OF LARGE ORGANIZATIONS

FDC understands that companies are a part of society. This being the case, there is a positive, proportionate relationship between social well-being and corporate prosperity. The better it is for society, the better for the organization, and vice-versa. This is a central issue for FDC upon developing programs and solutions with private and public organizations: better leaders build better organizations that can change the world.

The developed projects were of such relevance that, along 2017, several studies and articles were produced about the learnings acquired and presented in domestic and international congresses. Some of them, developed about the public sector, are reported elsewhere in this publication.

DEVELOPMENT OF LARGE ORGANIZATIONS IN FIGURES

In 2017, FDC executed special projects, customized projects and development programs for 183 large organizations, both public and private.

COMPANIES	183
PROGRAMS	281
PARTICIPANTS	14,961
FOREIGN PARTICIPANTS	1,090

CUSTOMIZED PROJECTS WITH LARGE PRIVATE ORGANIZATIONS - HIGHLIGHTS

COACHINGOURSELVES METHODOLOGY

FDC established a partnership with the renowned Canadian researcher Henry Mintzberg for the implementation of the CoachingOurselves methodology in organizational development projects in Brazil. Developed by Mintzberg together with Philip LeNir, this methodology seeks to develop managers through reflection and exchange of experiences among participants.

MINASPETRO

In a partnership with the Oil Products Retail Trade Union of Minas Gerais – Minaspetro, FDC developed the Minaspetro Retail Corporate Development Program. Including 44 participants, the program seeks to support filling station retail entrepreneurs in managing their business and growing their market view. The program will include three development cycles: Business, Family business governance and Leadership & People, split into 12 modules along a one-year program.



FDC begins first class of Minaspetro program

CPRM

The senior leadership (approximately 60 executives) of the Brazilian Geological Service – CPRM participated in the Strategic Alignment Workshop and, in the sequence, built their Strategic Map for the next 10 years. During 3 days, themes were discussed involving public management and the construction of a new CPRM. Besides its actions as a mediator in the preparation of the new Strategic Map, FDC will also help design CPRM's organizational structure and goals. Following this process, the managers will participate in the Leadership Development Program.



CPRM's senior leaders participate in the Strategic Alignment Workshop

EMBRAER

The Embraer Leadership Development Program is a customized executive education solution developed by FDC in partnership with Embraer's Human Resources are, whose objective is to develop leaders to act as protagonists, mainly in the development of business and results, market and organizational culture. The program's seventh class includes 35 participants from different countries.

MAN VW BUSES AND TRUCKS LEADER

This program involves the highest managerial levels and focus on the organization daily operations, with the implementation of important practices that will be shares at the Executive Conference, veered towards the entire company leadership. The program resorted to one of the most important FDC assets: its contacts/clients network and market reputation, to bring to the classroom other carefully chosen companies to share practices and experience with MAN VW executives.

FUNDAÇÃO RENOVA

Fundação Renova is a stand-alone, independent institution, built to repair the damages caused by the Fundão Dam breach, owned by Samarco Mineração, in Mariana/MG. Fundação Renova chose Fundação Dom Cabral as a partner for the organization and planning of reclaiming damaged areas. The workshops held in the first semester sought to formulate, together with different actors and specialists invited for the collective construction, the Waste Management Plan that Fundação Renova will submit to the environmental agencies in charge.

The Waste Management Plan was set up and submitted to the environmental agencies, and Fundação Renova resorted to the methodology created by Fundação Dom Cabral to build, also collectively, the Forest Reclaiming and Ecological Risk Evaluation workshops.



“Waste Management” workshop has environment specialists present

MRV LEADERS ACADEMY

For the second consecutive year, MRV and Fundação Dom Cabral hold the customized program Leaders Academy, veered towards the construction engineering company's development of successors. The Leaders Academy is composed of three modules: "Leaders developing leaders", "Results-focused operations", and "Casting a look into new perspectives".



Second program class has 31 participants

BAYER

Fundação Dom Cabral was present at the Bayer Distributors Convention, held in the city of Atibaia, in São Paulo. During the event the "New Frontiers for Input Distribution" program was launched, customized exclusively for Bayer distributors. Thus, FDC offers educational solutions to the entire agribusiness ecosystem around Bayer, inaugurating a robust partnership and a new manner to prospect business for the institution.

CNDL

FDC's partnership with the National Retail Leaders Conference – CNDL began in December 2014 when the 2015-2017 Strategic Plan was crafted, developed for the admission of the new CNDL Executive Board, in March 2015. A new governance model was designed for the CNDL system; it was disseminated and approved in 2016. In 2017, FDC welcomed the CNDL Executive Board at its Aloysio Faria Campus and the presidents of Retail Chamber Leaders Federations for the presentation of the Governance Guide for the CNDL system and rendering of accounts relating to structuring projects status. At this occasion, the FDC and FDC Associates Partnership Agreement was also executed with the CNDL system. This partnership is an opportunity to present FDC's educational solutions to associated companies and to CNDL System entities.



FDC welcomes 50 CNDL directors and guests

ABRAFORTE

Abraforte – Brazilian Association of New Holland Dealers, in a partnership with FDC, promoted Workshops on Corporate Governance and Economic-Financial Management, to capacity-build New Holland dealership owners and managers and enabling a new look upon the country's and its organizations' scenarios.



Workshops capacity-build 30 Abraforte participants

ALIANÇA PROJECT – SYNGENTA

Project Aliança pursues the objective of developing the main managers in the Human Resource areas of Cooperatives Allied to Syngenta. With a two-year duration, the program approaches themes based on the Talent Management Model: business strategy and talent acquisition, performance management, development and learning, engagement and retention and talent review. In addition to in-attendance classes, the Aliança Project will also count on the Virtual Learning Environment methodology (AVA).

SICOOB

The Brazilian Credit Cooperatives System – SICOOB held, together with FDC, their Executive Education Program, which began in 2016, and the Sicoob Cooperative Strategic Management Improvement Program, a sequel to the first program. The programs' objectives are to develop directors and managers along SICOOB general professional and managerial competences, promoting integration and alignment with different leadership levels.

Bancoob, a multiple private bank and part of the SICOOB system, specializing in serving credit cooperatives, held the Timoneiro Program – veered towards the development of the president, directors and superintendents along Bancoob's general professional and managerial competences.



Executive Education Program in its fourth class

SESI-SP

The Leadership Development Program, held by FDC with the SESI-SP, included 38 Activity Center (CAT) directors, who were prepared for the challenges and for the implementation of the organization's institutional strategies.

USIMINAS

Following the Usiminas organizational reading, FDC began a leadership development journey at that steel maker. The proposition comprises the development of leadership paths at Usiminas from the alignment of strategic guidelines and strengthening the company's organizational identity, casting the foundations for the construction of the company's future. Altogether, the project included 14 classes, 380 leaders and 300 development hours.



FDC presents the organizational reading report made for Usiminas

BB AND MAPFRE DIGITAL TRANSFORMATION

The BB and MAPFRE Digital Transformation Program prompted executives to change their mindset on only two and a half days. The program's objective was to make executives find a pathway for the group's digital transformation. At the end, the program had a high impact upon each individual, making him see his challenges in the company, his role as a leader and even his action in society in a different manner. The program exposed executives to new experiences with disruptive business models, conversations with the new generation of consumers and entrepreneurs, prototyping for their organizational reality, among other activities that brought along different looks and ways to change their manner to think the world and their relationships.

CARREFOUR CORPORATE UNIVERSITY

FDC was chosen as the business school responsible for the Carrefour Group Corporate University *Pilar Liderança* program, because of the differential contained in the proposed solution. The program involves leaders and managers in educational processes that favor the experience and the articulation of the contents with Carrefour's practices and challenges.

SOMOS EDUCAÇÃO

The option for FDC for the Strategic Leadership Development of the main elementary education group in Brazil - Somos Educação – expands FDC's level of knowledge and operations in the education industry. The project's objective is to co-create networked knowledge, in a cultural leadership integration process involving the brand names that compose the group.

PPE FIOS VALUE PROPOSITION

FDC supported PPE Fios in a strategic reflection process that effectively contributed towards projects that provided the company with a new view of business opportunities. In 2017, with FDC's contribution, the core customer value proposition, and training and development of the C-Level group were completed, offering them the Executive Coaching solution as support to the succession process.

LEADING THE FUTURE – KPMG

This program is veered toward corporate and business directors of KPMG Brazil, whose objective was to grow its repertoire and critical sense for a more conscious, comprehensive and integrated action, with innovation and competitiveness. The program proposed that the company evolve in the manner of managing people and obtaining results through better strategy execution. The program created a number of recommendation and bases for the organizational development to happen in 2018.

INTERNATIONAL PROGRAMS AND PARTNERSHIPS - HIGHLIGHTS

DENTSU AEGIS NETWORK SUMMIT LATAM 2017

Fundação Dom Cabral applied CoachingOurselves, in a partnership with the institute that created this methodology, in one of the largest communication agencies in the world – Dentsu Aegis. The activity occurred during the company's 2017 Summit Latam 2017, in Buenos Aires. More than 180 executives from 28 different countries were present, and the objective was to improve culture, encourage critical reflection and create organizational alignment.

MONSANTO LEADERSHIP EXPERIENCE – SOUTH AMERICA

The Monsanto Leadership Excellence – MEL program has been held by FDC since 2015, with the objective of developing the company leaders' abilities in a manner aligned with the strategies and business challenges. The program included only executives in Brazil will now include participants from Argentina, Chile, Paraguay, Uruguay, Bolivia, and Peru.

To deliver the new classes, FDC articulated with two schools of the Enlaces network (Network of Latin American Schools for Sustainable Development): Universidad de los Andes – UNIANDES (Colombia) and the Universidad de San Andrés – UDESA (Argentina).

PEEX – ITAÚ

The Itaú Executive Education Program reached a new level in 2017 by developing 80 bank directors, deepening the discussions about leadership in the present context, in which the industry undergoes a full digital revolution and leaders should understand the dilemmas/limits of the relationship between the digital world and human beings.

The Program includes international professors from schools such as the Kellogg School of Management, Columbia and INSEAD, in addition to domestic and international lecturers who, together with FDC’s team, create value and meaning to executives. The program contemplates a transversal development axis focusing on Humanities in Leadership. Thus, in each one of the modules, participants had the experience and dialogues with artists, theater directors, philosophers, sociologists and a Buddhist master.



Third program class gathered 24 Itaú executives

ABRADILAN

FDC held the International Executive Development Week, a customized program for the Brazilian Association of Pharmaceutical Product Distribution and Logistics – ABRADILAN, in Lisbon, Portugal. Developed in a partnership with the Lisbon INDEG-ISCTE, this program’s objective is to provide a view of the Portuguese and European pharmaceutical market, besides contributing to the development of management competences. This is the Second International week held by FDC at ABRADILAN. Last year’s event was held in Mexico.



ABRADILAN program was held in Portugal

TIGRE'S FERAS 2020 PROGRAM

The Feras 2020 program, held by FDC in a partnership with ESAN – Graduate School of Business seeks to contribute to the development of Tigre's leaders. Tigre is a company in the pipe and fitting industry established in 1941; it is present in more than 25 countries and has a headcount of 7,000 employees. The main objective of the educational solution as developed by FDC is to develop senior leadership leaders and successors to support the strategic challenges expected for 2020. The program contains five modules, the first and last being held in Brazil and the other three abroad. Module II was held in Peru and Module III is designed for 2018, in Mexico, in a partnership with the Mexican business school ITAM.

DSM LATIN AMERICA

The Advanced Business Management Program, developed for the DSM Latin America branch, is in its second year and involves the organization's leaders, preparing them for the creation of competitive, profitable business through greater synergy and efficiency under the light of Latin American challenges and adherence to the DSM cultural agenda. The program is outstanding for its design, that contemplates 80 hours of in-attendance training on Business Strategy and Challenges for DSM LATAM, involving discussions about the market, customers, performance management, innovation, and projects to improve strategy execution.

BUNGE – LEADERSHIP DEVELOPMENT PROGRAM

The partnership between FDC and BUNGE for the development of BUNGE executive has stood for longer than 12 years and is a highlight as a pillar of leadership development in Latin America, preparing to cope with business dilemmas in a systemic, integrated and globally oriented manner. The program was revisited in 2017 and contemplates the effective participation of Global, Brazil, Argentina CEOs and main VPs (HR and Finance). Because of the long-lasting partnership with Bunge Brasil, FDC was invited in 2017 to join the list of Bunge global suppliers.

ASSODERE – JOHN DEERE NETWORK

FDC works with the John Deere network in a development program regarded as one of the success pillars of Assodere in the past few years. This initiative contemplates an international session designed to address core themes especially chosen for leadership development. In 2017, the selected theme was Marketing and Customers, and developed in a partnership with the Kellogg School of Management.

SICREDI

For the fourth consecutive year, FDC together with Sicredi, one of the largest cooperative financial institutions in Latin America, an international program in partnership with the schools Kellogg School of Management, the University of Cambridge and INSEAD Business School. In 2017, modules for different audiences were developed, such as the program for Central SICREDI PR/SP/RJ president and directors, in which 53 executives of the cooperative financial institution participated; and the program for Sicredi RS and SC Operations Directors, which happened in Cambridge, United Kingdom.



Sicredi RS and SC Operations Directors participated in the Cambridge program

BANCO INTER

When still operating under the name Intermedium, the Bank requested FDC to develop a project to conduct the internal cultural alignment such as to support the company's change process. The institution's identity was reviewed, contextualizing the present and forecasting the future, providing sense and meaning to the pillars supporting the bank's operations. The project was completed with a meeting that encouraged and instrumentalized the company's leaders to be the ambassadors of this change, providing force and pace to this movement at the bank and truly engaging their teams.

CUSTOMIZED PROGRAMS FOR LARGE PUBLIC ORGANIZATIONS - HIGHLIGHT

CONSÓRCIO BRASIL CENTRAL

The Interstate Central Brazil Development Consortium, composed of the States of Goiás, Mato Grosso, Mato Grosso do Sul, Rondônia, Tocantins, Maranhão and the Federal District, seeks to promote regional development, increasing the region's economy productivity and attractiveness. This is a unique experience in this country.

The Consortium has retained FDC to develop 4 strategic projects:

- Capacity-building Board Members of member States state-owned companies
- Capacity-building BrC Consortium Board Members (Member States Planning Secretaries)
- Strategic review and support to its implementation
- A study to create a common market among the States

DEVELOPMENT OF STATE-OWNED COMPANY BOARD MEMBERS

The Federal Union Board Members Capacity-Building Program developed 280 managers sitting in Federal State-Owned company boards. The program focuses upon the changes brought about by the Law of State-Owned Company Responsibility of June 2016, which establishes rules for procurement, competitive tendering bids and nomination of directors, board members and presidents of state-owned and quasi-state-owned companies.

Besides affecting a broad audience (154 state-owned companies and several federal government ministries and agencies), being exceedingly strategic and decision-maker in the public sector, this program was the first to be 100% developed online by Fundação Dom Cabral.

STATE AUDIT COURTS

FDC's work with Audit Courts began with the State of Minas Gerais. The relevance of this project heralded this effort in other states and today FDC carries out its activities at the Audit Courts of Espírito Santo and Rondônia.

At the State of Espírito Santo Audit Court, FDC leads a strategic planning effort, review of their

organizational structure, structuring the strategic project follow-up dynamics and implementation of a projects office.

At the Rondônia Audit Court FDC is carrying out the implementation of a People Management Policy. Leadership Development, Managerial Development and Contemporary Public Management have already been delivered.

HIGH IMPACT BUSINESSES – SEBRAE/OEI/IDB

Funded by the IDB – Inter-American Development Bank, this project consists of a benchmarking study under the theme “High Impact Businesses (Scale Up)”, which comprises the collection and processing of information relating to high-impact businesses (Scale ups, High Growth Firms, Gazelles) in the world, especially in the Americas, Europe or BRICS countries; the publication of the collected information; and holding an event for the dissemination of the results obtained. The final report aims at answering the question: which characteristics (methodology, ecosystem, competences, and ambiance) were perceived in the experiences studied and which are liable to be replicated in Brazilian organizations?

BNDES

The National Bank for Economic and Social Development – BNDES Managers Development Program is running its 7th and 8th classes, always at a high level of institutional participation and involvement. The program is a customized educational solution, with the objective of improving the Bank executives’ competences, aiming at reaching a level of managerial excellence.

BRAZILIAN FEDERAL REVENUE

FDC held the event “Mapping and Identification of High Leadership Profiles” for the Brazilian Federal Revenue service (RFB). The event convened 18 RFB managers at the Public Finance Management School (ESAF) in Brasília. The meeting’s objective was to open space for dialogues and reflection seeking the exercise of a new management styles by RFB’s strategic leaders.



RFB public managers participated in Brasília event

MUNICIPAL ADMINISTRATIONS

FDC offers projects to different Brazilian municipal administrations, such as Belo Horizonte, Rio de Janeiro, Fortaleza, Cuiabá, Rio Branco, Contagem, Itabira, Cascavel, Vitoria da Conquista, Camaçari, among others.

The main project address Strategic Planning, strategy rollout and follow-up, administrative reform, organizational structure review, work force dimensioning, leadership development, managerial development, cultural alignment with the new administration, development of board members.

BELO HORIZONTE PUBLIC HOSPITALS

In May 2017 the Belo Horizonte Public Hospital Managers Development Program came to term, having developed 35 managers from five important hospitals installed in the Capital city. The hospital follow-up process was completed in October, with the submission of the report assessing the achievements and improvements from the the Application Projects developed. The program was held by FDC upon a choice by Johnson & Johnson, which earmarks an annual budget to support the development of the health sector in several world countries. The positive results obtained bred other projects with Johnson & Johnson in other public hospitals.



Program for public hospitals came to term in 2017

SANTA CASA DE BELO HORIZONTE MEDICAL SCHOOL

FDC designed the Business Plan for the Future Santa Casa de Belo Horizonte Medical School, which will allow drafting a project and tapping funds in the market. With the establishment of a team of 19 people, among physicians, managers and other specialists, the project's objective is to proceed with the establishment of a differentiated, innovative medical school to prepare more capable and better-prepared medical professionals to work in the challenging contemporary market.



FDC submits future Santa Casa BH Medical School Business Plan

REGULATORY AGENCIES

FDC has been working with Brazilian regulatory agencies for a few years, achieving quite effective results. The most relevant projects are:

- APEX: Inter-com Brasil, Inter-com Multissetorial and Inter-com USA;
- ANP and ANCINE: Organizational Competence Mapping, Workforce Dimensioning and Corporate Education Model.
- ANVISA: development and implementation of management development paths for senior and middle management.
- ANATEL: Management development program for all regional managers, construction of three paths to develop leaders, including superintendents, managers, and coordinators.
- ANA: implementation of management by competences program.

These projects are innovative initiatives in the public sector. The agencies are being considered as pioneers in processing the Mapping of Organizational Competences, Work Force Dimensioning, and Corporate Education model, which tends to be a rule, upon a legal requirement, for all public organizations.

FDC also participates in the Agencies' Human Resource Leaders Committee, where ongoing projects can be shared by and known to all.

PARTICIPATION IN CONGRESSES OF THE PUBLIC SECTOR

FDC's Public Sector team participated in the two most relevant congresses of this sector - CONSAD – State Administration Secretaries Council National Congress, and CLAD – International Latin American Administration for Development Congress.

The congresses are held annually and their objective is to provide for the exchange of experience, research, studies, and publications about the main issues relating to State reform and public management modernization. They are the main domestic and international forums about the theme. They gather ministers and State secretaries in charge of public policies being discussed, parliamentarians, researchers and university and specialized institution professors, consultants, public managers, among others.

CONSAD was held in July 2017, in which two cases were submitted:

- Modernization of Public Management: from top to bottom and from bottom to top. Pluralities in change movements – the case of the Belo Horizonte Municipal Administration.
- Sustainable Leadership Action: the Role of the New Results with People Manager – The case of the Rio de Janeiro Municipal Administration.

CLAD happened in November 2017 and FDC led the panel “New times, new demands e new issues: innovative solutions for the improvement of public management to the benefit of society”. The panel contemplated four articles and their respective presentations:

- Interorganizational networks: new manners to respond to complex issues
- Avançar Project: toward a new level in management – concerning the work developed with the Audit Court of the State of Espírito Santo.
- Modernization of public management and pluralities in change movements: the PBH case.
- Innovating in management: considerations on the General Action Plan of the Acre Public Office for the Prosecution, Brazil.

3.3 MEDIUM-SIZED COMPANY DEVELOPMENT

Brazilian medium-sized companies (and those from countries like Paraguay and Portugal) have always played an outstanding role in FDC's history and strategy. They are partners in acclaimed educational solutions along FDC's 41 years, and that effectively changed the manner by which companies manage and thrive with their businesses.

In 2017, the medium-sized Company area was restructured to operate in a more integrated manner. The integrated work also involves marketing, communications and events actions, such as the Governance and Management FDC meeting, to discuss actions for management improvement for medium-size companies. This year's edition counted on the presence of 30 business leaders from Greater Belo Horizonte. Organizations fill out a form online and from the data provided an individual and confidential Corporate Diagnosis is drawn. The report containing the results was submitted during the event, with action propositions in seven different aspects: Strategy, Economic-Financial, Marketing and Sales, Internal Processes and Technology, People Management, Governance and Sustainability. The Corporate Diagnosis was carried out in 380 medium-sized companies throughout Brazil. This represents an important corporate management tool, in addition to being a strategic product for FDC to learn better about the medium-sized company market in Brazil.

MEDIUM-SIZED COMPANY DEVELOPMENT IN FIGURES

In 2017, 716 medium-sized companies maintained their partnership with FDC for educational solutions adequate to this market segment. Altogether, 5,716 participants were impacted by FDC.

PROGRAM	GROUPS	COMPANIES	EVENTS	PARTICIPANTS
PAEX	98	478	717	5,258
PCS	3	10	43	40
PDA	14	70	95	295
NETWORKS	3	81	13	81
FUTURE STOCKHOLDERS	2	-	20	42
IN COMPANY ME	-	77	-	-
TOTAL NO. COMPANIES	120	716	888	5,716

PARTNERS FOR EXCELLENCE – PAEX

Including approximately 500 participating companies, PAEX is the main educational solution offered by FDC to address medium-sized company management. Along the year actions were undertaken that ensure the program's quality and update. A partnership was inaugurated in Portugal with INDEG-ISCTE Executive Education, the first Portuguese business school, established in 1988 as a center of excellence in executive development. This partnership improved PAEX' internationalization process, increased the international partner network and the network of companies that belong in the PAEX, besides strengthening the FDC brand presence in Europe. In addition to Portugal, PAEX is also offered in Paraguay and in the United States.



FDC and INDEG-ISCTE launch PAEX in Portugal

PARTNERSHIP FOR SUSTAINABLE GROWTH – PCS

PCS supports medium-sized companies from different industries, facing the challenge of creating new management models capable of yielding growth and profit, besides promoting the sustainable development of the company and its stakeholders.

2017 marks the first sale made by a regional associate, besides the entry of two new Paraguayan companies, reaching five clients in that country. There has also been an incorporation of part of the PCS strategic methodology in the PAEX partnership, seeking to improve the value proposition of this solution, in addition to promoting an experimentation of the PCS model in PAEX companies.

PARTNERSHIP FOR THE DEVELOPMENT OF STOCKHOLDERS AND THE ENTREPRENEURIAL FAMILY – PDA

This partnership seeks to contribute to the development of family businesses, assisting their members in the creation of a favorable environment to the construction of a mature, professionalized future and has celebrated 16 years of existence, amassing a history of more than 5500 entrepreneurial families from different Brazilian States. In 2017, 14 groups participated in the PDA, encompassing 70 companies and their entrepreneurial families and a total of 295 participants.

PME MENTORSHIP PROJECT

The PME Mentorship Project is a partnership between Exame magazine and FDC for the development of medium-sized company leaders. In 2017, 25 entrepreneurs participated in the program's 2nd edition. They were presented exclusive, in-attendance orientation with presidents of large organizations regarding the critical issues for the growth and development of the entrepreneur's business. In addition to individual mentorship, the program included panels with FDC professors, lectures delivered by thinkers and workshops with large business leaders.



Participants are awarded their certificates at the closing of the PME Mentorship program

AVANCE PROGRAM: RETAIL MANAGEMENT STRATEGY

FDC and the Martins Retail University – UMV (belonging to the Martins Group) held the “Avance Program: Retail Management Strategy”, now in its second class. This program’s objective is to develop Brazilian retail companies’ management and operations, bringing together FDC’s knowledge management and UMV’s retail expertise through applicable, practical and tool-like that will also promote the exchange of experiences and sharing the industry’s best practices.

PARTNERSHIP FOR MANAGEMENT STRUCTURING – PEG

The Partnership for Management Structuring – PEG was launched in 2017 as an educational option designed for a segment so far not very explored by FDC: small businesses.

This program was designed exclusively for small sized organizations that seek to improve their management level and achieve better results. The PEG follows the same line of work as FDC’s corporate partnerships: medium-term development projects that pool together exchange, managerial methodologies and capacity-building with partner companies.

The PEG program is being marketed and the first class is expected to begin early in 2018.



Program is launched in Brasília by regional associate RS Gestão Empresarial

SUPERA PROGRAM

Fundação Dom Cabral and FIEMG launched, in a joint project, the Supera Program, designed for the medium-sized industrial companies in the State of Minas Gerais. The Supera Program makes available to smaller companies the same technologies that FDC and FIEMG have provided to large companies. The idea is that these companies will improve their management level and become more competitive.



Program in launched during FIEMG/FDC Management and Governance Meeting

FUTURE STOCKHOLDERS

The Future Stockholders Program made its debut in FDC's portfolio with a group of 21 youngsters – between the ages of 16 and 21 – the children of GPS Planejamento Financeiro, an FDC partner. The project, which is a trailblazer in FDC's history, brings to classroom young participants who wish to learn about the business and entrepreneurship world. They reflected upon their life purposes, goals, values, and began their personal project.

The program was offered again; open to interested participants, at the Aloysio Faria Campus. Program contents approached subjects such as entrepreneurship, social media, leadership, and finance. The proposal is to dialogue with future stockholders showing a scenario of management in a dynamic, innovative manner such as, for example, bringing in successful youtubers to interact with the young audience.



Youtubers participate in the Young Stockholders Program



4. SOCIAL IMPACT



FDC seeks to contribute to sustainable development in three manners: through educational solutions, internal practices and also through social projects that will yield value to underprivileged, marginalized social groups. This is the institution's ethical commitment as expressed in many domestic and international compacts.

The connection between social impact and FDC's strategy rests upon the Sustainability and Social Inclusion Committee. Created in 2008, the Committee's objective is to promote synergy and integrate the institution's areas undertaking strategic actions relating to different programs and projects whose core axis is sustainability.

On a periodic basis, the Committee convenes to discuss how FDC's projects will contribute to the fulfillment of its mission and how to make the school's contribution tangible in this theme.

4.1 SOCIAL PROJECTS

POS – PARTNERSHIP WITH SOCIAL ORGANIZATIONS

This is one of the main FDC social actions, since it places at the disposal of non-governmental organizations all of FDC's knowledge and expertise in a subsidized manner. The idea is to offer NGOs with tools to improve their management such that they can be more effective and self-sustainable. The Program is present in BH, RJ and SP and already included 44 organizations.



Social organizations convene in POS Leaders Meeting at the Aloysio Faria Campus

COCA-COLA FEMSA WORKSHOP FOR SOCIAL ORGANIZATIONS

In a partnership with Coca-Cola FEMSA Brasil, FDC held the Project Modeling for Social Organizations Workshop in Curitiba. This event was a part of the extension actions involving the Partnership with Social Organizations – POS and pursued the objective of introducing FDC to third sector audiences, offering free capacity building to potential clients. Along the workshop, participants shared different activities to develop their own business models.



Workshop approached project modeling for social organizations

PDEOS – COMPANIES AND SOCIAL ORGANIZATIONS DEVELOPMENT PROGRAM

This program brings together companies, social organizations and public institutions (such as municipal and State schools, health stations, among others) to promote the responsible management of partnerships and sustainable local development. Currently, the program is offered in the Aloysio Faria Campus buffer zone: Jardim Canadá and Água Limpa. At the latter FDC offers support in the intermediation of the development's urbanization process that suffers from the lack of adequate infrastructure for its dwellers.

PDEOS included the participation of 28 companies and 23 social organizations in 2017, in five Collective Meetings.



Last Collective Meeting of the year has 46 participants

COCA-COLA FEMSA BRASIL SOCIAL ORGANIZATIONS CAPACITY-BUILDING PROGRAM

The PDEOS methodology was used in a customized social program in a partnership with Coca-Cola FEMSA Brasil. It pursues the objective of capacity-building social organizations of the FEMSA plant buffer zone in the municipalities of Brumadinho, Itabirito, Moeda and Nova Lima, in Minas Gerais. The project has capacity-built 78 participants, approximately 50 social organizations, contributing to their development and continuity, mainly as concerns economic issues, indicating pathways and the possibility of easier access to funds and to managerial technique.



The Program is a partnership between FDC and Coca-Cola FEMSA Brasil

URBAN DEVELOPMENT OF THE ÁGUA LIMPA NEIGHBORHOOD

Fundação Dom Cabral operates as a facilitator in the dialogue between Social Organizations, the population, and the local authorities in the Balneário de Água Limpa development, installed between the cities of Nova Lima and Itabirito. Such dialogue aims at executing a Preliminary Pledge Agreement for the development of joint actions to promote land planning, land regularization and the area's environmental sanitation.



This is an initiative of Fundação Dom Cabral, the Nova Lima Municipal Administration, the Itabirito Municipal Administration and the Minas Gerais Public Office of the Prosecution, with the participation of CEMIG, COPASA and SAAE, that seeks to provide the Água Limpa neighborhood with access to infrastructure such as water, power, sanitation, public transit, schools, a police station, a nursery and a medical station; that is, the improvement of the community's quality of living.

Agreements were signed for the development of Água Limpa

VOLUNTARY WORK – BLITZ DO BEM AND LETTERS TO SANTA CLAUS

In December, FDC promoted the *Blitz do Bem* at the Jardim Canadá and Água Limpa communities, in social organizations that participate in the PDEOS. FDC employees and apprentices participated in this voluntary action, bringing fun and joy to 400 children and teenagers who live in a social vulnerability situation.

Toys were collected for the children’s Christmas event at the Balneário Água Limpa Support Center – CABAL, a social organization member of the PDEOS.



FDC Employees mobilize themselves for the Blitz do Bem in the Jardim Canadá community

STUDENT EXPERIENCES

In a partnership with the British NGO Common Purpose that works in leader development throughout the world, FDC has held the Student Experiences program since 2014, designed for young academics who are seeking to become sustainable development leaders. In 2017 the project was held in São Paulo for the first time, involving 67 participants from different universities such as Metodista, ESPM, FAAP, PUC SP, Escola da Cidade, Belas Artes and FIA/USP. They discussed the theme “How to improve civic engagement in the city of São Paulo?”

ONLINE FINANCE PROGRAM

Developed by professors Michel Fleuriet and Sérgio Pires, the “Economic-Financial Management Model” program was built on digital platforms and can be used by FDC programs upon demand. Managerial knowledge focusing on the social aspects is a legacy that professor Fleuriet, in a partnership with FDC, makes available to society for free, and it can be used by social organizations, entrepreneurs, small businesses, among others, to leverage business and create social impact.

RAÍZES – SOCIAL INNOVATION PROGRAM

The program was designed for a young public from 16 to 18 years of age coming from public schools or in situation of social vulnerability and completed its seventh anniversary in 2017. It provides access to humanistic contents in different areas of knowledge, normally non available at traditional schools, with the expectation that the young can not only expand their view of the world around them, but also become actors and authors of their own inclusion process.

The seventh class was held at the Aloysio Faria Campus, with 28 participants. This year, a partnership was celebrated with the Psychology Department of the Centro Universitário Newton Paiva for individual service during the program and later follow-up at the psychology clinic.

In 2017, the Raízes program expanded its territories and reached the city of Rio de Janeiro. The first class held in Rio de Janeiro had 23 participants, coming from strategic partners Instituto Reação, Cruzada do Menor and Coca-Cola Brasil and from schools belonging to the Rio de Janeiro public network. Besides the traditional program modules, such as Brazilian Roots and Portuguese Language Roots, participants visited the Art Museum and the Museum of Tomorrow of Rio de Janeiro and heard a lecture from Olympic Judo medalist and founder of Instituto Reação, Flávio Canto, about how to cope with the challenges life brings to us.

At year’s end, FDC promoted the Raízes Alumni Meeting 2017, at the Aloysio Faria Campus. Approximately 80 former program participants were present, of whom 22 came especially from Ro de Janeiro for the meeting. The day included several integration activities and experiential methodologies, in addition to a meeting barbecue. The youngsters made a reflection on their political role and how they can act upon their own communities, and discussed concepts of liberty and planning for life.



Raízes completes its seventh class at Aloysio Faria Campus

BRASILEIRINHO PROGRAM

Following the strategy of increasing FDC's social projects reach and impact, the Brasileirinho Project was restructured and is now called Brasileirinho Program. This action was designed towards 11 schools in the Jaboticatubas municipality, in Minas Gerais, and a class of 113 teachers was trained. The program involved 22 hours of capacity building in teaching methodologies and techniques, and learning tools. Under the new format, the program has the possibility of impacting the 1700 municipal network students even more deeply.



Brasileirinho graduation exercises were held in Jaboticatubas

JARDIM CANADÁ LIBRARY

FDC keeps a library in the Jardim Canadá neighborhood, together with the Associação de Condomínios Horizontais – ACH, offering free access to the entire community. In 2017, the Library's collection contained 9,960 titles and 888 users.

SCHOLARSHIPS FOR SPECIALIZATION

FDC offers scholarships to the Business Management Specialization Program. The selection process happens on an annual basis and favors professionals who preferably work with the Partnership with Social Organizations – POS, or with other social projects developed by FDC. In 2017, two scholars remained in course. The scholarship granting process is under review and is expected to be launched in March 2018.

FUNDAÇÃO JOSÉ FERNANDES DE ARAÚJO

Fundação José Fernandes de Araújo – FJFA, an entity established in 1980 by the Most Rev. Serafim Fernandes de Araújo, D.D., pursues the objective of helping in education and development of underprivileged youngsters through their Educational Financial Support, to help the young obtain their university diplomas and change their lives. In 2017, 295 youngsters and children received FJFA's support.

FJFA was one of the winners of the Metropolitan Citizenship Award 2017, granted by the Greater BH Development Agency. The Award's objective is to recognize the action of entities, universities, and social movements in the region. 57 institutions ran for the award, and the choice of winners was decided upon a popular vote. FDC earmarks approximately 50% of its social investment to FJFA.



FIFA was granted the Metropolitan Citizenship Award 2017

ENTREPRENEURSHIP FOR PROSPERITY

FDC structured a new social project in 2017, with the objective of capacity-building and preparing low-income individuals to work in the new economy, deal with the challenges presented by the contemporary world and yielding income for their families. The actions to make the project viable concentrated upon understanding the industry and actors of the education/entrepreneurship area to define FDC's role in the reduction of inequalities, income generation, and multiplication of new business throughout Brazil.

4.2 GLOBAL COMPACTS AND COMMITMENTS

UN GLOBAL COMPACT

Fundação Dom Cabral is a signatory of the Global Compact, a UN initiative for the engagement of the business world in the construction of a more stable, equalitarian and inclusive market and so create a prosperous society and ensure sustainable development. FDC has actively participated in the Global Compact since 2004 as a member of the Global Compact Brazil Network, and seeks to become a benchmark in the debate and implementation of practices to make feasible and value sustainability, both in its own activities and in the dissemination of practices among its clients.

PRME AND GRLI

As a business school working with the development of leaders responsible for the future, Fundação Dom Cabral is also a signatory of two other international commitments that impact education for sustainable development directly: the Principles for Responsible Management Education – PRME and the Globally Responsible Leadership Initiative – GRLI.

Created in 2007 from an agreement among the main world business schools, the PRME is a voluntary engagement platform for business schools whose objective is to encourage education to promote corporate responsibility and sustainability, collaborating towards a new generation of leaders.

In 2017, FDC took over the co-chair of the PRME Chapter Brazil – together with Insper. In addition, the school welcomed the visit of PRME head Jonas Haertle to the Aloysio Faria Campus. Haertle is responsible for coordinating this United Nations initiative around the world since 2010 with the mission to inspire business schools to work with sustainability and social responsibility transversally in their research efforts, with their students, professors, employees, and communities.

The methodology developed by FDC, Universidade Metodista, FEA USP, Insper and ISAE within the PRME Chapter Brazil Committee for Sustainable Development Goals – SDG was approved to be presented to the Academy of Management section Teaching and Learning, Atlanta – USA.



PRME head Jonas Haertle visits Aloysio Faria Campus

SUSTAINABLE DEVELOPMENT GOALS - SDG

The SDG are a world agenda adopted during the United Nations Summit on Sustainable Development held in September of 2015, comprising 17 objectives and 169 goals to be achieved by 2030. FDC, as a signatory to the PRME and the Global Compact, supports the 17 SDG.

In 2017 FDC launched an internal SDG communication and dissemination campaign to employees and partners. FDC also participated in the 1st Mercosur Responsible Executive Education Meeting, to share experiences with the SDG dissemination throughout FDC.



Employees participate in SDG dissemination workshop

4.3 DEBATE PROMOTION AND CONSTRUCTION OF LEGACIES TO SOCIETY INITIATIVES

COMPARTILHAR – MEETING BETWEEN SOCIAL ORGANIZATIONS AND CIVIL SOCIETY

FDC promoted the second edition of *Compartilhar* (Share) with the theme “Opportunities and Challenges for Social Organizations”, at the Aloysio Faria Campus. The objective is to encourage reflection and debate, in addition to the exchange of experience, among members of the POS – Partnership with Social Organizations and the PDEOS – Partnership for the Development of Companies and Social Organizations, in addition to other guests.



2nd Compartilhar was held at the Aloysio Faria Campus

SUSTENTAR –INTERNATIONAL FORUM FOR SUSTAINABLE DEVELOPMENT

The 10th edition of *Sustentar* – International Forum for Sustainable Development, promoted by Instituto Sustentar de Responsabilidade Socioambiental in a partnership with FDC was held at the Aloysio Faria and São Paulo campi. With the theme “Climate urgencies, Innovation, Sustainable Markets and Possible Futures, the event sought to provide solution-sharing such as to prompt innovation of the current economic model.



10th *Sustentar* forum promoted discussions about sustainable development

ÓRBI

FDC joined with the companies MRV and Localiza, Banco Inter and a group of entrepreneurs from the São Pedro Valley in a movement to strength the startup ecosystem, with the objective of driving new business in the country. This initiative, called Órbi, offers the proposal of encouraging innovation and entrepreneurship in a collaborative manner, and provides complete infrastructure for up to 20 resident startups. In addition to providing a working environment, the site will host workshops, mentorship, and business meetings.

FDC convened the supporting companies, the Órbi startups, and an internal team at the Aloysio Faria Campus for the *Start Us Up Workshop*, for the purpose of defining the objective, actions and roles of each one of those involved in the initiative. Three vertical action axes were defined: mobility, Fintech (innovations germane to the financial industry) and civil construction (smart cities). The Education and Human Resources themes will be transversally approached in all activities.



Órbi inserts FDC in the startups universe

10,000 WOMEN REGIONAL MEETING

The 10,000 Women program Alumni Network, a partnership entered between the Goldman Sachs Bank and Fundação Dom Cabral, promoted regional meetings in 2017 at the FDC Rio de Janeiro and Belo Horizonte Campi, including 80 participants altogether. The network's national meeting was held in São Paulo, for 160 participants. These events are moments to consolidate knowledge, exchange experience and strengthen the network, and its main theme was "Digital Marketing", chosen by a survey made among alumni network participants.

SAY YES TO RACIAL EQUALITY FORUM

FDC participated in the 2nd Say Yes to Racial Equality Forum, promoted by the Instituto Identidades Brasil – ID_BR in São Paulo. Marina Spínola, Corporate Communication executive manager, represented the institution and spoke of the role played by executive education in the reduction of racial inequalities. FDC has sought to invest in initiatives to expand internal and program diversity. Currently, scholarships are offered for the Management Specialization and MBA programs to black professionals referred by the institute. In addition, FDC's People area maintains contact with recruitment agencies specialized in social equality such that there is greater diversity in the selection processes for jobs at the institution.



FDC welcomes ID_BR for discussions about social equality

PROFESSIONAL CAPACITY-BUILDING FOR YOUNG REFUGEES

Aiming at facilitating the insertion of young refugees in the Brazilian work market, FDC supported the refugee professional capacity-building project, designed by the Banco do Brasil Insurance Group and Mapfre, in a partnership with the Instituto Techmail.

The first group included the participation of 24 youngsters aged between 16 and 22, from Angola, Congo Democratic Republic, Syria, and Sierra Leone, who have been in Brazil for one year. The project involved two course months altogether, with lectures about customer service, Portuguese language, basic mathematics of finance, administrative routines, among others. The program was delivered to participants free of charge and included transportation and catering.

Among the young students, the Congolese Rosalie Mbuya Mbuya was selected to work at the Operations Support Cell – Medium-sized Companies at the São Paulo Campus. This is an opportunity not only to provide support to young refugees, but also to exchange experiences and promote diversity in supporting organizations.

MILHAS DO BEM SMILES

Fundação Dom Cabral was selected by the Smiles company *Milhas do Bem* initiative, to join the institutions that will receive donations for education, entrepreneurship and management projects. The FDC project contemplated by Smiles was *Raízes*, focusing on the social inclusion of youngsters from low-income families.

The Smiles *Milhas do Bem* has the purpose of changing lives by supporting social projects. All Smiles members may participate, donating any amount of their accrued credits in miles to the chosen project. Smiles pledges to donate, in cash, double the amount gathered by its members. Besides FDC projects, Rede Cruzada, Instituto Reação, Parceiros Voluntários, Junior Achievement, ESPM Social participate in the *Milhas do Bem*.

The miles collected from 2017 donations became R\$40,000 to be invested in the *Raízes* Program in 2018, welcoming a new class of 35 youngsters.

4.4 PARTICIPATION IN SUSTAINABLE DEVELOPMENT AWARDS

SOCIAL ENTREPRENEUR AWARD

The main social entrepreneurship contest in Latin America, the Social Entrepreneur Award, is an initiative by Folha de São Paulo in a partnership with Fundação Schwab and under FDC support. The objective is to identify and recognize the most entrepreneurial socioenvironmental leaders in the country, who develop innovative, sustainable, high impact ideas upon the reality of Brazilian communities. The Folha Social Entrepreneur of the Future is dedicated to social leaders of up to 35 years of age and who are ahead of more recent initiatives with between one and three years' operations.

ÉPOCA BUSINESS 360° YEARBOOK

The Época Business 360° Yearbook is now in its sixth edition, granting awards to the 300 best companies in the country, evaluated through criteria such as financial performance, HR practices, innovative capability, socioenvironmental responsibility, future vision, and Corporate Governance.

The methodology, developed together with the magazine's team, creates a full ranking of the largest and best companies in Brazil. For the award, 27 companies are chosen as the best in each industry, and the Company of the Year is chosen from this list. In 2017, the winning company was Fibria, which also achieved first place in the pulp and paper industry category.

Besides the election of the 300 best companies in the country, the Época Negócios 360° presents the ranking of the 500 best companies in Brazil by net revenues; of the 100 largest banks by total assets; of the 50 largest insurance companies by net premiums issued, and the 100 largest public companies by market value.

BOM EXEMPLO AWARD

The *Bom Exemplo* (Good Example) Award is the recognition of people who, directly or indirectly contributed to the construction of fairer, citizen society, it was created in 2010 in Minas Gerais upon a partnership established among TV Globo Minas, FDC, The Industrial Federation of the State Minas Gerais – FIEMG – and the newspaper O Tempo. The 8th edition of the award happened in 2017 with the categories Science, Culture, Education, Economy and Development of Minas Gerais, Sports, Innovation, the Environment, Personality of the Year and Citizenship. The latter category is the most competitive, and elected by popular vote at the TV Globo Minas site, and seeks to value the work of people who, by means of social actions, contribute to the community's well-being and development. This year, the category showed a record number of nominations, with 1,500 candidates. Winners were the twins Jeiel Junio and Junio Gabriel, who developed a cell phone application – called *Sustentabilizando* – that helps users reduce their expenses with water and electric power and thus contribute to the sustainable use of natural resources.

The *Bom Exemplo* Award also happens in Paraná, in a partnership between FDC and RPCTV and is now in its 3rd edition; the Award made its debut in Mato Grosso this year in a partnership among FDC, TV Centro América, Rádio Centro América and FIEMT.



Twins won the Bom Exemplo Award and visit the Aloysio Faria Campus

HUGO WERNECK AWARD

With the theme “Earth asks for Peace – Cast the first flower” the VIII Hugo Werneck Sustainability & Love for Nature Award presentation ceremony was held for the first time at FDC, at the Aloysio Faria Campus. 101 projects applied this year, in 11 categories. The recipients in this edition was the couple Lélia Warnick and Sebastião Salgado for their work with the Instituto Terra, which has reclaimed in excess of 7,000 hectares of degraded land and produced more than 4 million Atlantic Forest species seedlings.

JOSÉ COSTA AWARD

The newspaper Diário do Comércio and Fundação Dom Cabral, in a partnership with the Industrial Federation of Minas Gerais – FIEMG, held the 6th edition of the José Costa Award 2017 – “An award to the development of Minas Gerais”. The theme of this year’s award was “The development of Minas and global challenges”. The award recognized private companies, public initiatives, nongovernmental organizations and personalities who develop actions in line with the Sustainable Development Objectives – SDG established by the UN in 2015.

MINAS 2032 MOVEMENT

On that occasion, the Movement Minas 2032 was launched – for global change, envisioned by Diário do Comércio in a partnership with the Instituto Orior and Multiverse. The project’s objective is to create a community to develop reflections and effective actions to consolidate the UN SDG in Minas Gerais. FDC is part of the movement, together with 19 other organizations.

5. IMPACT UPON RESEARCH, DEVELOPMENT AND INNOVATION



For Fundação Dom Cabral to play its role in the development of society – the school’s mission and main *raison d’être* – it is of the essence that it is supported by its prime element: education. For this, it is necessary to invest increasingly and continuously in research, technology, and innovation, maintaining people at the core: researchers and professors, employees, partners and clients.

5.1 TECHNOLOGY & EDUCATION

FDC waged on the creation and renewal of online educational methodologies and in the development of professors for greater interaction and collaboration in this environment. One of the year’s most important accomplishments was the application of the flipped classroom, proposing a complete turnaround of the teaching model. Its proposition is to offer less expository, more productive, participatory classes. This methodology has been used in different programs, such as Specialization in Business Management in BH, the MBA program and in customized projects with large organizations. Other initiatives follow that were highlights in the application of technology to improve the learning experience:

- MBA Program Revitalization – renewal of methodologies to grow the program’s online methods;
- Online Specialization Program;
- Customized Programs for Large Organizations with blended solutions: Copel, Monsanto, Bahia Gás, Fundação São Francisco Xavier, McDonalds, Embraer;
- State-owned Company Board Member Development Program – first fully online FDC program;
- A series of videos covering the strategy, leadership, marketing, and finance themes – objective: conceptual leveling and delivery of specific, basic contents to support educational solutions. This solution was developed such that, soon, the contents will be accessed only through an online platform, integrating the array of methodologies available to executive development along life.

Together with the initiatives and actions already accomplished or under way, a systemic reflection of the new digital platform project – LMS, Learning Management System was done. The objective is to improve the system’s usability and promote a greater integration within the virtual environment, with the development of appropriate methodologies and, therefore, create new, innovative contents for the programs. FDC’s new digital platform is undergoing tests to be launched in 2018.

5.2 FACULTY

FDC’s relationship with its group of Associated Professors reached a new level in 2017 with the creation of the Core Professor group. This group includes 66 associated professors who are highly specialized in themes germane to the school’s mission and main educational focuses. A goal was established that by 2020 the number of Core Associated Professors will reach 80.

As concerns Full Time Professors – TI, a competence evaluation model was completed new selection process systematics were initiated, involving managers and other professors in hiring decisions. These two initiatives are congruent with the strategic decision of professorial allocation to projects and programs, using value perception processes and competence development.

FULL TIME PROFESSORS	26
CORE ASSOCIATED PROFESSORS	69
ASSOCIATED PROFESSORS	33
TECHNICAL ADVISOR PROFESSORS	60
GUEST PROFESSORS	369
TOTAL	557

FACULTY DEVELOPMENT PROGRAM

Faculty management was marked by the start of the Full Time Professor Development Program. Focused upon contemporary educational methodologies, the program approached the Nano Learning concept – virtual reality, cognitive computation, and neurosciences.

Promoted in a partnership by the Development and Faculty, Education and Innovation, Human Resources and Technology departments, this program is based upon three assumptions of the conceptual era: *high concept*, or the capability to perceive patterns and opportunities, conceiving interesting narratives and combining apparently unconnected ideas for new creations; *high touch*, or the ability to think and understand the world in tune with oneself in a more emotional, empathetic and transcendent manner; and *high tech*, or an opening to the relevance of high technology that promises and delivers new manners of making business and the world happen.

During the program, FDC professors experienced 360° virtual reality and learned of the many possibilities of cognitive computation application. With the support of the *Nano Change Canvas*, the professors were encouraged to consider new manners of experimenting with technology in their classrooms.



FDC professors test 360° virtual reality

EDUCATION REFERENCE CENTER

FDC's Education Reference Center – CRE was designed in 2017. CRE will begin operations in 2018, involving deep research, mainly those veered towards new educational methodologies and the update of the companies' managerial needs, as observed from a close contact with the HR departments of organizations of all sizes and industries.

Highlights

Professor Anderson Sant'Anna has joined the Advisory Chamber of the Applied Sciences area of Research Support Foundation of the State of Minas Gerais – FAPEMIG. Linked to the institution's Science, Technology and Innovation Directorate, the Advisory Chambers are organized by greater areas of knowledge and are composed by specialists of renowned competence in their respective fields of action in the State's main educational and research institutions, and are responsible for project review and recommendation in different areas of knowledge. Sant'Anna was also invited by the National Scientific and Technologic Development Council (CNPq) to participate in the PEC-PG Multidisciplinary Committee for the purposes of reviewing proposals of Call PEC-PG 2017, to select foreign scholars to take their master's and/or doctoral studies in Brazil.

Carlos Arruda, professor and coordinator of FDC's Innovation and Entrepreneurship core, is one of the specialists who participated in the Social and Economic Development Council – CDES, an advisory body of the Presidency of the Republic and made up of entrepreneurs, artists, and labor and sectoral leaders. Arruda was invited by Minister Eliseu Padilha's team as a consultant specializing in competitiveness and productivity, one of the priority themes for the Council's 2017 agenda..

5.3 RESEARCH & DEVELOPMENT

2017 was a year of advancements for Fundação Dom Cabral's research and development. Were tapped in sponsorship by Banco Alfa and CCR for the R&D Core research projects. And also, throughout the year, investments were approved for research projects developed by full time Professors. A relevant example is the Transportation Logistics and Infrastructure Platform sponsored by CCR, VLI, Arteris and Ecorodovias, with investments in a period of 3 years.

The R&D area is operating in two fronts: obtain more publications from professors – more relevant and in greater number; promote synergy between research done by FDC and the market. For this purpose, Theme Meetings and Theme Curatorships were created. Theme Meetings (four were held in 2017) gathered managers, TI professors and core associated professors to discuss challenges identified in the Jobs to be Done research effort, produce new ideas and translate them into products, services and advice to clients. The Theme Curatorships are short reports, produced by professors, commenting on current, relevant themes in their area of knowledge. The reports are published in Educ and in social media.

R&D COMMITTEE

An R&D Committee was established, comprising three DE professors and three managers. The Committee's purpose is to review research projects submitted to it and recommend or otherwise their approval, according to the qualifications of the proposal vis-à-vis strategies and quality criteria established for FDC.

PROTOTYPING WORKSHOP

Within FDC's innovation movement, ten educational experience proposals indicated by employees were turned into prototypes during the *Proto.Typing Workshop*. Held at the Aloysio Faria Campus TREE Lab, the co-construction movement included the presence of the ideas authors, in addition to internal and external guests who together advanced farther in the development of new educational projects. The Innovation Committee will analyze the prototypes that will receive investments and will be transformed into new solutions in FDC's portfolio.



Innovation ideas for FDC solutions are morphed into prototypes

R&D PRODUCTION

FDC published more articles in domestic and international journeys in 2017, compared to 2016.

TOTAL PUBLICATIONS	92
INTERNATIONAL ARTICLES	28
DOMESTIC ARTICLES	28

5.4 RESEARCH & COOPERATION INTERNATIONAL ASSOCIATIONS & AGREEMENTS

Fundação Dom Cabral invests in research & Development both with its internal teams and in partnerships with important research center, universities, business schools and regional and sectoral associations.

Participation in associations abroad confirms the global nature of FDC's educational solutions, exchange of experiences and information and the development of partnership methodologies, programs and research efforts.

International Associations in which FDC belongs:

- AACSB International – The Association to Advance Collegiate Schools of Business
- CLADEA – Consejo Latinoamericano de Escuelas de Administración
- UNICON – International University Consortium
- EFMD – European Foundation for Management Development
- ICEDR – International Consortium for Executive Development Research
- GBSN – Global Business School Network
- Executive MBA Council

In addition to international associations, FDC maintains cooperation and joint development agreements with the main business schools throughout the world.



International Cooperation Agreements Map

5.5 RESEARCH & DEVELOPMENT CORES

R&D Cores gather professors, project managers and researchers to carry out studies, projects and research work, in addition to the construction of contents, methodologies, technologies and innovative solutions, seeking answers to current challenges faced by organizations and society, in Brasil and in the world.

PEOPLE AND LEADERSHIP DEVELOPMENT CORE

The People and Leadership Development Core is dedicated to studies and structuring educational solutions for the formation and development of leaders aligned with the new business context. This Core has worked with the development of research projects into the themes: Leadership in contexts of diversity and innovation; Female leadership; and Relationship Leadership.

STRATEGY AND INTERNATIONAL BUSINESS CORE

In 2017, the Strategy and International Business Core developed a methodology for the strategic reflection of organizations called PAINT – Action Plan for Internationalization, based on the International Value Creation Model. The diagnostic is that part of the methodology was applied in 16 medium-sized companies participating in FIEMG’s Global Industry program.

This Core is responsible for the construction of the FDC Ranking of Brazilian Multinational Corporations. The Ranking’s 2017 edition followed the international movement of 65 companies, 54 of which operating abroad through commercial and/or productive subsidiaries and 11 operating abroad through franchises. Researched unveiled the continuity of Brazilian companies’ international expansion, especially in the face of the Brazilian context of political and economic

uncertainties. In addition, Brazilian multinational corporations have yielded ideas and innovations in their subsidiaries and brought them to Brazil. Those companies that are more internationalized show greater capability to absorb knowledge from abroad, which indicates that internationalization contributes to innovation and competitiveness in the long term.

Another important Core accomplishment was the creation of a new Strategy Reference Center group, with nine participating companies. The group's discussion on Business Models is open to executives, entrepreneurs and academics who are interested in building, discussing and accessing what is most relevant around the world on the theme.

At the Economic Policy Watch, ten reports were prepared containing the main Brazilian economy indicators, five conjuncture notes commenting on the facts that most impacted economic dynamics in the period and three quarterly notes commenting on the most relevant changes in macroeconomic variables.

INNOVATION AND ENTREPRENEURSHIP CORE

The Innovation and Entrepreneurship Core has undertaken efforts to develop knowledge on innovation management, conducting research work and writing case studies, articles and programs on the themes: Innovation Management; International Competitiveness; Entrepreneurship; Digital Technologies, and their impact upon companies.

In 2017, the team led two international research projects. With the sponsorship of the Swedish government, the technology transfer mechanisms and capabilities in the aerospace chain were studied, and with the sponsorship of Sebrae, IDB, and OEI support programs designed for high potential companies (scale-ups) were evaluated.

The Core maintained in 2017 its Innovation Reference Centers – CRI-Minas and CRI-Nacional – that include the participation of 43 companies.

During the year, the Core maintained relationships and cooperation for the creation of knowledge with the World Economic Forum and the IMD (for the production of competitiveness reports); INSPER (productivity); Kellogg Innovation Network (innovation) and the UC Berkeley Sutardja Center for Entrepreneurship and Technology (entrepreneurship and innovation).



CRI Minas convenes a variety of companies

LOGISTICS, SUPPLY CHAIN AND INFRASTRUCTURE CORE

The Logistics, Supply Chain and Infrastructure Core outstood in 2017 for the implementation of the Transportation Infrastructure and Logistics Platform, whose laboratory was built at the Aloysio Faria Campus. With the support of private initiative, the Transportation Infrastructure and Logistics Platform pursues the purpose of contribution with governmental institutions, class entities and private companies in the transportation industry for the identification of structuring projects, reduction of logistics and urban transit costs and the improvement of the industry's energy efficiency. The Platform's objective is to become the main reference in transportation infrastructure knowledge creation and management in Brazil.

The Core also consolidated as the main channel for contents and methodologies for the Business Logistics, Operations Management and Supply Chain in all educational solutions presented by FDC to the market. A highlight is the Core's technical coordination in all management program modes offered by the SEST/SENAT System, including project follow-up and guidance, allocation of faculty specialized in transportation management and teaching methodologies formulated in partnership with program managers.

SUSTAINABILITY CORE

FDC's Sustainability Core works towards the improvement of the companies' corporate management and sustainability. Consequently, upon improving the business world's socioenvironmental performance, this Core is making a contribution towards the Brazilian sustainable development.

Such contribution grew in myriad forms in 2017. Launching of the study *Estágios da Sustentabilidade Corporativa*, which evaluates the maturity of Brazilian corporate management vis-à-vis social and environmental themes afforded the identification of sustainability management areas of improvement in companies throughout the country. Another project that joins such contribution to sustainable development is the sustainability benchmarking study designed for the retail, construction and chemical industries.

Aiming at engagement, the Core has delivered a series of lectures on the theme "Corporate Governance & Sustainability", the highlight being the participation of Pedro Passos, chairman of the Natura Board of Directors, and Fábio Barbosa, board member of Itaú-Unibanco.

5.6 LIBRARY SYSTEM

The FDC Libraries System currently includes the Walther Moreira Salles Library at the Aloysio Faria Campus and the Information Center at the Belo Horizonte Campus. There are reading rooms at the São Paulo and Rio de Janeiro campi, where FDC publications are at the disposal of students and faculty.

The objective of the FDC Libraries System is to offer support to teaching and research activities. The public that uses the system is composed of program participants, employees, partner companies, the academic community and the public at large.

2017 ACTIVITY STATISTICS

ACTIVITY	VOLUME
Loans	17,536
Clients served	33,198
Acquisitions	Volume
Books	2,094
Databases	1
Investments in acquisitions (purchases/renewals)	R\$ 171,094.92

ACCESS TO BASES	VOLUME
BSC/EBSCO	152,797
EMERALD	1968
NEWSPAPER	45,366
OECD	286
COMDINHEIRO	14,957
PERGAMUM	29,403

NOTE: The GetAbstract Base does not provide a statistical tool

BOOK DONATIONS

FDC eventually receives requests for book donations from libraries in underprivileged regions with scant access to cultural goods. Believing in the important role that books play in the development of society and always seeking to fulfill its mission, whenever possible FDC makes available copies to libraries, institutions, schools, social organizations, municipal administrations, among others, who presented their requests.

In 2017, 64 books were donated to the Community Library of the Municipality of Simões Filho, in Bahia, and 215 books were sent to the Municipal Public Library of Porto Feliz, in São Paulo.

5.7 REVISTA DOM

Created in 2006, Revista DOM is a publication veered towards business management, gathering articles produced by FDC's technical body and by other institutions, creating relevant knowledge to business leaders.

Revista DOM was invited to participate in the EBSCO world research database. DOM will join the academic database for use in university libraries. It is another EBSCO category, called "Colleges & Universities", which will allow researchers to find DOM articles through keyword searches.

A preliminary version of DOM Digital was launched this year, available for access in tablets.



6. PEOPLE MANAGEMENT



6.1 ORGANIZATIONAL CONTEXT

The experiences and learnings obtained along 2016 and 2017 and the wish to advance even further in the implementation of the 2020 Strategic Vision demonstrated the need for adjustments in FDC's Executive Board. The changes were oriented by three basic assumptions: focus, synergy, and quality in service delivery.

FDC's Executive Board is now composed of the Dean and the directorates:

- Executive Directorate for
Executive Development, Faculty and Education
- Executive Directorate of
Integrated People and Services
- Executive Directorate for
Organizations Development and Internationalization

The highest level of organizational governance remains the Board of Trustees, with the Audit Committee to monitor and orientate the institution's financial issues. The Board Committee remains as the safe keeper of the organization's principles and values, focusing a view of the future and ensuring the achievement of the institutional mission.

As concerns the International Advisory Board (CCI), in tune with the idea of permanent renewal at all levels of FDC, CCI activities are now under the responsibility of the Dean.

By late 2017, FDC's Dean created and assigned the members of FDC's Ethics and Corporate Risk Management Committee. This Committee includes: Mozart Pereira dos Santos, Board Committee member (as Chair); Carlos Roberto Vasconcelos Novais, Board Committee member; Roberto Sagot Monteiro, Executive Director; and Nádia de Menezes Pinto Rampi, Governance, Integrity and Conformity Executive Manager.

FDC's human capital development process continued along the year. The model employed contemplates the identification, preparation and development of potential successors. FDC's Competences Model, one of the pillars that support

the process, was implemented in all areas and functions. Executive Managers, Project Managers, Operating Managers, and the Executive Board's Development Journey were also evaluated.

FDC proceeded with its Career Transition Policy, giving attention to valuing experience and employee contribution along their trajectory with FDC.

An ambiance survey was conducted as a part of the strategic initiative that sought the encouragement of a stimulating environment. The survey unveiled positive aspects, such as the employee high level of engagement and pride of belonging, and identified points to be improved, such as the need to implement clear processes and flows in work routines. FDC also began the formulation of the diversity valuation project bases, to be implemented in 2018.

6.2 REGIONAL ASSOCIATED

The year 2017 marked the consolidation of a new structure of Regional Affiliates management. FDC now includes a team of employees dedicated to Associates, from sale through delivery of programs. The team resorts to a new relationship management tool now available, the Fresh Desk, where all different Associate requirements come and are redirected and the officials in charge can follow up on the solutions offered and their delivery dates.

The improvement in Associate management also consolidated a new compensation model that favors the ensemble of solutions offered by the partner and contemplates the results achieved by the Associates. The review and implementation of new payment collection rules also aided the process, causing a substantial reduction in client default rates.

6.3 DEVELOPMENT & TRAINING

In 2017 R\$1,343,000 were invested in Training and Development Actions. The Market Teams Development Program proceeded and the Managers Development Program was initiated, with one more class for Executive Managers and one class for Operating Managers, addressing the theme Coaching Conversations.

Seven employees were indicated to external Development Programs, of whom five to domestic programs and two to international programs, and 49 employees were indicated to FDC programs.

6.4 HEADCOUNT

As at December 2017, the headcount was 283 direct employees. Out of this total, 222 are allocated to the Aloysio Faria Campus. 194 are in executive coordination positions, auxiliary staff, assistants, analysts and operating managers, and 89 are executive managers, project managers, coordinating managers, professors and directors. There is no wage differentiation by gender among employees in equivalent positions.

EMPLOYEES BY TYPE OF HIRING (Data ref. December/2017)

CLT	283	81.3%
ASSPROM	26	7.5%
Temporários	2	0.6%
Bolsistas FAPEMIG	25	7.2%
Estagiários	12	3.4%
TOTAL	348	100.0%

EMPLOYEES PER UNIT CLT (Data ref. December/2017)

Aloysio Faria Campus	222	78%
Belo Horizonte Campus	18	6%
São Paulo Campus	26	9%
Rio de Janeiro Campus	15	5%
Brasília	2	1%
TOTAL	283	100.0%

AVERAGE WAGES* (Data ref. December/2017)

Mulheres	R\$ 9,747.86
Homens	R\$ 14,975.40

(*) There is no wage difference among employees in equivalent positions.

EMPLOYEES BY AGE BRACKET (Data ref. December/2017)

Up to 25 years	7	2%
From 26 to 35 years	83	29%
From 36 to 45 years	103	36%
From 46 to 55 years	55	19%
Older than 55 years	35	12%
TOTAL	283	100%

AVERAGE AGE

41.56 years

COLABORADORES POR NÍVEL DE ESCOLARIDADE (Dados ref. dezembro/2017)

5 th grade fund. Education	1	0.4%
Full grade school	1	0.4%
Complete intermediary educ.	24	8.5%
Full higher education	90	31.8%
Full post graduation	107	37.8%
Full Master's Degree	40	14.1%
Full Doctorate	16	5.7%
Full Post-Doctoral	4	1.4%
TOTAL	283	100.0%

6.5 QUALITY OF LIVING AND BENEFITS

FDC cares for its employees' health and well-being by maintaining a benefits plan that contributes to the health, comfort and ease of access to health services and education in addition to social and financial actions. The FDC Employee and Service Provider Association is a non-profit organization, whose objective is to contribute to the well-being of FDC employees and service providers through the concession of health and education benefits, social and financial assistance programs, encouragement to recreation, leisure and culture, in addition to the establishment of associative, ecological and cooperative awareness, basing on the principles of human solidarity with no distinction of nationality, sex, race, creed or ideology.

EDUCATION

R\$1,276,126.05 were invested in education in 2017 from Children Education to Undergraduate Studies, and 146 employees benefitted. The investment in language courses was R\$25,004.68, and 15 employees benefitted. Another R\$66,729.61 were invested in pedagogical material, and 40 employees benefitted.

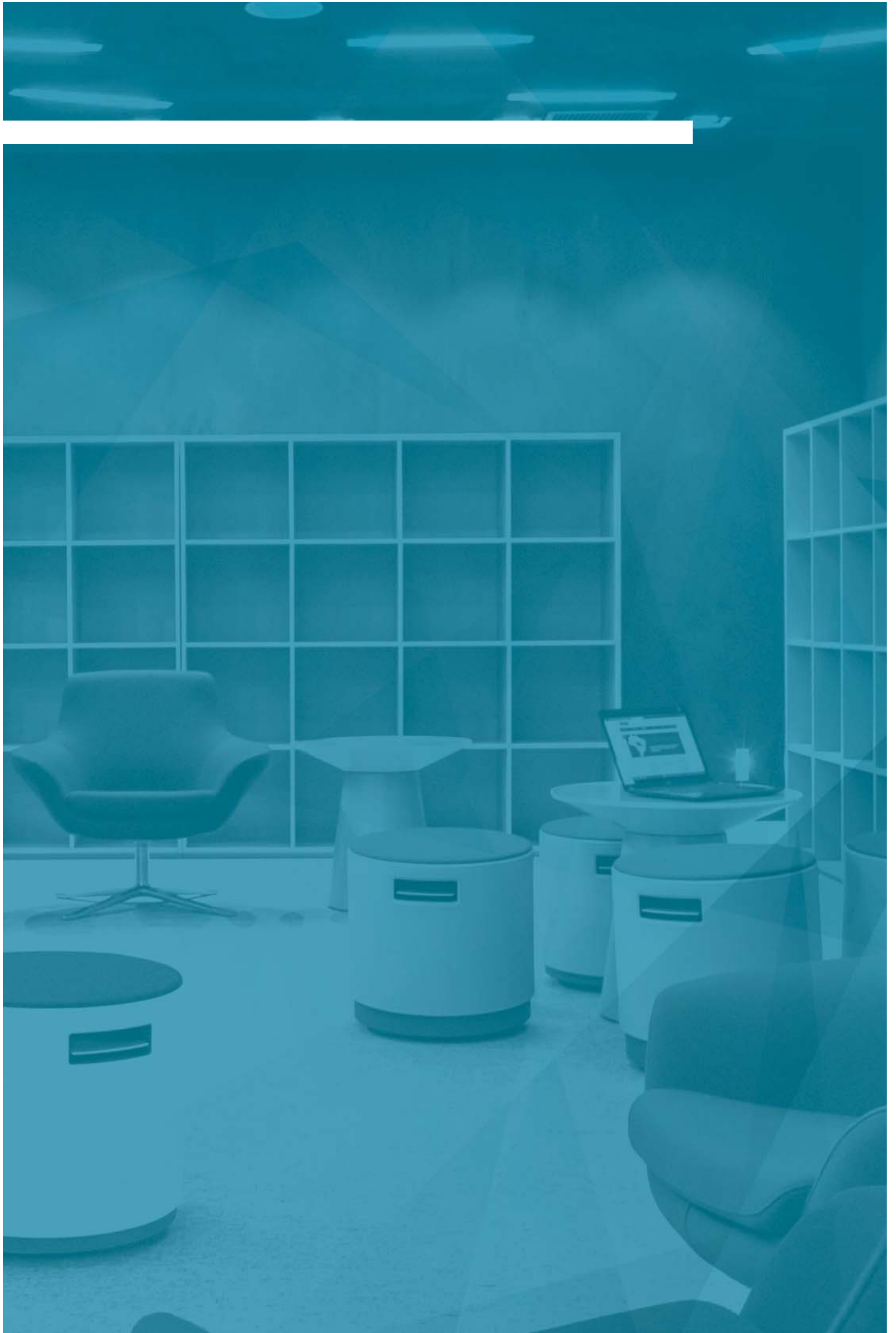
HEALTH

The investment in reimbursements relating to medications, therapies and treatments was R\$632,743.53. Dental treatment reimbursement investments for employees and employee qualifying dependents amounted to R\$516,496.11.

In the Health Space 510 medical attendances including clinical and periodic tests, which represented an investment of R\$145,103.03. Physical Activity reimbursements amounted to R\$196,158.76. R\$163,346.40 refer to Babysitter Service Aid reimbursements.

TOTAL BENEFITS DISTRIBUTED ALONG 2017 (Data as at December 2017)

Health (including Health Insurance)	5,862,558.81
Education	1,367,907.86
Group Life Insurance	617,039.01
Sickness Aid Complementation	4,757.37
Personal Accident coverage for Interns & Scholars	1,634.96
Private Social Security (FDC part)	1,921,606.10
Fuel Aid	652,079.24



7. OPERATING-FINANCIAL DATA



7.1 MATRIX EXPENSE MANAGEMENT

The Expense Matrix Management project, initiated in 2016, continued and three initiatives were selected as priority in 2017:

- Expense management and follow-up as concerns travel, general, and direct expenses;
- Review of the delivery coordination process;
- Review of the academic registration and control process.

Endeavors are in process, with the identification of several improvement opportunities in the processes already analyzed, that will be implemented along 2018.

The project's scope for 2018 is being discussed, seeking to provide a better focus upon FDC's main expenses, subsidizing area managers in the optimization of their costs and helping in the construction of a more assertive budget

7.2 INFRASTRUCTURE

The Infrastructure area's objective is to reconcile the consumption of natural resources at the lowest environmental impact with the best economic result. For such, important initiatives were addressed in 2017:

- Energy effectiveness project: aims at reducing power consumption through the replacement of incandescent and fluorescent bulbs for LEDs in all campi, gradually.
- Irrigation without potable water project: modification in the Samotracia (water supplier to Campus Aloysio Faria) water matrix to artesian wells, reducing the amount of potable water for irrigation purposes and updating the irrigation control system for consumption reduction.
- Virtualization of servers turned on, reducing power consumption.

- Asset switch off policy during early morning hours.

A few more comprehensive studies that will certainly carry a heavier impact are related to changes in the power matrix – the installation of a possible solar plant at the Aloysio Faria Campus – and changing the air conditioning platform in the medium term.

Hiring suppliers who work according to sustainable, ethical conducts is a practice of the Infrastructure area. In respect for this, a third party meals program was implemented, which seeks to guarantee adequate, quality meals to all cleaning, gardening, support, and maintenance service providers – 42 service providers altogether.

Another action was the implementation of a car wash at the Nova Lima Campus seeking income to the Água Limpa Community, making available the structure and resources to perform the service.

CHANGE IN HOTEL ADMINISTRATION

By late December, the hotel that is part of the Aloysio Faria Campus changed its banner. Five companies participated in the competitive tendering bid process and choice of the winning company took into account the contenders' capability to provide differentiated guest service. The new banner is eSuites, belonging to the Vert Hotéis network, having as one of its pillars the rescue of essential hostelry, highlighting comfort, quality of guest service and practices aligned with sustainability principles.

NEW RIO DE JANEIRO CAMPUS

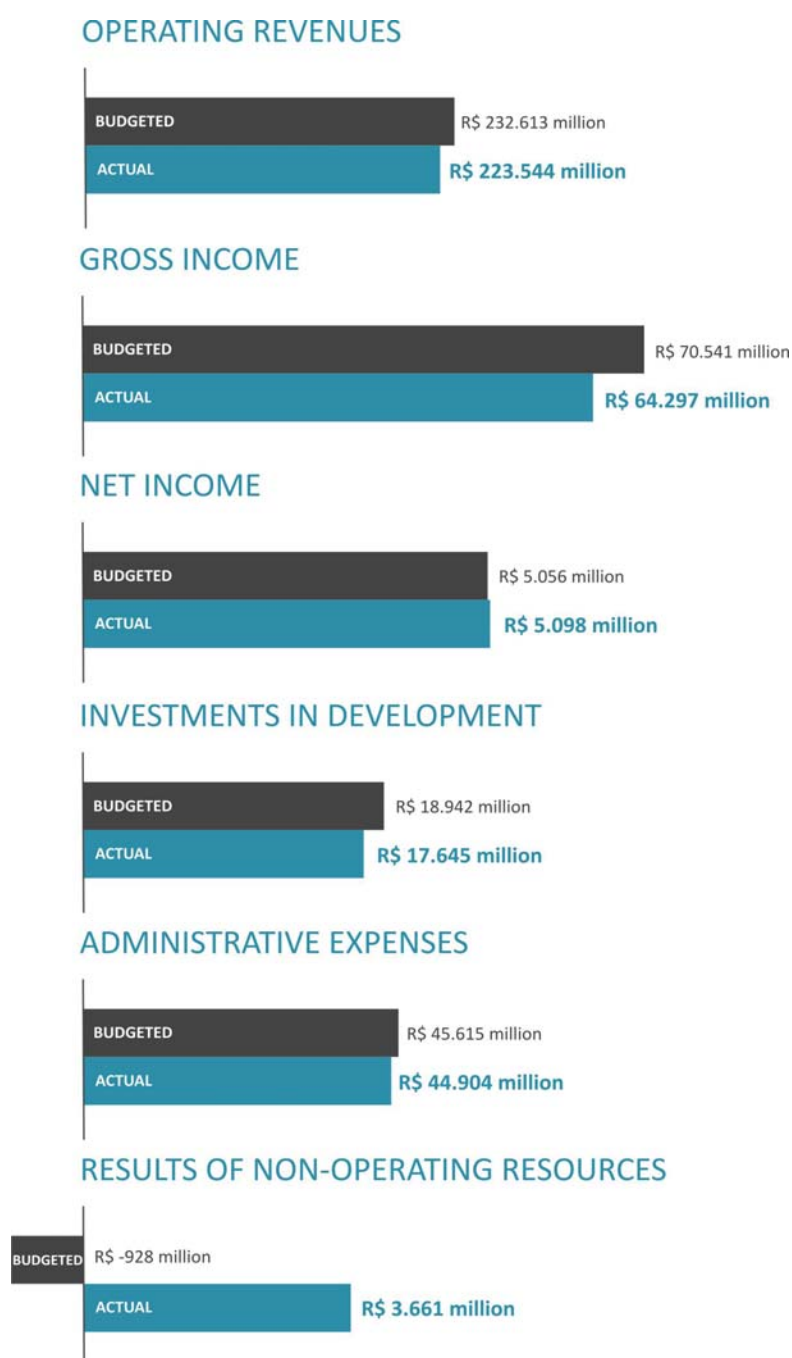
Early in the year, FDC changed addresses in the city of Rio de Janeiro. The new campus, inaugurated in February on Praia de Botafogo, now operates out of the Botafogo Business Center 3rd floor, on a 755 m² floor area and three classrooms, one meeting room, workstations for employees and coffee/socializing spaces. The building offers a parking lot and a ground floor restaurant.

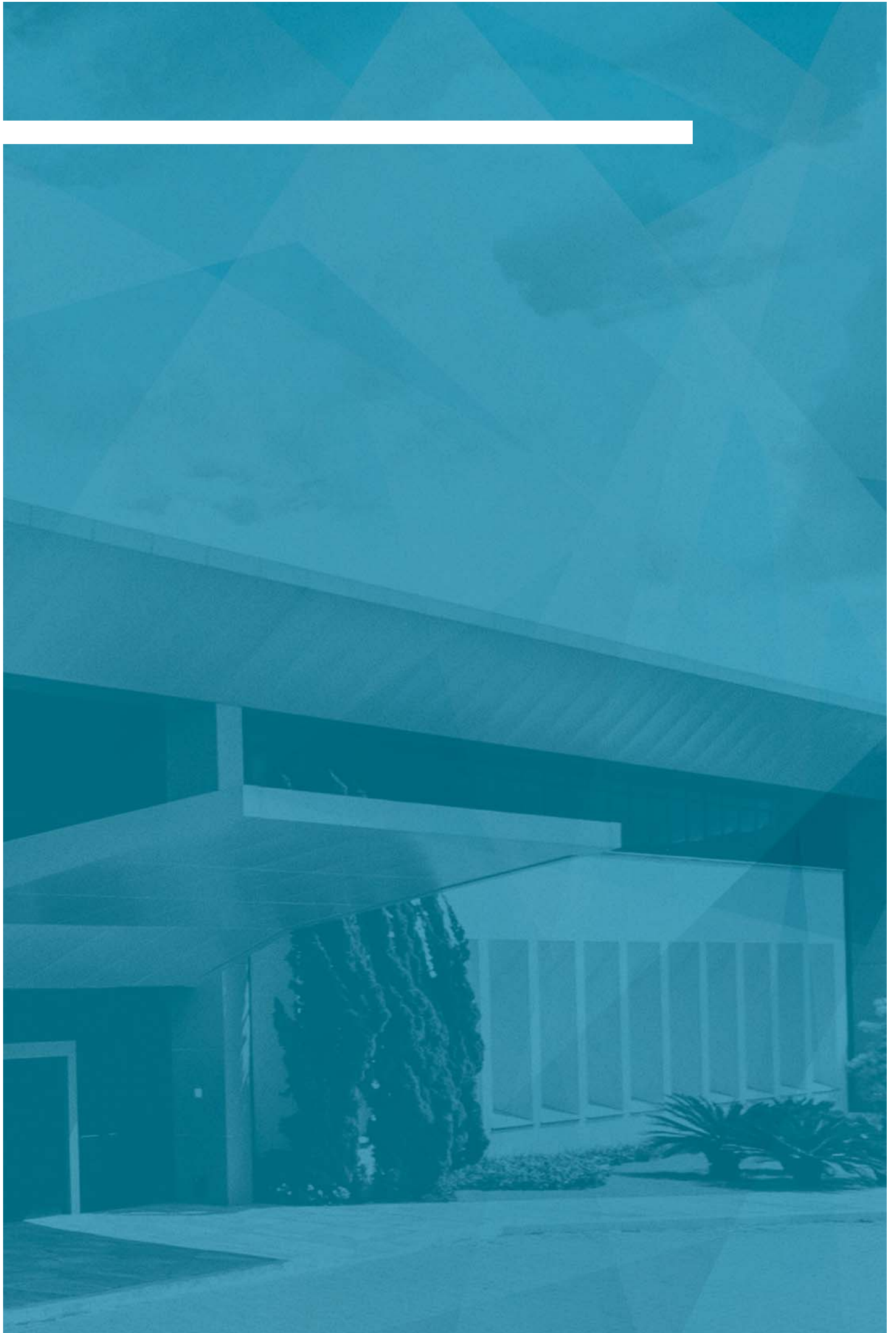
7.3 ECONOMIC-FINANCIAL PERFORMANCE

The dedication of FDC's teams to come closer to the market, the encouragement to internal entrepreneurship and an important cost management effort yielded positive results. Operating income was R\$223.5 million, up from the expected budget of R\$232.6 million.

The investment in market, people, and product development was R\$17.6 million. Administrative expenses were managed and reduced along the year by R\$37.2 million.

Ensuing from such effort, the bottom line overshoot the budget by 30%, for a total of R\$5,1 million.





LIST OF R&D PRODUCTIONS - 2017

ARTICLES IN INTERNATIONAL CONGRESS PROCEEDINGS

TITLE	REFERENCE	CORE	AUTHOR
The role of executive education: developing managers, leaders or both?	In: CLADEA 2017 Annual Assembly, 2017, Riverside, Califórnia. CLADEA 2017 Annual Assembly. Riverside, Califórnia: CLADEA, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; OLIVEIRA, Fatima Bayma; DINIZ, Daniela Martins;
Estratégias de crescimento organizacional: uma abordagem relacional- construtivista	In: IV Lusophone Congress on Organizational Behavior and Management. Lisbon: Associação Lusófona de Gestão, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; BERNARDES, M. E. B.;
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On the representation of women in Brazilian popular music: discontinuities or permanencies?.	In: 77 th Annual Meeting of the Academy of Management, 2017, Atlanta: AOM, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; CAMPOS, L. F. S. ; OLIVEIRA, F. B.; BATISTA, M. A. R.; DINIZ, Daniela Martins;
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Growing fast and profitably in high competitive telecom industry: the GVT's case.	In: 52 ^o Annual Assembly CLADEA 2017: Breaking the mold: anticipating the challenges of local education, 2017, Riverside, California - USA. Breaking the mold: anticipating the challenges of local education, 2017. p. 1-18.	No attachment to Cores	FERNANDES, Bruno Henrique Rocha; SARTORI, R.; FURBRINGER, G.;
High Performance Work Systems in a Cross-Cultural Context: Comparing Multinational Plants in Sweden and Brazil.	In: 8 th International Research Meeting in Business and Management, 2017, Nice, França. 8 th International Research Meeting in Business and Management Proceedings. Nice: IPAG Business School, 2017. v. 1.	No attachment to Cores	REIS, R.; BANISKI, G.; PUPO, F.; FERNANDES, Bruno Henrique Rocha;

Highs and lows, but never under the heel: the Equipage Case	Global STEP Summit 2017	No attachment to Cores	SARDENBERG, Dalton;
The Role of Strategy Making in Organizational Learning.	In: 77 th Annual Meeting of the Academy of Management/2017-Atlanta/USA		VAZ, Samir Lótfi;
Jump Starting Entrepreneurship: How laid-off employees made a career transition	In: 77 th Annual Meeting of the Academy of Management/2017-Atlanta/USA	Innovation and Entrepreneurship Core;	BURCHARTH, Ana;
On women in Brazilian popular music: permanencies? discontinuances?.	In: 33 rd EGOS Colloquium, 2017, Copenhagen. 33 rd EGOS Colloquium. Copenhagen: Egos, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins; BATISTA, M. A. R.;
Contemporary Market Management: a Theoretical Model Proposition	In:50th Academy of Marketing Conference, Hull University Business School, 2017, Hull, UK	No attachment to Cores	DAMÁZIO, Luciana Faluba; 87
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(Re-)construing Space as Capital: Contributions from a Study with Local Entrepreneurs	BBR. Brazilian Business Review (English Ed.), v. 14, p. 544-558, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; DINIZ, Daniela Martins;
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TITLE	REFERENCE	CORE	AUTHOR
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Panorama da inovação no Brasil: análise baseada na perspectiva da competitividade global.	Gestão e Tecnologia Magazine, v. 17, p. 129-151, 2017.		CARVALHO, Rodrigo; TADEU, Hugo Ferreira Braga; BURCHARTH, Ana; OLIVEIRA, Carlos Alberto Arruda de;
Embrapa's alliance department: role and position	RAP. Revista Brasileira de Administração Pública, v. 51, p. 1-450, 2017.	No attachment to Cores	MILAGRES, Rosiléia das Mercês REZENDE, Otávio ; SILVA, Samuel Araújo Gomes da;
O Banheiro dos homens como metáfora do biopoder viril-disciplinar.	FAROL - REVISTA DE ESTUDOS ORGANIZACIONAIS E SOCIEDADE, v. 4, p. 257-296, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza;
Recognition of the theme ?social responsibility? in higher education institutions. Analysis of undergraduate courses in Business Administration in the state of Rio de Janeiro.	CADERNOS EBAPE.BR (FGV), v. 15, p. 462-481, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza;
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TITLE	REFERENCE	CORE	AUTHOR
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Pontos críticos na implementação de estratégias em empresas brasileiras	DOM / Fundação Dom Cabral magazine, v. 33, p. 25-29, 2017.		CRUZ, M.; VAZ, Samir Lótfi;
Samba tech: o desafio da renovação contínua.	DOM / Fundação Dom Cabral magazine, v. 33, p. 85-91, 2017.	Innovation and Entrepreneurship Core	OLIVEIRA, Carlos Alberto Arruda de; BURCHARTH, Ana; VAZ, Samir Lótfi; LIMA, Mariana Drumond de; BEDÊ, Fernanda.;
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O Desafio de Desenvolver Alta Tecnologia Brasileira	DOM: Fundação Dom Cabral magazine, Nova Lima, v. 12, n.32, p. 86-91, 2017.	Innovation and Entrepreneurship Core	BURCHARTH, Ana; OLIVEIRA, Carlos Alberto Arruda de; MACIEL, M.; DRUMOND, Mariana;
Tipos de empreendedores em ecologia social	DOM: Fundação Dom Cabral magazine, Nova Lima, v. 12, n.32, p. 48-55, 2017.	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; NELSON, Reed Elliot; MENDONÇA, Jupira Gomes de
Criando a empresa exponenciais	DOM: Fundação Dom Cabral magazine, v. 12, n. 32, p. 22-29, 2017.	Innovation and Entrepreneurship Core	TADEU, Hugo Ferreira Braga;
Como criar e distribuir valor para os stakeholders	DOM: Fundação Dom Cabral magazine, Nova Lima, v.12, n.32, p. 08-17, mai./ago. 2017.		SALUM, Fabian Ariel;
As Organizações no divã	DOM: Fundação Dom Cabral magazine, Nova Lima, v.12, n.32, p. 38-47, mai./ago. 2017.		RIBEIRO, Áurea Helena Puga PIMENTEL, Marta DAMÁZIO, Luciana Faluba; LUTTEMBARCK, Laura

A pós-verdade, o pós-contemporâneo e a obsessão por medidas	DOM: Fundação Dom Cabral magazine, Nova Lima, v.12, n.32, p. 56-61, mai./ago. 2017.	CARVALHO, Ricardo Augusto Alves de;
Guia de sobrevivência no mundo VUCA	DOM: Fundação Dom Cabral magazine, Nova Lima, v.12, n.32, p.62-70, mai./ago. 2017.	ALVES, Paulo Vicente dos Santos
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Autonomia aos funcionários facilita acesso a benefícios da inovação aberta	DOM: Fundação Dom Cabral magazine, Nova Lima, v.11, n.31, p. 20-25, jan./abr. 2017	BURCHARTH, Ana;
Uma experiência de implementação de escritórios de gerenciamento de projetos na iniciativa pública	DOM: Fundação Dom Cabral magazine, Nova Lima, v.11, n.31, p. 84-91, jan./abr. 2017.	COUTINHO, Heitor ;
Quebrando barreiras organizacionais: como potencializar a competitividade com estratégias inovadoras	DOM: Fundação Dom Cabral magazine, Nova Lima, v.11, n.31, p. 8-15, jan./abr. 2017.	Strategy & International Business Core SALUM, Fabian Ariel;

BOOK CHAPTERS

TITLE	REFERENCE	CORE	AUTHOR
Pour la défense d'un 'leadership curateurial': gestion des savoirs et dynamique interculturelle dans les communautés de pratique	In: Cloet, P-R; Guénette, A. M.; Mutabazi, E.; Pierre, P. (Org.). Pour la défense d'un. 1ed.Paris: L'Harmattan, 2017, v. 1, p. 443-450.	People and Leadership Development Core	CARVALHO, Ricardo Augusto Alves de; PEREIRA, Ieda Lima; SANT'ANNA, Anderson de Souza;
De la filiation à l'affiliation; enjeux autour de l'appartenance des jeunes rappers d'une banlieue et d'une favela au mouvement Hip-Hop	In: VEUILLET-COMBIER, C.; GRATTON, E.. (Org.). Nouvelles figures de la filiation: perspectives croisées entre la sociologie et la psychanalyse. 1ed.Rennes: Presses Universitaires de Rennes, 2017, v. 1, p. 99-112.		MASSA, A. C.
Human work in organizations: an examination from the discomfort.	In: Ana Alice Vilas Boas. (Org.). Quality of life and quality of working life. 1ed. Rijeka, Croácia: InTech, 2017, v. 1, p. 5-	People and Leadership Development Core	SANT'ANNA, Anderson de Souza; KILIMNIK, Zélia Miranda DINIZ, Daniela Martins;

Revolution of Innovation Management	Revolution of Innovation Management. 1ed.: Palgrave, 2017, v. 1, p. 1-18.	Innovation and Entrepreneurship Core	TADEU, Hugo Ferreira Braga; SILVA, J. T. M
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FDC CASES

TITLE	REFERENCE	CORE	AUTHOR
Os Dilemas de Inovar: A experiência da WayCarbon de produtização da consultoria ambiental	Nova Lima: Fundação Dom Cabral. 2017 (Casos)	Innovation and Entrepreneurship Core	OLIVEIRA, Carlos Alberto Arruda de; BURCHARTH, Ana; TADEU, Hugo Ferreira Braga;
MRV, evolução no modelo de negócios	Nova Lima: Fundação Dom Cabral. 2017 (Casos)	Innovation and Entrepreneurship Core	OLIVEIRA, Carlos Alberto Arruda de; BURCHARTH, Ana; TADEU, Hugo Ferreira Braga;

BOOKS

TITLE	REFERENCE	CORE	AUTHOR
Future of the Global Trade Order	© European University Institute, 2017 - ISBN: 978-92-9084-574-4 - doi:10.2870/169287 - Catalogue number: QM-04-17-945-EN-N - Italy	No attachment to Cores	BRAGA, Carlos A. Primo; HOEKMAN, Bernard
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