



2016

Annual Report

FDC

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Fundação Dom Cabral

2016 ANNUAL REPORT





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Introduction

Welcome to the Fundação Dom Cabral 2016 Annual Report

In the following pages FDC reports on the results of the year and the main actions undertaken in the quest to fulfill its mission and achieve its vision - focusing on the 2020 horizon in the medium term and, in the long term, on the organization's longevity and contribution to the sustainable development of society.

Inspired by international reporting guidelines – the Global Reporting Initiative (GRI) principles, FDC consulted the institution's main stakeholder groups to enable it to define its priority themes. The actions and initiatives that fulfill each of these themes are addressed throughout this report in chapters that we would like to invite readers to learn about:

- **Chapter 1** describes the FDC **organizational context**, which now has a new operational structure that is more dynamic and in accordance with market demands while still maintaining the same values and principles that have always guided the institution. As for the strategic synthesis, it will guide FDC's development actions and initiatives for the next five years.
- **Chapter 2** shows the **institutional highlights** of 2016, with FDC's 40 years and the institution's various positioning actions in society as relevant facts.
- **Chapter 3** deals with the **educational impact** that the school of business is dedicated to making as it defines its actions into three major areas: executive development; development for large organizations and development for mid-sized companies.
- **Chapter 4** outlines the institution's **social impact** through the commitments and covenants it has undertaken, the social projects it has carried out and the role it plays in fostering dialog and building legacies as the tools it uses to fulfill its mission to develop society sustainably.
- **Chapter 5** reports FDC's **knowledge and innovation development** through the institution's research and innovation efforts, its international cooperation agreements and the dedicated work carried out by its Knowledge Development Centers, which are responsible for offering research, relevant content and educational support to the various programs FDC offers.

- **Chapter 6** describes the institution's **operational and financial management**, whose highlight in 2016 rested on a continuous quest for financial sustainability by optimizing resources and expenses across the organization. The numbers and the results achieved for operating, administrative and development and people investments are also listed in the chapter.

We hope the Board of Trustees find this report a useful and effective source of information. And that they may find in FDC's achievements in 2016 the certainty that we are all actively working for the sustainable development of society.

A Letter from the Dean

I took over as FDC dean in 2016 after the competent deanship led by Wagner Furtado Veloso. My three colleagues on the Board of Directors – Aldemir Drummond, Paulo Emilio Carreiro and Roberto Sagot – and I were entrusted with the challenge of implementing Strategic Reflections, which defined the vision of FDC's future positioning in the global market. During 2016 we focused our efforts on three strategic dimensions whose main actions and initiatives are detailed on this report.



The first one is innovation. We have worked to adjust our business to current times, thus anticipating the future. Many initiatives were put in place. We would like to highlight the building of the FDC innovation model, which captures the needs of the market and foreshadows important moments like Futurethon – a true innovation marathon that brought together company representatives from the world of the arts and humanities, communication, education, technology and consulting to inspire new FDC products. We brought cognitive intelligence into our programs and Watson, a third-generation supercomputer, into the classroom for our Advanced Management Program (PGA). We created a new post-MBA, the YBA (Yield, Believe and Act), that offers an immersion experience for leaders to take quick decisions in volatile, uncertain, complex and ambiguous environments. We also launched the first group of the Professional Master's in Administration program. The MPA is distinctive for its Executive Advisory Board made up by executives from major domestic and multinational companies who make the link between theory and practice and ensure that the knowledge the program generates is useful to participants and to organizations. We started a new cycle of short-term programs, named FDC NOW, which make it possible to keep executives up-to-date while developing their competencies in management themes so they can find immediate application to organizations' day-to-day routine. As for mid-sized companies, we started PME Mentoring in partnership with Exame magazine to develop entrepreneurs. We also launched the Future Shareholders' Program, which is aimed at young people who wish to immerse themselves into the world of work in their quest for their personal purpose.

The other strategic dimension concerns the need for FDC to be a protagonist in the major discussions taking place in the country while positioning knowledge and education as the driving forces to change society. I would like to highlight some efforts made along these lines in 2016. CEO's Legacy will support the leaders of large organizations to build concrete legacies for society.

It is an innovation and an initiative fostered by FDC to enable leaders to expand their power of influence and become agents for the progress of society, thus generating value not only for their organizations but mainly for the social environment that surrounds them. Furthermore, this year we integrated the PAEX and PDA networks to set up one of the largest discussion forums on themes of interest to mid-sized companies. The FDC Governance and Management Forum hosted more than 500 entrepreneurs and executives to discuss the challenges of growth. We held the first cycle of Current Voices, online debates that were broadcast over social networks and that involved executives, experts and journalists discussing outstanding themes from the domestic public agenda. We also hosted the FDC Global Thinkers Summit, which was attended by about 160 C-Level executives from large domestic and international organizations and featured North-American Philosopher Edward Freeman. There was a rich debate about the relationship between ethics and governance. The discussions were disseminated on social networks and reached more than 50 thousand people in the virtual environment.

The third strategic dimension is that of internationalization. FDC wishes to play a relevant role in the global market and consolidate itself as a world-class Brazilian school. Thus, we signed a memorandum of understanding with Skema Business School to expand our partnership. In 2016 we doubled the number of foreign students at our Campus and we have been working together to format new programs to be run in 2017. To assist and contribute to the internationalization process, we hosted a meeting of the International Advisory Council that was attended by 60 participants, including councilors and special guests from different countries. We discussed the economic, political and institutional aspects of the current Brazilian scenario.

The fourth strategic dimension, and a vital one for FDC to strengthen its sense of usefulness and fulfilment as regards its mission, concerns sustainability. We started the year with new governance for the area in order to bring the theme closer to the operations of the institution and to link it to its business strategy. We have expanded the Business and Social Organization Development Program (PDEOS) to the Balneário Água Limpa housing development near the Aloysio Faria Campus. During the year, the PDEOS program impacted 42 thousand people directly and indirectly. We hosted the third running of the Students Experience, a partnership with English NGO Common Purpose to develop young leaders. We built two online modules for Roots that make it possible to expand the scope of an initiative that seeks to broaden the horizons of socially-vulnerable adolescents. And we made available a free online program for society as a whole, the "Financial Management Model" program prepared by professors Michel Fleuriot and Sergio Pires. It is initiatives such as these that drive FDC's ethical commitment to coordinate knowledge and actors to drive Brazil's civilizing process and decrease social inequalities.

Wrapping it up, I believe it is important to note that the adjustment made to FDC's structure in the first month of 2016 was essential to prepare the institution to face the challenging and complex Brazilian political-economic context. The teams have been working tirelessly to create business opportunities and to place themselves as the strategic partners of organizations. The economic-financial numbers reveal the result of this effort. FDC has inverted the previous year's deficit position. It achieved a surplus of R\$ 2.5 million, despite lower earnings that amounted to a total of R\$ 210.052 million. In percentage terms, operating margins are within the budget and administrative expenses were lower than forecast. In other words, we went through difficult times but we ended the year with a feeling of accomplishment and with a clear understanding that we need to remain strong and vigilant to overcome the challenges we will have to face in 2017. I would like to thank everyone for their support and, in particular, the guidelines and the learning opportunities offered by the Board Committee and the Board of Trustees.

A rectangular box containing a handwritten signature in black ink. The signature is cursive and appears to read 'Antonio Batista da Silva Junior'.

Antonio Batista da Silva Junior
Dean



CHAPTER 1

Organizational Context

The year Fundação Dom Cabral celebrated its 40 years of history the institution decided to renew itself in order to remain ever current and strong as it has been while building the four previous decades. After an intense period of Strategic Reflections that took place in 2014 and in 2015 with the intention of defining the main drivers of the future for FDC - Vision 2020, four key-words were defined as the synthesis of the institution's future positioning in the global market: **education, innovation, transformation and confidence.**

1.1 Organizational Structure

The challenges posed to FDC management from the perspective of the 2020 Strategic Reflections within the complex Brazilian and worldwide political, social and economic context led the institution to establish a series of organizational restructuring actions at all levels, areas and units. The new FDC structure seeks to offer more agility and dynamism to the institution as well as a market orientation.

The FDC Board of Directors is now made up by the Dean and three Vice-Deans and Executive Directors:

- Corporate Education, Global Strategy and People
- Corporate Education, Infrastructure, Marketing and Corporate Communication
- Executive Education, Degree Programs, Faculty and Research

No changes were made to the structure of the Boards and the Councils. The Board of Trustees remains the highest level of organizational governance while the Fiscal Council monitors and advises on the institution's financial matters. The Board Committee remains the guardian of the organization's principles and values, thus guaranteeing it fulfills its mission and being the link between governance instances while also following FDC operations.

The whole team's engagement in this new organizational model and its commitment to implementing Strategic Reflections actions and initiatives with creative and entrepreneurial strength to seek innovative solutions has made FDC strong enough to face the challenges posed by the year 2016.

1.2 Profile

Basic Institutional Definitions

Fundação Dom Cabral was created in Belo Horizonte in 1976 as an autonomous, non-profit institution. FDC is committed to excellence in business education and it carries out its activities throughout Brazil and abroad, often in cooperation with partner institutions through its network of domestic and international alliances.

For the past 40 years FDC has melded theory and practice, academic and business experience, market orientation and sustainability to develop executives, public managers, entrepreneurs and organizations of all segments throughout Brazil and several other countries. It offers innovative educational solutions supported by research, academic development, strategic alliances and cooperation agreements with renowned institutions in Europe, the United States, England, China, India, Russia and Latin America. The Fundação Dom Cabral philosophy – to work WITH and not only FOR its clients - respects the identity of organizations, the peculiarity of the segments in which they operate and the dynamics of their markets.

Mission

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

Business

Educational solutions for business development.

Strategic Objective

To be a reference in developing executives and organizations.

Fundamental Principles

- I. **Usefulness:** to be useful toward building society, Fundação Dom Cabral's reason for being.
- II. **Partnership:** as a result of the interaction among Fundação Dom Cabral, people, institutions and companies, and through which limitations are overcome and solutions are achieved.
- III. **Valuing People:** an internal strength that stems from receptiveness and that will lead to joint building within the perception that each one will contribute in one's own way, and no one will be excluded.
- IV. **Autonomy:** the firm belief that freedom of choice leads people to a feeling of ownership within their range of actions while observing the institution's principles and values.
- V. **Daring and Tenacity:** so that the impossible may be tried while persevering at overcoming challenges and barriers on the way to building the dream of being a reference as an institution.

VI. Quality and Innovation: to be at the forefront in the quest to do what is best for clients, who are the main focus of its actions. ara estar à frente na busca de fazer o melhor para o cliente, foco central da sua atuação.

VII. Ethics: concentrating on practicing loyalty, trust and transparency in our relations with third parties while recognizing our mistakes and correcting our paths..

VIII. Self-sustainability: as an institution, FDC will cultivate intellectual independence, austerity and efficiency to maintain its sustainable growth.

1.3 Relevant Themes defined by listening to stakeholder groups

The Fundação Dom Cabral carried out a broad listening process with its various stakeholder groups to understand what they believe to be the most relevant themes (also called “Materiality”) for the institution and which should influence decisions, actions and its performance as an organization.

The principles of the Global Reporting Initiative - GRI - and its reporting model - called G4 - were the inspiration to formulate themes that are relevant to FDC and to its stakeholders according to the methodology explained in a note at the end of this document.

Relevant Priority Themes

Six Relevant Themes were identified and set as priority for FDC and its audiences. The actions developed to address each of them are documented in this 2016 Annual Report. The details of each priority theme, as well as the themes that remained in the background, can be found in a note at the end of this document.

1. Developing responsible and ethical leaders
2. Financial capacity (the institution’s)
3. Improving clients’ financial results and fostering entrepreneurship
4. Facilitating and coordinating solutions to critical issues in the context of organizations in the domestic and international arenas
5. Quality of teaching, staff and research
6. Involving and engaging actors to build new business models

1.4 Strategic Synthesis

At the end of 2016, the Fundação Dom Cabral Dean presented to its collaborators the strategic narrative that will guide the actions, initiatives and all of the institution's development over the next five years.

Between 2017 and 2021, FDC will consolidate itself as a **relevant and reputable executive education** institution in Brazil and in the world. It will fulfill its mission as a **development agent for society** by implementing **differentiated educational solutions**. These solutions must be characterized by: impact on **transforming individuals and organizations**, applicability, cutting-edge knowledge, joint building, the appropriate use of technology and the delivery of targeted results.

Thus, it must attract, develop and retain **highly-competent people who are a reference in their fields of expertise** and who are able to spur and inspire the leaders of organizations. It will expand its capacity to develop and deliver educational solutions by building a **network of domestic and international partners**.

The institution must be guided by the **best management and compliance practices**. The recognition of **its social usefulness and self-sustainability** must be guaranteed and extended, thus ensuring the organization's independence and longevity.

CHAPTER 2

Institutional Highlights in 2016

The following pages describe the highlights of the period.

2.1 New FDC – 40 years logo

FDC celebrated its 40th anniversary in 2016 and this date was celebrated throughout the year through different activities and with different audiences. One of the actions undertaken within the framework of the celebrations was the reformulation of its visual identity by recovering elements of its early logos and basing it on the strategic reflections movement to position FDC on the global market.

To translate its current positioning, FDC has chosen a logo that recovers elements of its early logos. The idea is to strengthen the balance between the tradition it has achieved in four decades of practice and the contemporaneity expressed by the institution's vision of the future, which aims at its global expansion. The redesign of the new logo reflects FDC's essence to contribute to building a better society by developing better organizations and leaders. The - To be relevant - tagline presents the institution as a means to achieve such prominence and calls on individuals and companies to act significantly and with intent and purpose. What is sought is FDC's potential to bring about change in the individual, business and collective instances to generate this result: relevance. Being relevant as a citizen, as a professional, and as an organization means making a difference in the micro or macro environment.



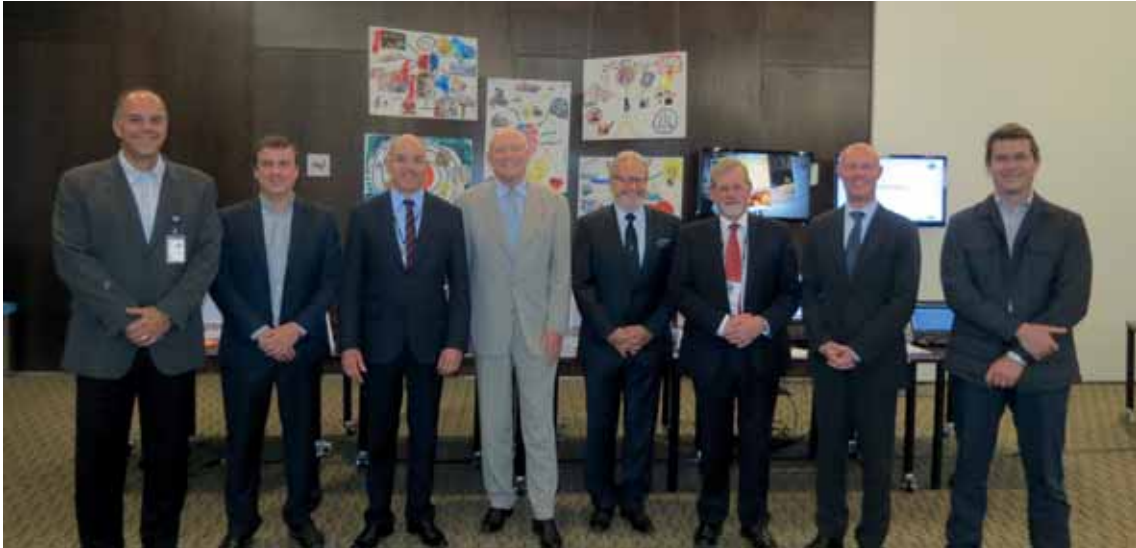
Be relevant.

2.2 2016 Financial Times Executive Education Ranking

In its 2016 Executive Education ranking, the Financial Times newspaper ranks the 50 best business schools in the world and it has ranked FDC in 17th place. FDC has been ranked for the 11th consecutive year, always ahead of all other business schools in Brazil and in Latin America. When it comes to Open Enrollment Programs, FDC was ranked in 10th place.

Rank	School	Custom	Open
1	Iese Business School	1	2
2	IMD	4	1
3	HEC Paris	2	8
4	Center for Creative Leadership	7	6
5	Harvard Business School	14	3
6	London Business School	5	12
7	Insead	8	11
8	Esade Business School	18	7
9	University of Michigan: Ross	26	5
10	University of Oxford: Saïd	23	9
11	Stanford Graduate School of Business	16	15
12	ESMT - European School of Management and Technology	20	13
13	MIT: Sloan	17	16
14	Essec Business School	15	18
15	University of Virginia: Darden	40	4
16	University of Chicago: Booth	22	14
17	Fundação Dom Cabral	28	10
18	SDA Bocconi	6	39
19	Cranfield School of Management	10	34
20	Henley Business School	33	22
21	University of Pennsylvania: Wharton	39	17
22	Ashridge Executive Education at Hult	19	36
23	Thunderbird School of Global Management at ASU	24	30
24	ESCP Europe	27	28
25	Ceibs	38	22
26	UCLA: Anderson	48	18
27	National University of Singapore Business School	12	53
28	Stockholm School of Economics	30	31
29	Vlerick Business School	33	29
30	Western University: Ivey	49	25
31	Columbia Business School	50	24
32=	Ipade Business School	20	52
32=	Incae Business School	32	40
34	University of St Gallen	37	38
35	Melbourne Business School, Mt Eliza	35	41
36	Edhec Business School	29	48
37	Universidad de los Andes	31	51
38	Católica Lisbon School of Business and Economics	41	42
39	York University: Schulich	51	32
40	University of Toronto: Rotman	66	20
41	EM Lyon Business School	42	43
42	University of Cambridge: Judge	55	32
43	University of Pretoria, Gibs	45	46
44	Eada Business School Barcelona	54	44
45	Aalto University	61	37
46	IAE Business School	44	61
47	Indian Institute of Management Bangalore	47	57
48	Inspira	52	54
49	BI Norwegian Business School	56	58
50	Queen's University: Smith	81	26

The Financial Times Executive Education Ranking is the joint result of evaluating Open Enrollment Programs and Customized Programs. FDC is ranked 28th in the Customized Program ranking. The criteria used to prepare the ranking take into account the opinions of the client companies from schools throughout the world (80% of the evaluation) and data sent in by the participants themselves (20% of the evaluation).



[The EQUIS Peer Review Team visit the Aloysio Faria Campus to hold interviews](#)

2.3 EQUIS Accreditation

The EQUIS Accreditation Board has approved Fundação Dom Cabral's reaccreditation for a further three years. EQUIS Accreditation is an important landmark in FDC's strategy because it represents the institution's international recognition as a business school that is aligned with the best practices and global standards in business management teaching, research and development, thus qualifying FDC to compete in the domestic and international markets.

This time EQUIS chose to analyze the In-Company Specialization program. The EQUIS Peer Review Team visited the Rio de Janeiro and Aloysio Faria campuses, where they interviewed FDC Board members, directors, managers, professors, participants and clients. After their visits, the Team reported their recommendations to the EQUIS Accreditation Board.

The report points out that "FDC performs exceptionally well as regards its focus on its market/clients and its corporate connections. Being highly respected and well positioned in rankings (like the Financial Times one), FDC has no competition in the domestic context and it plays an important role in Latin America as a whole. The concept of "working with and not only for its clients" is not merely marketing rhetoric but a line that guides the institution in everything it does. Staff and

faculty members display exceptional professionalism and dedication to meet the needs of its clients.”

It was suggested that four FDC areas should be improved: Internationalization; Faculty; Research and Development; and Alumni Relations. The challenge the institution now faces is to integrate these recommendations into its strategic management in order to clarify priorities and investments in each of the highlighted areas.

2.4 Board of Trustees Meeting and Inauguration of the New Board of Directors

The FDC Board of Trustees meets every year for its traditional lunch with about 200 business leaders, politicians and Brazilian society, in addition to the Board members and the executive directors. It is on this occasion that FDC presents to the gathering its main achievements for the past year and the institution’s future positioning.



[Dom Serafim Fernandes de Araújo presides over the Board of Trustees meeting at the Aloysio Faria campus in March.](#)

It was also a moment to thank the four Board members who are now honorary members of the Board of Trustees: José Luiz Faria; Luiz Carlos Motta Costa, Paulo Guilherme Monteiro Lobato Ribeiro and Ozires Silva. They were all honored for the time they have dedicated to FDC for so many years and FDC showed its appreciation by gifting them a sculpture through the representative of the Governor of the State of Minas Gerais, Secretary of Planning and Management Helvécio Magalhães, by the Mayor of Belo Horizonte, Márcio Lacerda, and by the Cofounder and President of the FDC

Board Committee, Emerson of Almeida. The new members of the Fiscal Council - Alceu Queiróz and Glac Coura, and of the Board of Trustees - Luiz Henrique Vasconcellos, Damião Paes and Wagner Furtado Veloso were then welcomed.

2.5 International Advisory Council Meeting and FDC Global Thinkers Summit

The FDC International Advisory Council held its 8th Annual Meeting with about 60 participants that included councilors, special guests and the CEOs of large organizations. The theme was Brazil's political-institutional, social and economic development context, a theme that was proposed so that the councilors could arrived at their own vision about what is now happening in the country: the crisis, its origin, the current situation and future prospects. On that occasion, a dinner was hosted for the international councilors together with business and political leaders from Minas Gerais to celebrate the 40th anniversary of Fundação Dom Cabral.

The FDC Global Thinkers Summit was held on the day following the IAC meeting and it was attended by about 160 business, social and academic leaders from Brazil and the world. It discussed the relationships between competitiveness and social inclusion at organizations and the links between governance and ethics. The opening speech was delivered by North-American philosopher Edward Freeman, the creator of Stakeholder Theory.



[The Annual Meeting of the FDC International Advisory Council discusses the current moment in Brazil](#)

2.6 Initiatives to reach out to C-levels at organizations

CEO's Legacy

This initiative led by the FDC Dean is aimed at a group of CEOs who can contribute toward developing a new and engaged kind of leader who is attuned to the advances that have been changing society. A group was set up consisting of more than 20 leaders who helped to define an action that is exclusive to CEOs and whose objective is to create tangible legacies for society. The premise put forth was that CEOs need to expand their leadership and their power of influence to become agents for the progress of society and to generate value not only for their organizations but mainly for the social environment that surrounds them.

Pé na Estrada Project

The FDC Dean has carried out institutional visits to the country's main business leaders and to the clients who have a major impact on the institution. Over 100 leaders were visited and the focus was on seeking closer ties with the executives of large organizations, professional associations and communication groups. The core objective of the visits was to learn about the main challenges leaders face in the turbulent Brazilian political and economic environment, while at the same time presenting the institution as a partner to develop organizations and society. These visits sought to enhance the relationship, the coordination and the dialog between FDC and its strategic audiences, thus strengthening the institution's reputation and expanding its capture of opportunities.

One to Few

A project hosted for senior HR executives at large Brazilian organizations. Its objective is to foster discussion on the role HR plays in the process to develop organizations and their executives. There were five meetings during the year and they were attended by 68 HR executives from domestic and multinational companies such as Samsung, Sky and Walmart.

2.7 Launch of the book "Succession the way it happens" – from feelings to political games at organizations"

O Professor Emerson de Almeida, cofounder and president of the FDC Board Committee, launched his new book "Succession the way it happens – from feelings to political games at organizations." The book discusses the experience leaders and companies go through at the time of succession, emphasizing not only the objective questions of the organizations but also the emotions and feelings experienced by the executives who are going through the process of choosing a replacement. By using concepts

and analyses about the succession process, the book recounts the experience of Fundação Dom Cabral itself, which went through two succession processes in recent years, and of other large organizations in the country. During the past year, the book was launched at events with lectures for the internal audience; at the FDC Global Thinkers Summit; at the São Paulo campus; at the Belo Horizonte campus; during the meeting with the Specialization program professors; and for participants in the Councilor Development Program (PDC) hosted at the Aloysio Faria campus.



The book recounts the experience of leaders at the time of succession

2.8 Awards and recognition

2016 Dream Company Award

Fundação Dom Cabral was ranked number 10 in the “2016 Dream Company” survey, in the Senior Leadership category. The survey, which was carried out by Cia. De Talentos together with NextView People, seeks to converge what young people want for their careers with what companies offer. This issue’s questionnaire was also sent to three thousand senior management executives, ranging from senior managers to presidents, and they evaluated the quality of products and services companies offer in Brazil. FDC was among the 10 most often mentioned by these professionals. Among the reasons for choosing FDC are the admiration for its products and/or services, the possibility of continuous development and learning, becoming a leader/market reference, and the possibility of constant growth and challenges.



FDC receives 2016 Company of Dreams Award in the Senior Leadership category

A standout in executive education, by Você S/A magazine

Você S/A Magazine carried out a survey together with Instituto Ibero-Brasileiro de Relacionamento com o Cliente on the quality of Brazilian MBA programs. Fundação Dom Cabral was voted the best institution where to attend an MBA program, the best MBA in Brazil, and the one offering the second best cost-benefit ratio. The results were published in the magazine’s special February 2016 issue on executive education, “MBAs that are worth the investment”. The survey interviewed 256 executives from the HR departments of large companies, who pointed out the best MBA courses on the market, in their opinion. The survey also gathered quantitative data about the schools and listened to 2,378 alumni to find out about their perceptions as regards the institutions, the course and the return on investment, acquisition of new knowledge, and career advancement relationship.

2016 “Companies that best communicate with journalists” Award

This award was created by Negócios da Comunicação magazine and it recognizes the quality of the relationship between companies and journalists and also with the market, and it highlights the level of treatment offered to press professionals regarding access, availability and ease of accessing corporate, sectoral and general information. In this sixth edition of the award, FDC was voted the best organization in the Education category. Thirty of the country’s other sectors of economic activity were evaluated and the best companies in each one of them received awards.

Embraer Best Supplier Award

Fundação Dom Cabral received the 2016 Best Supplier Award from Embraer and was voted the best in the “MKT & Institutional” category during the Annual Meeting of Indirect Suppliers in São José dos Campos, SP. FDC competed with 3,800 of the company’s other contracts with products and services suppliers. The award acknowledged the Leadership Development Program, which is an educational solution built in partnership with Embraer HR and aimed at the company’s directors and managers.



[Embraer acknowledges an FDC program through the 2016 Best Supplier award](#)

2.9 The FDC and Skema Partnership

The partnership with this French business school saw the number of classes and students increase in 2016 and the year ended with approximately 120 students and a forecast to host 220 in January 2017. New educational initiatives created by this partnership between FDC and Skema are being negotiated, envisioning fronts of actions in Brazil and in other countries. The two institutions signed a Letter of Intent in 2016 and added new projects to the scope of the partnership that began in 2015. Among these we find a specialization and a Master's degree course with diplomas being jointly accredited by the two institutions, the continuation of Learning Journeys, and a post-specialization for FDC participants at Skema campuses in different parts of the world.



[FDC hosts a group of about 120 French students from Skema](#)



CHAPTER 3

Education Impact

Fundação Dom Cabral creates, develops and implements educational solutions that meet the needs of three market segments: Executives, Large Organizations and Mid-Sized Companies. FDC programs are also held in partnership with 25 regional affiliates throughout Brazil.



3.1 Executive Development

The new FDC structure, which is aimed at the market, seeks to understand its clients in their various degrees of involvement with the institution. At Fundação Dom Cabral executives will find management knowledge and training while developing their leadership skills, either because of the interest of the organization that employs them or because of their own interest. FDC performs one of its most relevant functions to society by developing responsible and ethical leaders. Thus, developing individuals is one of the main focuses of the work FDC carries out, regardless of where such individuals are, where they work or at what stage they are in their careers.

Executive Development in numbers

In 2016, 27,304 participants attended FDC's Open Enrollment, Specialization, MBA, Master's and Customized Programs, plus its Corporate Partnerships, and these students came from 1,783 client companies. Over the course of the year, FDC issued 7,315 certificates for its various educational solutions.

	2015	2016
Open Enrollment	1.365	1.462
MBA/MPA	614	589
Specialization	2.635	2.932
Customized	28.994	14.695
Partnerships	7.314	7.626
Total Number of Participants	40.922	27.304
Total Number of Client Companies	1.751	1.783
Total Number of Certificates	11.184	7.315

Open Enrollment Programs

FDC Open Enrollment Programs focus on developing competencies and skills that can build leaders and organizations for the future. Domestic and international programs prepare executives to face the challenges of the corporate world, ranging from regional scenarios to global trends.

A movement to revise the Open Enrollment Program portfolio was launched in 2016 in order to adapt it to the challenges of the current economic, political and social context in Brazil and in the world. The portfolio innovation and renewal project featured interviews with executives, professionals linked to career guidance, and HR managers.

The most demanded management knowledge fields in 2016 were strategy, finance and governance. Programs related to these areas sparked growing interest, such as the PDC - Councilor Development

Program, the Strategy and Execution Program, the Economic-Financial Management Program (offered by Regional Affiliates), and the Change Leadership Program. It must be highlighted that women's participation in the PDC Program doubled in 2016 when compared to 2015 and women accounted for almost 30% of the total number of participants. This is quite a significant number when compared to the current participation of women on Administration Boards in Brazil: around 8%, according to data supplied by Instituto Brasileiro de Governança Corporativa - IBGC.

The Corporate Sustainability Management Program was launched in 2016. Its target audience is made up by managers who work at large and mid-sized organizations and who are in charge of identifying major challenges related to sustainability in their business and of building strategies to manage them according to their goals. The differential this new program offers lies in its emphasis on applying the company's knowledge through the use of methodologies that emphasize the building of practical solutions.

The creation of the FDC NOW line of programs was an important innovation, as they consist of short length programs with more dynamic formats offering issues that are relevant to the current business management scenario. This type of product makes the FDC portfolio more flexible and agile while reaching new and different audiences.

The international programs, in particular, have undergone revision due to uncertainties in the economic conjuncture and foreign currency exchange rates. Some of them were not hosted in 2016, such as Skills, Tools and Competencies - STC, run together with the Kellogg School of Management, and Strategic People Management - GEP, in partnership with INSEAD, in France.

Cognitive Intelligence in PGA

The Advanced Management Program - PGA, held in partnership with INSEAD, moved ahead to reformulate its methodology through a process that started in 2015.

But the highlight of the 2016 program took place in the "Future of Business Excellence" module in which participants received a special "guest": Watson, an IBM cognitive computing platform that helps CEOs in their decision-making process and in generating new points of view for their business.

Watson represents the Third Era of Computing because it comes close to the human way of thinking, interacting and learning by extracting knowledge from both structured and unstructured data that can contribute to solve complex problems, such as data found in texts, images and videos. In the PGA program, interaction with the platform involved about 20 leaders of large companies. The participants put several questions to Watson, who played the role of an assistant to solve real-life cases. This initiative was held in partnership with IBM and it provided a pioneering cognitive experience in the use of the system as a management tool.



[IBM Brasil CTO Luis Fernando Liguori introduces Watson to PGA participants](#)

Specialization

The FDC Specialization Programs seek to develop technical and management skills that will enable participants to acquire a systemic and integrated business vision. They can be found in several Brazilian states throughout the country, from Amazonas to Rio Grande do Sul, and they are offered either by FDC or with support from its Regional Affiliates.

The year 2016 was a milestone for the FDC Specialization Programs. Contracts to hold In-company Specialization groups were extended. SEST/SENAT, for example, commissioned several classes to empower its own teams and also the teams of transportation companies throughout Brazil. New Specialization groups were also created all over the country through Regional Affiliates, and also in São Paulo and in Rio de Janeiro. Brasília will host its first Specialization in Business group in 2017.

“The Specialization Program taught me to be more patient and cautious when dealing with people. When preparing the project we also saw tools and possibilities that showed us that there are ways to bring a family business over to professional management. I can say that I have renewed my motivation. Now I see that I am prepared to lead this dream, which is to bring continuity to the company that my grandfather founded more than 50 years ago.”

CAROLINA CRUZ – SEST SENAT/ITL Specialization in Management Program Participant

Executive MBA

The FDC Executive MBA Program, which has already been mentioned as one of the institutional highlight of 2016, earned great recognition in the special February 2016 executive education issue of *Você S/A* magazine, “MBAs that are worth the investment”, and the number of participants attending it last year exceeded expectations. In the face of market instability in recent times, some executives who had dropped out of the program some years ago have re-enrolled.

One other highlight was the consolidation of the Alumni Network that was created in 2015. Through the year, this network of former participants promoted networking, proposals for continuing education and exchanges of experiences, as well as closer relations between the institution and the executives who took part in the MBA.

FDC has developed a project to revitalize the MBA, which will lead to significant changes as of 2017. The MBA2020 planning exercise included listening actions with HRs, former and current participants, CEOs, and the institution’s professors and managers. The objective is to turn the FDC MBA into a denser program by offering an increased course load upped from six to seven modules and with the possibility of modules taught exclusively in English in partnership with international business schools. There will be no more clear distinctions between virtual and classroom learning and participants will be encouraged to learn within the more diverse environments and times. Thus, the FDC Executive MBA will grow increasingly aligned to the needs of managers and companies and effective as a transformation tool in the life of executives.

“Talking of impact means talking of expectations. When I registered for the course I expected to gain a more holistic vision of business through the subjects an executive must know. When I started my journey here, little by little I came to realize that the main objective surpassed all my expectations. The depth of the discussions and the way the MBA is taught leads to reflections that make you look at the world from another perspective. And the impact it causes on one’s personal and professional life is in the way you will make decisions going forward.”

NATÁLIA CURY – HR Manager Business Partner GSK - Glaxosmithklyne Brasil Ltda.

Post-MBA

YBA

UA new post-MBA program exclusively for former FDC MBA participants was launched in 2016. The YBA - Yield, Believe and Act – offers an innovative methodology that brings a differentiated gaze upon the moment the world is going through as it seeks to help participants understand and make decisions within environments currently known as VUCA - volatile, uncertain, complex and ambiguous. The first program was hosted at the Aloysio Faria Campus between November 20th and November 24th.



[The YBA agenda included a visit to the site of the accident that happened in Mariana county](#)

“It was very positive as regards the attitudes we must take at companies, the attitudes that we must take as regards the market.”

GUSTAVO ROZENBAUM BCHECHE – Grupo Ferroeste

“It allowed everyone to think very deeply about the new, about this environment that is out there, an environment that we can see how much it is changing.”

MURILO FRANCO – St. Jude Medical Brasil

“The YBA was a very assertive program that merged an introduction offering a macroeconomic scenario and a full approach to economics, supplementing them with critical issues that we are current living through. As some of my colleagues said, payback was immediate, as the investment has already brought returns.”

LUCIANE MACIEL – Ferrero

Programs and international modules

FDC offers various opportunities for learning, networking and acquiring international experience, both for Brazilian executives abroad and for foreign executives to experience the Brazilian business environment, to learn about successful business experiences and to come into contact with the sociocultural norms and management principles practiced in the country.

The post-MBA program hosted in partnership with the Kellogg School of Management takes place once a year at the North-American school's campus. In 2016, the program was attended by 42 participants from companies such as Unilever, Neoenergia, BRF, Raízen, Itaú, BNDES, VLI, Votoratim, and others.

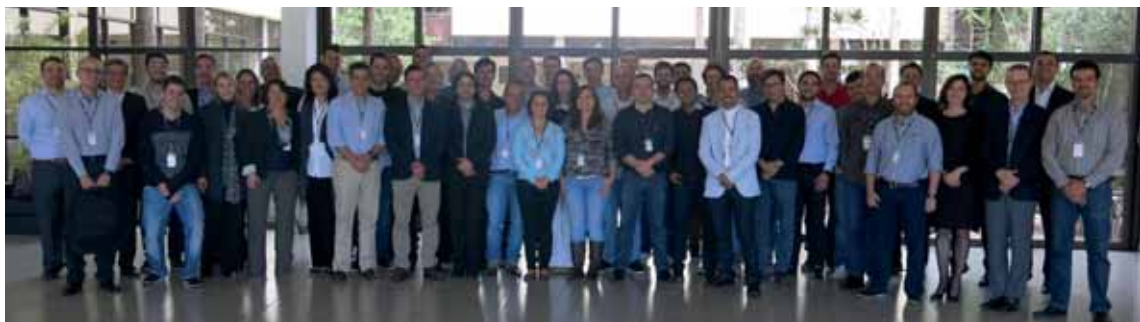
The Advanced Management Program - PGA – is also hosted in partnership, in this case with French school Insead, and one of its modules is held in Fontainebleau, France.

In Brazil, the FDC campuses hosted international groups of the Learning Journeys program, run together with FDC's Belgian partner Vlerick Business School; of the Global Executive MBA - GEMBA, offered by the University of St. Gallen, Switzerland, which hosts modules at the school itself and at partner schools in Brazil (FDC), South Africa, China, the USA and Turkey; and of the Women's Global Leaders Program, which is held jointly by FDC and by Smith College Executive Education for Women, from the USA.

The Kellogg School of Management also hosted one of its most important executive education programs in Brazil for the first time and in partnership with FDC. The Advanced Management Program: The Global Experience was attended by 23 C-level participants from multinational companies from different countries.

Professional Master's in Administration

The first group of the FDC Professional Master's in Administration - MPA - started classes in the second half of 2016. Counting on 33 participants that included executives and consultants, the MPA aims to train professionals who hold relevant and senior positions at their organizations by offering them updated concepts in management and innovation that are based on the rigor of academic research that can be inserted into their companies' daily routine.



[The first MPA program class starts with 33 participants](#)

The MPA follows two research streams: strategy and leadership. The balance between theory and practice is one of the most valued keynotes of the program. Thus, an Executive Advisory Board was set up made up by business leaders and executives who offer solid experience and renowned knowledge in themes related to the program's fields of research. This innovative initiative offers participants the experience of the directors and CEOs of some of the largest companies in the country, such as Natura, Hprojekt, Saint Gobain, IBM, Ipiranga, Banco Votorantim, Fundação Roberto Marinho, NIC, Berlitz, Fiocruz, Iopche Maxion, Sebrae, Embraer and Precon.

3.2 Development for Large Organizations

Throughout 2016 the teams that dedicate themselves to dealing with large organizations sought to strengthen their relationship with clients in order to better understand the current context of organizations and so build the best solution to meet the challenges these organizations face. Significant efforts were made to drive and expand the institution's proximity with the strategic level at organizations.

An example of such initiatives carried out in 2016 was the One to Few project that FDC developed with HR vice-presidents and directors of some of the largest organizations in Brazil, already mentioned on page 22.

Development for Large Organizations in Numbers

In 2016, FDC hosted special projects, customized projects and development programs for 330 large organizations, including public and private ones.

MACRO-TERRITORY 205 COMPANIES

- . Large Organizations | PRIVATE 160 COMPANIES
- . Large Organizations | PUBLICS 45 COMPANIES

Customized projects with large private organizations - Highlights

EMBRAER

The Embraer Leadership Development Program is a customized executive education solution developed by FDC in partnership with Embraer's Human Resources area. Its objective is to develop leaders to act as protagonists, especially in developing business and results, market and organizational culture. The program took place between 2015 and 2016 and consisted of six groups - four domestic and two global ones that brought together participants from Brazil, the United States, England, China, Singapore and the Netherlands for a total number of 183 participants chosen from among the company's managers and directors.

Due to this program's relevance to Embraer strategy, the company rewarded FDC with its Best Supplier in 2016 prize during the Annual Meeting of Indirect Suppliers.

LEADER MAN VW BUSES AND TRUCKS

The demand for a leadership program at the bus and truck manufacturer came up when the FDC Dean visited the MAN VW president. To actually contribute with quick gains and tangible results within the context of the current crisis, the program was structured based on MAN's five short-term strategic objectives, thus supplying the team with tools for immediate application.

JOHNSON&JOHNSON - PROGRAM TO DEVELOP PUBLIC HOSPITAL MANAGERS

The Program to Develop Public Hospital Managers was a request made by Johnson&Johnson using its annual budget to support the public health care sector in various countries in the world. The company chose the Belo Horizonte City Health Care Department to hold this pilot program in Brazil. Five public hospitals are taking part in this initiative, each one sending seven managers to attend the program. The program focuses on business and people management and it seeks to help hospitals to optimize their resources and improve their management practices. Participants will develop an application project for each hospital, to be presented at the end of the program and include indicators to monitor results.



[The program is focused on improving management at public hospitals](#)

FUNDAÇÃO RENOVA

Fundação Renova is an autonomous and independent institution set up to repair the damage caused by the Fundão dam breach, owned by Mineração Samarco in Mariana, MG. It was created to ensure transparency, legitimacy and a sense of urgency to a complex and long-term process. Fundação Renova chose Fundação Dom Cabral as its partner to help create a management model for the institution.



[An event with economist Pavan Sukhdev launches the partnership between FDC and Fundação Renova](#)

COPEL LEADERSHIP

Companhia Paranaense de Energia - Copel has been holding the Change Leadership - Expanding Connections Program together with Fundação Dom Cabral. The program is based on the Copel leadership pipeline model, whose main objectives are to internalize leaders' competencies and to develop leaders to perform their role as protagonists in the quest for synergetic performance at the organization while enhancing its levels of trust, commitment and communication. The solution will offer classroom and online modules and it will be attended by about 520 participants that include managers and superintendents.

MRV LEADERS' ACADEMY

As a consequence of work carried out by FDC to map and identify successors at MRV, the MRV Leaders' Academy program was held in 2016 for 25 participants that included the building company's directors and managers. The differential of the program was to have been built based on reflections about the results of the business development process. MRV successors were mapped,

its strategy unfolded and accompanied, its financial analysis model was changed and its innovation projects were prototyped.

DEVELOPMENT PROGRAM FOR ITAÚ DIRECTORS

The methodology of this program was created and developed by FDC with the direct involvement of the company's senior leaders. The Chairman of the Board, Vice Presidents and Directors took part in preparatory classes, panels and debates during the immersion modules.

THE AUDIOVISUAL SECTOR IN BRAZIL

By order of the Brazilian Association of Audiovisual Works Production – APRO - and Sebrae, FDC performed an unprecedented study named “Mapping and Economic Impact of the Audiovisual Sector in Brazil.” The study highlights the relevance and the impact of the sector on the Brazilian economy and shows the growth of the audiovisual market in recent years and its trend to continue to grow.

SUPPLEMENTAL HEALTH SURVEY

Coordinated by 14 companies in the health care industry, led by a renowned law firm and with the participation of the National Health Care Agency - ANS, this survey carried out by FDC on Supplemental Health Care in Brazil aims to acquire a deeper understanding about the impact of this services segment on the competitiveness of organizations.

International Programs and Partnerships - Highlights

GLOBAL LEADERS BRASKEM

The conceptual basis of the Global Leaders Braskem Program is the FDC Model of International Value Creation, which aims to support companies to develop internationalization models and build the skills of managers to consolidate a mindset for global operations. The program was attended by 26 senior Braskem managers from Brazil, Germany and the United States, and it involved several international professors.

DSM LATIN AMERICA

The Advanced Business Management Program is a program that focuses on the themes of Strategy and Execution, Innovation, Market and Clients, Accountability for Performance and Collaboration with Speedy. There are 27 participants from Brazil, Chile, Peru, Mexico, Guatemala, Argentina and Colombia. The objective of this program is to expand participants' knowledge about Business Management, thus leveraging the competencies needed to execute the DSM strategy to meet market challenges in Latin America.

UNILEVER – GENERAL MANAGER DEVELOPMENT PROGRAM

With 20 participants from 11 countries where Unilever operates, the General Manager Development Program brings together in the same room - the FDC Xperience Room at the Aloysio Faria Campus – from the first level of Unilever executives in Latin America up to the talents recommended for leadership positions. The program is held in partnership with Enlaces Network schools - Universidad de los Andes (Uniandes), from Colombia, and Universidad de San Andrés (Udesa), from Argentina – and it aims to support the participants' development as general managers, expand their mindset and contribute to improve their decision-making process. The program also offers modules in São Paulo and at the campuses of the partner schools in Colombia and in Argentina.



[The program brings together 20 participants from 11 countries where Unilever operates](#)

MODEC – INTERNATIONAL LEADERSHIP

Modec, a Japanese company that provides services to the oil and gas industry in various parts of the world, has held its International Leadership: The New Mindset program with Fundação Dom Cabral since 2012. The Transformation and Influence module, taught by Italian Professor Marco Dalpozzo, was held in 2016 for a group made up by Modec representatives from various areas in Brazil and abroad.

SICREDI

FDC hosts together with Sicredi, one of the largest co-operative financial institutions in Latin America, an international program for three different audiences: president and directors, managers, and advisors. The program is held at FDC partner schools such as the Kellogg School of Management, the University of Cambridge and INSEAD Business School.

PROGRAMA DA ABRADILAN

The Brazilian Association for the Distribution and Logistics of Pharmaceutical Products - ABRADILAN and FDC jointly hosted the program named “Situación Actual y Perspectivas de la Distribución de Medicamentos en México” at Instituto Tecnológico Autónomo de México - ITAM. Thirty-eight Brazilian entrepreneurs and executives linked to ABRADILAN attended the program. One of the goals of the program is to promote reflections about applying the business models observed in Mexico to the Brazilian reality.



[Abradilán holds an FDC-supported program in Mexico](#)

Customized Programs for large public organizations - Highlightss

TSE – SUPERIOR ELECTORAL COURT

FDC hosted the Manager Development Program for the Superior Electoral Court - TSE. The objective of this project was to create a favorable environment to develop the more strategic, proactive, innovative and inspiring role of TSE members.

The program aims to develop the strategic role of TSE employees.

TCE-RO – COURT OF AUDITORS OF THE STATE OF RONDÔNIA

FDC held the Planning and Implementation of the People Management Policy Based on Competencies program for the Court of Auditors of the State of Rondônia - TEC-RO. The main point that stood out in the process of negotiating and signing the contract, which lasted for about two years, was FDC's ability for joint building, which was important for the court as regards its collaborators' engagement.

BRAZILIAN ARMY HIGH COMMAND

A Corporate Governance Program for the Brazilian Army High Command, with the objective of allowing generals to gain a deeper knowledge about corporate governance as well as to reflect on the best management practices to be implemented in the Army.

NATIONAL TREASURY SECRETARIAT – MANAGER DEVELOPMENT PROGRAM

The Manager Development Program is a work focused on identifying the principles of the institution that deliver value to Brazilian society. Projects are being prepared to promote transparency, integration, excellence, trust and ethics.

Testimonials from Participants – Public Sector Organizations

“Fundação Dom Cabral can offer us a framework, a structure, and several issues that lead us to rethink: how best to assemble a strategy to meet and deliver this public value that our stakeholders demand and expect?”

VINICIUS MENDONÇA NEIVA – Ministry of Finance, National Treasury Secretariat

3.3 Development for Mid-sized Companies

One of the most prominent and significant initiatives toward developing FDC's partnership with mid-sized companies in 2016 was the creation of the **Management and Governance Diagnosis** for mid-sized companies. This tool was prepared by the FDC team to identify the real needs of companies via a questionnaire filled in by their executives to direct FDC actions to support its clients and to present the most appropriate solutions for each case. The results of the diagnosis generate proposals to improve management in seven aspects: strategy; economic/financial; marketing and sales; internal processes and technology; people management; governance; and sustainability. The diagnosis can be carried out for FDC client companies and also for non-client ones.

Development for Mid-Sized Companies in Numbers

716 mid-sized companies have partnership agreements with FDC. In 2016, the number of educational solutions for this segment of the market was expanded and customized to the needs of each client.

- . **PAEX** 480 PARTICIPATING COMPANIES
 - . **PCS** 8 PARTICIPATING COMPANIES
 - . **PDA** 119 PARTICIPATING COMPANIES
 - . **MENTORIA PME** 20 PARTICIPATING COMPANIES
 - . **AVANCE** 19 PARTICIPATING COMPANIES
 - . **PDCA** 70 PARTICIPATING COMPANIES
 - . **CUSTOMIZADOS** 19 PARTICIPATING COMPANIES
- TOTAL** 716 COMPANIES

Governance and Management Annual Forum

The FDC Governance and Management Annual Forum consolidated the Annual Meetings of the Partners for Excellence Network – PAEX and the Shareholder and Family Business Development Partnership Network – PDA. In an intense three-day schedule, the Forum discussed “the challenges of business prosperity” with 465 leaders from 147 companies, evaluating multiple business perspectives on themes such as the imperative of growth, the importance of the succession process, business ethics and the ability to predict the future and overcome crises.



[The forum promotes debates on the challenges of business prosperity](#)

Partners for Excellence – PAEX

With approximately 500 participating companies, PAEX is the main FDC educational solution aimed at managing mid-sized companies. Actions were taken throughout the year to guarantee the quality and updating of the program, such as training courses for Technical Advisors and for people management Monitors.

In 2016, the PAEX team also worked on client retention and sales proactivity by carrying out: an additional and individual satisfaction survey of companies; a predictive model of company exit trends; the management and governance diagnosis; and a relationship and commercialization project to be implemented in 2017.

“We joined PAEX in 2005 and we have achieved surprising results over the past ten years. There have been many lessons. We have expanded, which stemmed from the work FDC has done, and we already operate in eight States plus the Federal District, we have been through 11 merger, acquisition or organic growth operations. I did not know that we would grow to be this size, growing so much. Many people ask me how we have managed it and I say that we have the tools to do this, which are exactly the PAEX Model ones, that provide information about what went right, aligned with the best practices in the world and making it a reality within our management.”

JANETE VAZ – OWNER – SABIN

Partnership for Sustainable Growth – PCS

PCS is an innovative FDC partnership program that supports mid-sized companies from various sectors as regards the challenge of creating new management models that can generate growth and profit as well as promote the sustainable development of the company and of its stakeholders.

It is worth highlighting the integration of some PCS activities with other FDC partnerships in 2016, with the aim of offering greater value to clients. Among the activities that were integrated were the Annual FDC Governance and Management Forum and the Meetings of PAEX Presidents, with the presence of PCS participating companies.

Special focus was also placed on the international expansion of the partnership, especially in Paraguay, where there are already three partner companies: La Loteadora, Alianza and Chacomer. A new FDC Affiliate in Paraguay, whose agreement was signed in 2016, will be able to commercialize the PCS partnership even closer to the market.

Shareholders and Family Business Development Partnership – PDA

This Partnership seeks to contribute to the development of family businesses by helping their members to create an environment that leads to building a mature and professionalized future. It has been hosted for more than 15 years, and its history shows more than 5,400 entrepreneurial families from various states of Brazil as partners.

In 2016, 21 groups took part in the PDA, comprising 119 business families and a total number of 419 participants.

It is worth highlighting the launching of the first group in two locations in Paraná, Arapongas and Francisco Beltrão; the resumption of the PDA partnership in two regions, Santa Catarina and Campo Grande; and the setting up of a new program dedicated to future shareholders.



[A PDA group is wrapped up by a lecture by philosopher and Professor Mario Sergio Cortella](#)

SME Mentoring Project

In partnership with Exame magazine, FDC has launched an unprecedented project to develop leaders of mid-sized companies. This project consists of five forums that deal with the themes of growth strategies, funding sources, leadership, innovation and corporate management. The project also offers individual mentoring by the CEOs of large organizations and discussions with experts from the most diverse knowledge fields.

The Avance Program: Retail Management Strategy

A partnership between FDC and Universidade Martins de Varejo - UMV, the Avance Program aims to develop management and operations at companies that operate in the retail market. Approximately 30 owners, successors and managers at companies that operate in this market, especially supermarket chains, attend this program.



[The Avance Program aims to develop companies in the retail market](#)

PDCA – Aeronautical Chain Development Program

FDC runs the Aeronautical Chain Development Program in partnership with the Brazilian Agency for Industrial Development - ABDI, the Technology Park of São José dos Campos and Embraer. The PDCA program was launched in 2014 and it aims to promote sustainability in the aviation industry supply network through a development and management model that focuses on improving results, new businesses and increased company productivity.

CHAPTER 4

Social Impact

FDC's mission is to contribute to the sustainable development of society by educating, developing and building the skills of executives, entrepreneurs and public managers. This mission is carried out by means of its programs, its social projects and by its commitments with global entities.

4.1 Commitments and Global Compacts

UN Global Compact

As its mission is to contribute to the sustainable development of society, Fundação Dom Cabral is a signatory to the Global Compact, a UN initiative to engage the business world in building a more stable, equitable and inclusive market and thus generate a prosperous society while ensuring sustainable development. FDC has actively participated in the Global Compact since 2004 as a member of the Brazilian Global Compact Network as it seeks to be a reference in debating and implementing practices that enable and enhance sustainability as regards its own activities as well as regards disseminating sustainability practices among its clients.

FDC took part in the Global Compact Leaders Summit in New York (USA) in 2016. The main objective of the worldwide meeting of Global Compact signatories was to discuss how to turn the sustainable development goals - SDGs - into innovation and business for the business sector over the next 15 years. In Brazil, on the other hand, Fundação Dom Cabral was present at the Global Compact Forum 2016 in São Paulo, an event that brought together representatives of signatory and non-signatory organizations to discuss the theme "The private sector on the way to Sustainable Development Goals".

PRME and GRLI

As a business school that acts to develop responsible leaders for the future, Fundação Dom Cabral is also a signatory to two other international commitments that bear a direct impact on education for sustainable development: Principles for Responsible Management Education - PRME and Globally Responsible Leadership Initiative - GRLI.

Set up in 2007 based on an agreement among the main business schools in the world, PRME is a voluntary engagement platform for business schools that aims to promote teaching that will drive corporate responsibility and sustainability, thus collaborating to develop a new generation of leaders. FDC actively participates in the building of the PRME Chapter Brazil. In a Chapter Brazil meeting hosted at the FDC Rio de Janeiro campus in 2016, the Brazilian signatories discussed the

preparation of the worldwide PRME meeting that will be hosted in Brazil in 2017. FDC was also charged with planning the actions of next year's Chapter Brazil.

4.2 Social Projects



[A committee discusses how sustainability develops within FDC](#)

The FDC Sustainability and Social Inclusion Committee was created in 2008 with the objective of promoting synergy and integrating the institution's areas to carry out strategic actions related to various programs and projects that mainstream sustainability. Among them we find social projects - which also fall under the committee's oversight – that seek the community's sustainable development by using the institution's main expertise: education.

The Committee's structure went through a redesign in 2016 to promote greater integration between sustainability and FDC's operational areas. Meetings and reflections were held to make the committee ready for the leadership level of the institution's sustainability projects.

POS – Partnership with Social Organizations

POS offers social organizations the tools they need to improve their management skills. Work was consolidated into three groups of partnerships in Belo Horizonte, Rio de Janeiro and São Paulo in 2016. Important civil society organizations joined the program, such as Museu do Amanhã, in Rio de Janeiro, Instituto Votorantim and Federação das APAES (Belo Horizonte and São Paulo). There were 42 social organizations taking part in POS in 2016, and together they employ around 2,500 collaborators and volunteers.

PDEOS – Business and Social Organization Development Program

The program brings together companies, social organizations and public institutions (such as municipal and state schools, health care centers, and others) to promote the responsible management of partnerships and drive sustainable local development. Jardim Canadá, a community near the Aloysio Faria Campus in Nova Lima, MG, was the location chosen for the first cycles of the project. In 2016, after a diagnosis of potential social entrepreneurs and companies in the region, PDEOS was expanded to include Balneário Água Limpa, in the vicinity of the Aloysio Faria Campus.

Throughout the year, 42 thousand people were affected by the social mobilization activities, events and actions promoted by the social organizations and the companies that take part in PDEOS.



[PDEOS encourages local sustainable development in the surroundings of the Aloysio Faria Campus](#)

Student Experiences

ESince 2014, and in partnership with English NGO Common Purpose, which develops leaders around the world, FDC runs the Student Experiences program for young graduates who are seeking to become sustainable development leaders. In 2016, the third group of the program was attended by 92 participants and it addressed the topic “How can we practice committed and responsible citizenship in our city?”



[The program addresses sustainable development for young graduate students](#)

Online Finance Program

Developed during 2016 by professors Michel Fleuriet and Sergio Pires, the “Model for Economic-financial Management” program was hosted on digital platforms for free public access to society. Economic management knowledge focusing on social aspects is a legacy that Professor Fleuriet, in partnership with FDC, makes available to society free of charge and may be used by social organizations, entrepreneurs, small businesses, and others, to leverage business and generate social impact.

Raízes – Social Innovation Program

This program, which was developed for young people between the ages of 16 to 18 years from public schools or in socially vulnerable situations, celebrated six years in 2016. Raízes provides access to humanistic content in different areas of knowledge that are not usually accessible in traditional schools, and its expectations is that young people can not only broaden their vision of the world around them but also become actors and authors of their own inclusion process. The program was attended by 29 adolescents in 2016.

The program was evaluated between 2015 and 2016 and the results showed the positive impact that the project has been having on the life and career prospects of the young people who have attended it. The evaluation questionnaires filled in by the participants before, during and after the program show how they modify their concepts, plans and habits while the course unfolds. One example is that between the questionnaire answered at the beginning of the program and the one at the end of it there is an increase in the number of young people who intend to attend a university or a technical college to improve their possibilities of having a successful career. The evaluation also revealed aspects of the program that can be reconfigured for the next cycles so that it reaches more young people and increase its powers for social change like, for example, offering fewer modules, thus making it more dynamic and easily adaptable to expand to partner companies, to Minas Gerais or even to other states in the country.



[Raízes participants attend lessons that focus on humanistic content](#)

Raízes online

The Raízes program already offers two online modules, thus expanding the scope of the methodology and the objectives of this social innovation program. The Brazilian Raízes module had already been available earlier and, in 2016, the Business Raízes module was in the final stages of being offered to any part of the country.

Instituto Cultural Inhoré

The institute was created to encourage the social, cultural and economic development of the community of Capão Grosso, in Jaboticatubas, MG. In 2016, professional training workshops in manicure and motorcycle mechanics were offered in the region to train locals and so expand their access to the labor market.

Brasileirinho Project

Developed by FDC as an extension of Instituto Cultural Inhoré, the Brasileirinho Project supports Escola Municipal Padre Candinho teachers and students by holding pedagogical meetings to develop the faculty, thus seeking to improve teaching quality and the school's results in the Basic Education Index - IDEB. In 2016, the project helped 50 students and four teachers.

Jardim Canadá Library

FDC maintains a library in the Jardim Canadá district that offers free access to the whole community. It works together with ACH – Associação dos Condomínios Horizontais. In 2016, two thousand people made use of the library.

Scholarships for a Specialization Program

FDC offer scholarships for the Specialization in Business Management Program. It is an annual selection process that benefits professionals who preferably work for organizations that take part in the Partnership with Social Organizations - POS or in other social projects FDC hosts. In 2016, four Fellows were attending courses. The project to grant scholarships is being reviewed to broaden the possibilities for an interested party – who demonstrably does not have the resources to pay for the program – to be granted a scholarship.

Fundação José Fernandes de Araújo

Fundação José Fernandes de Araújo - FJFA, an entity founded by Dom Serafim Fernandes de Araújo in 1980, aims to assist the education and training of disadvantaged youth. In 2016, 270 young people and children were supported by FJFA.

FDC invests approximately 50% of its social investments in FJFA.

4.3 Initiatives to promote debates and build legacies for society

Voices of Today

This project seeks to create an environment that allows renowned names in the business world and academia to discuss themes, deepen reflections and light paths to the country's relevant issues while society participates through live Internet platforms. The initiative meets one of FDC's strategic objectives: to be a protagonist in the debate on themes that are relevant to the community and to contribute toward building a more inclusive society.

The opening theme for the first meeting was "Governance and Ethics - paths for organizations." The project also brought to the debate the themes "The roots of corruption and democratic advances for a prosperous business environment" and "Competitiveness and Social Inclusion – the Brazil we want." The project has had a direct impact on 2,282 people on social networks.



[The second running of the Voices of Today debate on the roots of corruption](#)

FDC Global Thinkers Summit

The FDC Global Thinkers Summit, one of the largest annual events FDC sponsors, was attended by about 160 business, social and academic leaders from Brazil and the world, and it discussed the relationships between competitiveness and social inclusion at organizations and the links between governance and ethics. It was opened by North-American philosopher Edward Freeman, the creator of the Stakeholder Theory, who spoke about the relationship between ethics and governance. The events were disseminated on social networks and reached more than 58 thousand people in the virtual environment. The Summit was part of the agenda of the annual meeting of the FDC International Advisory Council, which was remarkable for discussing the political-economic moment Brazil is going through.



[Philosopher Edward Freeman discusses ethics and governance while opening the Summit](#)

FERC – Family Enterprise Research Conference

FDC hosted the 12th edition of FERC - Family Enterprise Research Conference, an international conference of scholars interested in carrying out research on family businesses. This edition of the event focused on the influence of the founder on the family business, on issues such as values and organizational culture. The conference was attended by 60 participants from 22 different countries from the Americas, Africa, Europe and Asia.

1st Compartilhar – A Meeting between Social Organizations and Civil Society

The FDC programs dedicated to the Third Sector – the Dignity Program, Partnership with Social Organizations - POS, and Business and Social Organization Development Program – PDEOS – held their first forum to exchange experiences, ideas and knowledge. Their aim was to allow approximately 60 participants from social organizations and partner companies to discuss purposes, strategies and methodologies that are especially aimed at the Third Sector.



[A meeting that allows the sharing of Third Sector experiences](#)

Jardim Canadá and Region Observatory Forum

The Jardim Canadá and Region Observatory is an initiative undertaken by FDC and by Associação dos Condomínios Horizontais – ACH to generate and debate knowledge about the region in the vicinity of the Aloysio Faria Campus in Nova Lima, MG, by setting up social dialog and encouraging the sustainable development of the community.

In 2016, the 3rd Jardim Canadá and Region Observatory Forum took place at the Aloysio Faria Campus. About 70 participants, including representatives from the public and private sectors and from civil society discussed the challenges that must be faced to achieve integrated and sustainable development in the Balneário Água Limpa district. The site has neither basic sanitation nor electricity for all its residents, no post office, paved streets or public transportation. The Forum sought to discuss and find solutions by presenting real and doable proposals for the short, medium and long terms in the fields of Health Care, Social Assistance, Education, Job Opportunities and Income, Land Use and Occupation, Public Safety, Urban Infrastructure and Mobility.



[The Forum discusses sustainability at the Aloysio Faria and São Paulo campuses](#)

The Water Forum

The 4th edition of the Water Forum dealt with the theme “Our Common Future” and was held by IdeSCA at the Aloysio Faria Campus, with support from Fundação Dom Cabral, CSul Desenvolvimento Urbano and other entities. The event was aimed at discussing the preservation of Serra da Moeda and the UN Agenda 2030 action plan that deals with sustainable solutions aiming for economic, social and environmental development balance so as to transform communities across the world.

The Power of Synergies – Partnerships between social entrepreneurs and companies

The event named “The Power of Synergies – Partnerships between social entrepreneurs and companies” was held at the Fundação Dom Cabral São Paulo campus. Its objective was present cases of success while promoting an environment of debates on possibilities of partnerships that bring together social businesses and enterprises. The starting point of discussion was the survey developed by the FDC Sustainability Center about the potential for this type of partnership, highlighting how this cooperation can be beneficial to the businesses involved and to society.

10,000 Women Regional Meeting

The alumni network of the 10,000 Women program, a partnership between Goldman Sachs and Fundação Dom Cabral, hosted its 2016 regional meeting at the FDC Belo Horizonte campus. The event was an occasion to consolidate knowledge, exchange experiences and strengthen the network, and its main theme was “Does success in the past ensure the future?”. During the meeting, the participants discussed new alternatives to gain market access in such an uncertain and complex scenario. The event was attended by about 60 entrepreneurs who were able to update the network with their recent challenges and achievements.

The objective of the 10,000 Women Alumni Network is to share information and opportunities among former program participants by strengthening their bonds and fostering businesses and experiences.



[10,000 Women Alumni Network talks about access to the current market at the Regional Meeting](#)

4.4 Participation in Awards for sustainable development

O Social Entrepreneur Award

The main social entrepreneurship prize in Latin America, the Social Entrepreneur Award, is an initiative by Folha de São Paulo in partnership Fundação Schwab. It aims to identify and recognize the most entrepreneurial environmental leaders in the country, the ones who develop innovative, sustainable and high-impact ideas fit for the reality of Brazilian communities.

Fundação Dom Cabral is one of the strategic partners of the prize giving and it offers the award winner two full scholarship grants for the Developing Leaders Program – PDD, which is part of the Partnership with Social Organizations - POS. A scholarship grant is also offered for the same program for the winner of the Social Entrepreneur of the Future Award – which highlights environmental initiatives at an early stage.

Anuário Época Negócios 360° Award

The Época Negócios 360° yearbook is in its fifth edition. It awards the 300 best companies in the country as evaluated by criteria such as financial performance, HR practices, capacity to innovate, environmental responsibility, vision of the future and corporate governance.

The yearbook enjoys a technical partnership with Fundação Dom Cabral through the FDC Sustainability Center, which takes part in formulating the methodology while carrying out field research and the final processing of the information. The methodology developed together with the magazine's team leads to the production of a complete ranking of the best and largest companies in Brazil, the result of a survey that consists of a quantitative evaluation made up by a questionnaire with the criteria cited above. Twenty-seven companies are chosen as the best ones in each business sector and it is from this list that the Company of the Year is voted to receive the award.

BRF was the winner in 2016, and it also featured in two other categories: Corporate Governance and the Food and Beverages industry.

In addition to electing the 300 best companies in the country, the Época Negócios 360° yearbook publishes the ranking of the 500 largest companies in Brazil by net revenues, of the 100 largest banks by total assets, of the 50 largest insurers for net premiums issued, and of the 100 largest companies by market value.

The Good Example Award

The Good Example Award aims to recognize initiatives and people that, either directly or indirectly, contribute toward building a more cohesive and citizen society. It was created in Minas Gerais in 2010 by a partnership among TV Globo Minas, FDC, Confederation of Industries of the State of Minas Gerais – FIEMG – and O Tempo newspaper. The 7th edition of the award happened in 2016.

CHAPTER 5

Research, Innovation and Development Impact

The change in strategy and organizational structure that took place at Fundação Dom Cabral in the beginning of 2016 has made the entire organization dedicated to meeting the demands of the market and of society. High-impact innovation is one of the organization's 14 strategic initiatives, and it aims to foster a culture of permanent innovation at FDC through a structured model that drives innovative practices by identifying and disseminating what impacts the institution's various audiences.

5.1 The FDC Innovation Model

The FDC innovation model is a joint building that involves collaborators from all areas in the institution under the command of the Associate Dean for Innovation Management Education and supported by the FDC Innovation and Entrepreneurship Center. The model comprises the Strategy, Management Structure, Culture, Metrics and Processes dimensions.

FDC is also negotiating with IBM to launch the Innovation Laboratory FDC-IBM. This laboratory will aim to develop educational solutions based on Cognitive Intelligence.

Futurethon

Under a "marathon of ideas" format, FDC began to put into practice its new Innovation Model at Futurethon. The event hosted 40 participants, including collaborators and representatives of companies that operate in the universe of arts and humanities, communication, education, technology and consulting. The objective of this event was to foster the development of a new educational generation whose outlook is more humanistic and constructivist.

The ideas and creations generated at Futurethon will make up a book that will be forwarded to the FDC innovation funnel. From then on, innovations that are consistent will be prioritized and prototyped and then enter the implementation stage.



[Futurethon debates solutions for a new educational generation](#)

X-Preender – Entrepreneurship workshop

The X-Preender workshop was held at the Aloysio Faria Campus with the participation of more than 30 collaborators, professors and guests to carry out reflections on the entrepreneurial ecosystem and to begin to formulate educational solutions that can meet the challenges presented by the industry. One of the perspectives is to set up a social project that will build the skills of entrepreneurs who enjoy limited access to education and to business practices and so enable them to create their own businesses that generate income, employment and wealth.



[Workshop brings together 30 FDC collaborators to carry out reflections on the entrepreneurial ecosystem](#)

5.2 Research and Development Numbers

Research and development (R&D) activities at FDC primarily seek to generate knowledge applied to business education, thus contributing to FDC's strategic differentiation objective.

A considerable number of R&D products are highlighted in the media, which leverages institutional credibility through knowledge. Some significant examples are the country competitiveness surveys carried out by Innovation and Entrepreneurship Center professors in partnership with the World Economic Forum and with IMD; the Logistics Costs survey carried out by the Logistics, Supply Chain and Infrastructure Center; and the Ranking of Brazilian Multinationals survey carried out by the Strategy and International Business Center.

Another portion of the knowledge FDC generates aims to build its reputation both domestically and internationally through publications in academic journals and business.

All of these types of R&D products complement others such as methodologies, models, approaches and materials used in classrooms and in interventions that support the work of the professors who teach FDC programs.

Full Time Professors Publications

	2015	2016
Articles in the Annals of International Conferences	14	14
Articles in the Annals of Domestic Conferences	9	5
Articles in International Journals	17	11
Articles in Domestic Journals	14	13
Idea Workbooks	2	-
Book Chapters	7	6
FDC Cases	-	13
Executive FDC	1	-
Books	4	1
Research Report	19	22
DOM Magazine	11	11
Total	98	97

5.3 International Research and Cooperation Associations and Agreements

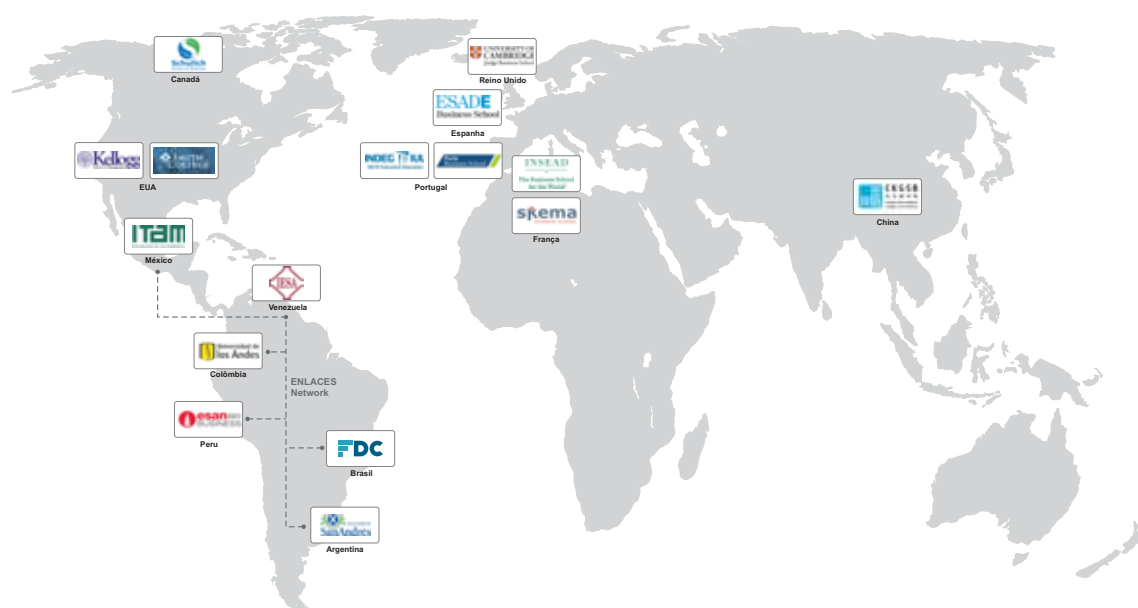
Fundação Dom Cabral invests in knowledge research and development, both by means of its internal teams and of its partnerships with major research centers, universities, business schools and regional and sectorial associations.

FDC is a member of foreign associations that confirm the global nature of its educational solutions through continuous and joint development of knowledge, exchanges of experience and information, and the preparation of methods, programs and research within partnerships.

FDC is a member of the following international associations:

- . 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 in the most varied places around the world.



[Map of International Cooperation Agreements](#)

5.4 Knowledge Development Centers

The FDC Knowledge Development Centers bring together groups of full-time professors, project managers, associate professors and researchers to carry out studies, projects and research, in addition to building content, methodologies, technologies and innovative solutions that seek answers to the challenges that society and organizations face in Brazil and around the world.

People and Leadership Development Center

Having the mission to generate and disseminate knowledge about Leadership for the sustainable development of society, organizations and people, the People and Leadership Development Center carries out projects and initiatives along three action streams: “Leadership and Society”, “Leadership and Organizational Ambiance” and “Leadership Development”.

In 2016, the Center published more than ten articles in domestic and international publications, which stemmed from its research and studies disseminated through major academic and business conferences, including the Academy of Management Annual Meeting, the Congress of the International Society for Studies of Work and Organizational Value, the Colloque Management Interculturel et Affinités Électives Europe-Amérique et Caraïbe, the II Jornadas Lusófonas de Comportamento Organizacional e Gestão, the Latin American Academy of International Business Annual Conference and the Encontro Nacional dos Programas de Pós-Graduação em Administração – ENANPAD.

It is also worth highlighting the active participation of the Center’s professors in the building and operation of the newly created FDC Professional Master’s in Administration Program. The Center has also made active and innovative contributions to programs and courses on the subject of leadership and people development - like the award-winning Embraer Global Leadership Program. The Center also played a role in disseminating and sharing the knowledge it produced by being mentioned more than 60 times in the domestic media, thus consolidating FDC’s reputation and social impact in Brazil and abroad.

Strategy and International Business Center

In 2016, the Strategy and International Business Center launched a pilot project with Hospital São Lucas, in Aracaju (SE), with the objective of applying and enhancing a methodology to Implement Strategies at organizations. After the pilot project, the methodology will be made available to be used in customized projects carried out by FDC.

The Center supported customized and open enrollment programs in the use of a diagnostic instrument that assesses a company capacity to implement its strategy.

As regards knowledge production, it is worth highlighting the case study on strategic management at União Química and the final report of the “Global Transformation of Industry 2010-2030 sponsored by Companhia Brasileira de Metalurgia e Mineração – CBMM. ” The “Observatory of Economic Policies” published several notes on the economic environment in Brazil and in the world.

As regards International Business, in 2016 the Center published the 11th edition of the FDC Ranking of Brazilian Multinationals, which explored the relationship between headquarters and subsidiaries in their decision-making process and highlighted a rise in company internationalization, particularly vis-à-vis the Brazilian political and economic scenario. The paper “Developing global transformational leaders”, authored by the Center’s professors together with professors from universities in the United States and the United Kingdom, was published in the Journal of World Business.

Innovation and Entrepreneurship Center

In 2016, the Innovation and Entrepreneurship Center maintained its focus on the themes of innovation management, competitiveness, entrepreneurship, productivity and industry 4.0.

The Reference Centers in Innovation - CRI - National and Minas, were supported and joined by 37 companies of different sizes and from different sectors - among them, Cemig, CSEM Brasil, Embraer, Embrapa, IBM, Votorantim, WayCarbon and many others - and four public federal and state institutions - ABDI, SECTES MG, Fapemig and UFMG. The CRIs held 10 meetings, including the annual meeting, with the theme “The Road to Innovation within the Brazilian Context”, which discussed the challenges of digitization and its impact on innovation in service companies and in industries.

Several studies and programs with companies were completed along the year, with an emphasis on the ongoing cooperation with the World Economic Forum and IMD for competitiveness reports; research on entrepreneurship and entrepreneurial education with Sebrae Minas; a program for Freudenberg, held in collaboration with IBM and using an original methodology; and programs for the MIP building company, Petrobras, Química Amparo, in addition to collaborating to create programs and models for FDC itself, like the FDC Innovation Model.

Collaboration with various companies and institutions led to the development of new knowledge, with an emphasis on the spillovers project of the Gripen program, held with support from the Government of Sweden; the innovation in energy project with Votorantim; and innovation in the transportation sector with Grupo Águia Branca; as well as Embraer and CSEM Brasil case studies.

Logistics, Supply Chain and Infrastructure Center

The FDC Logistics, Supply Chain and Infrastructure Center concentrated a large part of its activities in 2016 researching issues related to Brazilian investments to improve infrastructure efficiency. It also carried out and launched two new studies on labor and logistics costs.

As regards logistics infrastructure, the Center has positioned itself as the main source in discussions about the efficiency of goods and services movement, low productivity associated with higher costs (proven by the 2016 Logistics Costs Survey edition) and the need for the private sector to take part in future investments.

The research on Brazilian labor fueled many discussions about the paradox the country presents in this area, as there is an increase in the percentage of the unemployed while, at the same time, there is a low supply of skilled labor. Carrying out research and positioning itself as a source of important research for the country's growth, the Logistics, Supply Chain and Infrastructure Center increasingly involves itself more directly with FDC's mission to contribute to the sustainable development of society.

The Center has also been developing a project, already in its final implementation stages, to create a Platform to Support Transportation Infrastructure Planning. The platform aims to be a national reference in terms of data, information and analyses that will reveal the importance of transportation infrastructure as an element that drives economic growth, thus contributing to the development of Brazil and fostering the growth of productivity by qualifying the data made available.

Sustainability Center

The FDC Sustainability Center worked on producing knowledge within the UAISO - useful, applicable, innovative and socialized model. Among the Center's highlights are the Workshop, supported by BNDES, UNDP and GIFE, on inclusive business and the building of regional governance that enables collaboration between local government, companies and third sector organizations to support local development; the publication of the research paper "The Power of Synergy", which shows companies the opportunities they have to collaborate with social entrepreneurs in the value chain; the publication of a study entitled "The Future of Corporate Sustainability in Brazil", which received 467 responses from entrepreneurs on socioenvironmental subjects that either are or will become relevant to the business today, in the mid and in the long terms. An assessment tool was developed along with a study that shows if a company is ready for the future in 2022; and a "How to" guide that helps companies to answer the question: "What are the environmental issues that are really relevant to my business?"

5.5 The Library System

The FDC Library System currently includes the Walther Moreira Salles Library at the Aloysio Faria Campus and the Information Center at the Belo Horizonte Campus. At the São Paulo and Rio de Janeiro campuses there are reading rooms where FDC publications are available to students and professors.

The FDC Library System aims to support teaching and research activities. The audience that uses the system is made up by program participants, collaborators, professors, partner companies, the academic community and the general public.

ACTIVITIES

- . LOANS 29.483
- . ASSISTS 137.383

ACQUISITIONS

- . BOOKS 29.483
- . DVDs 20
- . CVs 13

DATABASE ACCESS

- . BSC/EBSCO 125.931
- . EMERALD 346
- . NEWSPAPER 1.037
- . OECD 818
- . COMDINHEIRO 9.418
- . PERGAMUM 20.997

Note: The GetAbstract database does not provides a tool for statistics.

INVESTMENTS IN ACQUISITIONS (Purchases/renewals)

R\$ 123.000,00



5.6 FDC Memory

FDC Memory was created in 2012 with the mission to recover, preserve and make available Fundação Dom Cabral documentary collections, thus contributing to rescue and preserve its history. It gathers materials that depict the origin of the institution through its collections by promoting a policy of permanent safekeeping and various exhibitions, as well as being one more FDC facility to benefit society.

During 2016, FDC Memory received several new items for its collection, which currently consists of:

- Audiovisual: audio and video recordings – 325 items
- Cartographic: maps, drawings and blueprints – 1 item
- Photographic: paper and digital photographs – 44,174 pictures
- Hemerographic: FDC publications and news published about the institution in the press – 29 items
- Textual: handwritten documents, either typed or printed – 2,169 items
- Museological: sculptures, plaques, institutional material and other objects – 153 items

Much of this material is available on the website 'memoria.FDC.org.br', respecting the sensitivity level of the items in the collection.

In addition to its routine activities, FDC Memory carried out actions and took part in events along 2016, with an emphasis on:

- Equis/EFMD: during the Peer Review Team accreditation visit, a space was set up in the Base Room to celebrate FDC's 40th anniversary through documents, objects and photos that have marked the institution's history from 1976 to 2016.
- History in Images: an in-house campaign for collaborators to assist in identifying photos in the collection. The images were displayed for one week and 84 people were identified.

- Remig: FDC Memory has been a member of the Memory Network of Minas Gerais Institutions – Remig - since 2015. In May, FDC hosted a meeting that included a technical visit by representatives of all the institutions that belong to the network.
- Museological Collection: an exhibition room was open for items in the museological collection.
- Document Preservation: a specific action was carried out to instruct collaborators on document care and preservation.
- Procedure to Manage and Incorporate Collections into FDC Memory: a procedure to instruct collaborators as regards safekeeping and forwarding material to FDC Memory was created and disseminated.
- Exhibition celebrating FDC's 40th anniversary: a display of documents, objects and photos that have marked the Institution's history from 1976 to 2016. The exhibition was held at the following events during the second half of 2016: International Advisory Council Meeting; FDC Governance and Management Forum; the launch of the book written by Professor Emerson de Almeida, "Succession the way it happens"; Meeting with Collaborators and Partners.
- FDC Governance and Management Forum: a timeline with all PAEX and PDA Network Annual Meetings and exhibition celebrating FDC's 40th anniversary.
- National Book and Library Week: an exhibition of the history of all Book Weeks from 2001 to 2016.
- Specialization Program Fraternization meeting: historic display of the Specialization Program from 1976 to 2016.
- DOM Magazine 10 years: celebratory exhibition from 2006 to 2016.
- A survey of significant photographs and facts on the occasion of bestowing commendations of Honorary Members to FDC Board of Trustees members: Ozires Silva, Paulo Guilherme Monteiro Lobato Ribeiro, José Luiz Faria and Luiz Carlos Motta Costa.
- Photograph selection for the Recognition 2016 project. This project honors collaborators who completed 5, 10, 15, 20, 25, 30, 35 and 40 years working at FDC in 2016. FDC Memory is in charge of hosting these honors. The material is available on the website.
- A survey of the history of logos on the occasion of launching the new FDC logo.

In 2016, FDC Memory began to use the identity of the oak tree, which refers to the longevity desired for FDC and to the metaphors used by its founder, Emerson de Almeida.

The facility is open to visitors at the Aloysio Faria Campus, Monday through Friday from 9:30 am to 5 pm.

5.7 DOM Magazine

The year Fundação Dom Cabral celebrates 40 years of history, DOM Magazine, its main publication, celebrates 10 years of generating knowledge that is relevant to society and to the business community.

DOM Magazine arose from the need FDC had to gather all the disperse knowledge it generated internally and externally into an instrument that could deliver to society a record of the main management themes that were being studied, debated and refined within the institution. Nowadays, 30% of the articles DOM publishes are written by FDC professors and 70% by external contributors, including FDC program participants, associate and guest professors, and experts in various management fields. The main challenges the magazine faces in the years ahead are to increase the scope of its content and to adapt to new formats, like the digital one. A plan was put in place in 2016 for the magazine to be published on electronic media from 2017 onward.

To celebrate the 10 years it has generated and published knowledge, DOM magazine published a commemorative issue, with a special FDC 40th anniversary insertion, and hosted an exhibition at the Aloysio Faria Campus that was set up by the FDC Memory center and the magazine's editorial board especially to celebrate the two dates.



[An exhibition is opened to celebrate 10 years of DOM Magazine](#)



CHAPTER 6

Operational and Financial Management

In the face of a challenging economic scenario - and also a political and social one - for Brazil and many parts of the world, Fundação Dom Cabral has also had to revise attitudes and change some paradigms in its management practices. During 2016, the teams strived to create business opportunities, innovate and deliver increasingly effective solutions so that clients could better face the situation.

6.1 Cost Management Matrix – CMM

The institution remained vigilant as regards managing its operating costs. The CMM – Cost Management Matrix project was created in a quest to optimize resources at FDC. CMM is a methodology that is now applied to manage costs at FDC to help it plan and control costs at the institution. The project analyzes costs by taking into account the evolution of specific consumption and of the price, creating indicators and identifying best practices that make it possible to perform historical analyses and carry out internal and external benchmarking. CMM makes effective cost management a constant at the organization.

Some 600 supplier contracts were reviewed after CMM implementation, which optimized direct, consumption, travel and financial expenses. The amount of opportunities that were identified pointed to a potential reduction in expenses amounting to R\$ 9,683,252 per year. The implementation of the first actions such as, for example, renegotiating or switching suppliers in food services, collaborator transportation, communication and a new travel policy made it possible to save more than R\$ 2.5 million just in the first 12 months.

6.2 Economic–Financial Performance

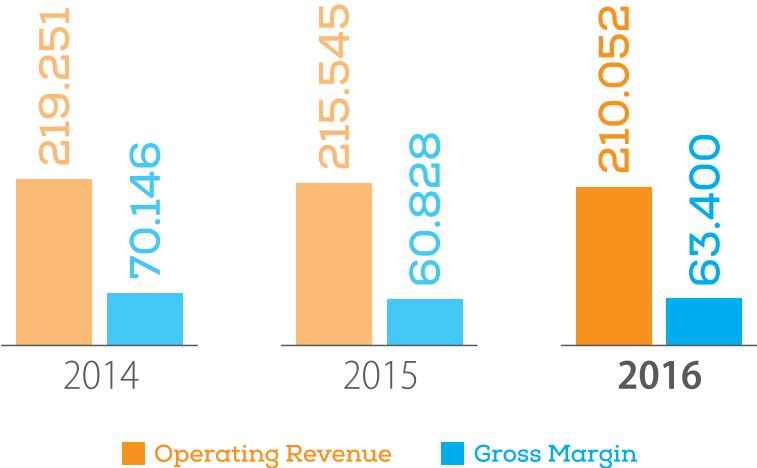
Despite the scenario referred to above, FDC has made efforts to cut costs and has managed to reverse the deficit position presented in the previous year. A surplus amounting to R\$ 2.5 million was achieved, even with reduced revenues that amounted to R\$210.052 million. In percentage terms, operating margins remained within budget.

The result mentioned above was made possible due to cost optimization achieved by reviewing the contracts of all service providers. Thus, administrative expenses were reduced by 8% when compared to 2015, despite the inflation rate recorded in the period. One of the highlights was the savings achieved in administrative processes and in expenses with corporate leadership.

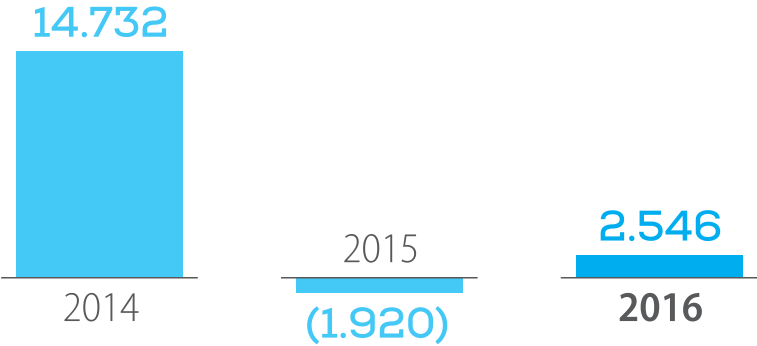
Expense restrictions on development were another item that contributed to the year's result, and they represented a savings of 19% when compared to last year.

In a permanent quest for higher productivity in 2016, the average profitability recorded for revenue-generating projects amounted to 30.18%, which represents a 2% improvement when compared to the previous year.

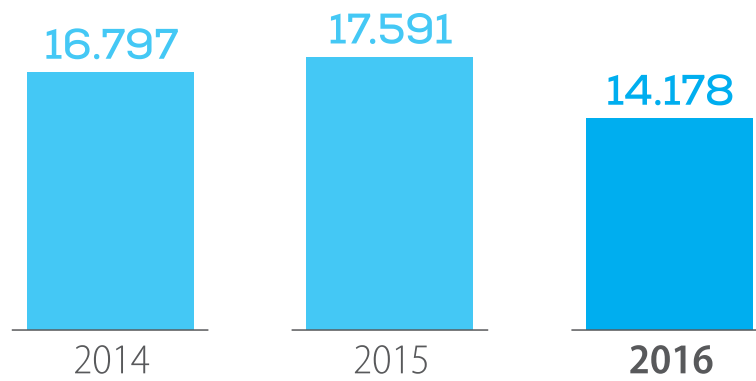
Operating Revenue and Gross Margin (thou R\$)



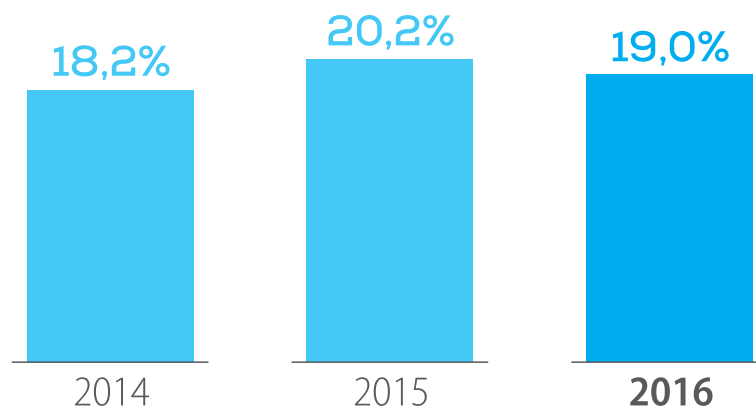
Net profit (thou R\$)



Investments in Development (thou R\$)



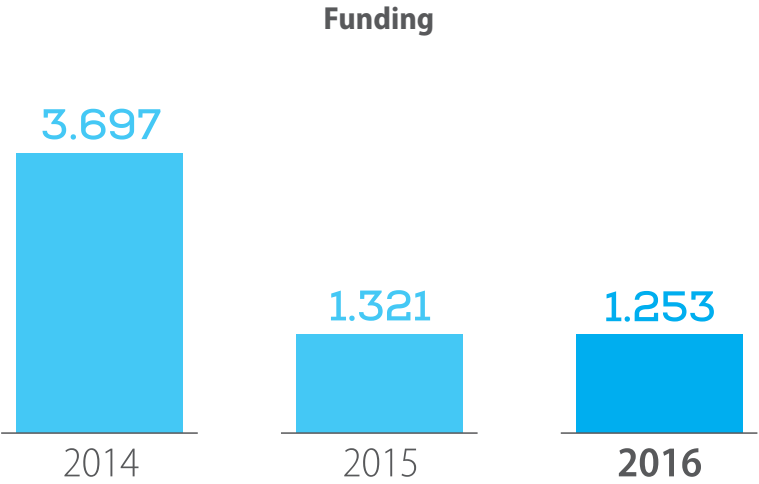
Administrative Expenses/Operating Revenue



6.3 Funding

Once again, the complex economic Brazilian and worldwide scenario affected the achievement of what had been forecast the previous year. Funding results were lower than planned, due to the political-economic situation.

Even so, funding amounted to R\$ 1.5 million in 2016 through important sponsorship contracts and institutional support. CCR renewed its contract for Knowledge Generation Institutional Support and Sponsorship until 2019. Grand Thornton also made an institutional contribution and Banco Alfa is negotiating a new contract. BNDES paid R\$ 170 thousand to sponsor the 3rd Annual CRGSI Meeting.



6.4 People Management

The year began with FDC having to meet the challenge of making adjustments to its staff, with the objective of optimizing its structure. Such measures were fundamental to allow the institution to remain competitive and dynamic. Faced with the new organizational structure geared to the market, the People Management area worked to assist in implementing this new organization, improving productivity in various areas while always taking into account the institution's sustainability.

Competence and Succession Management Model

One of the priorities was formatting and formalizing the succession process of key FDC functions. The model used envisions the identification, preparation and development of potential successors.

As one of the pillars that support the succession model, the FDC Competencies Model was revised and began to be implemented along the year. The Model defines organizational competencies that are then broken down into individual competencies essential that are to the staff. This action

ensures that FDC has available, now and in the future, a framework of staff able to assist clients and manage the institution efficiently.

Development Program for Market Teams

In the year of FDC's internal restructuring, priority in people development focused on market teams by preparing them for the institution's ever growing level of demand.

That is why the Team Development Program was created, as it aims to support the development of individual competencies of FDC team members and align them to organizational competencies. The competencies that the program seeks to develop are: commercialization, building educational solutions, quality of delivery, partnerships with clients, and results orientation.

During the Program, the market teams are empowered to act in an integrated way as regards their commercial approach to each of the segments the institution defines. Ninety-one collaborators attended the program, for a total of 4,020 hours.



[Market teams develop competencies related to their commercial approach](#)

A Quality of Life and Benefits

FDC cherishes the care it offers its collaborators as regards their health and well-being by supporting a benefits plan that contributes to safety, convenience and ease of access to health care and education services while also promoting social and financial actions.

In 2016, the benefits package APASS - Fundação Dom Cabral Association of Employees and Service Providers - offers was revised, with the premise being to maintain the quality of the benefits. Limits of use were redefined and collaborator contribution to APASS was increased (from 0.5% to 1% per month per dependent).

Education

In 2016, R\$ 1,309,225.32 were invested in education for collaborators and their families, from kindergarten to undergraduate level, and it benefited **170 collaborators**. A further R\$ 71,238.15 were invested in school material for the benefit of **41 collaborators**.

The investment made in language courses amounted to R\$ 86,493.60 and benefited about 50 collaborators.

Health Care

Reimbursement for medical appointments, medications, therapies and treatments amounted to **R\$ 714,266.02**. There were around 380 requests made each month in these segments. Similarly, the investment in reimbursing dental treatments for collaborators and their dependents amounted to **R\$ 498,598.75**, with about **100 requests** having been made per month.

The Health Care center carried out 510 **medical consultations**, ranging from clinical to periodic examinations that represented expenses reaching **R\$ 145,103.03**.

It was in 2011 that the benefit that encourages the practice of physical activity was implemented. At first, 60 collaborators took part and the benefit was extended in 2014. In 2016, **112 collaborators** were benefited, for an investment of **R\$ 193,663.82**.

Nanny Assistance was created in 2010 for children aged zero to six years and to afford greater peace of mind to collaborators and their families. This year, FDC invested **R\$ 166,205.97** to benefit **20 collaborators**.

Benefits distributed in 2016

Amounts in R\$ – up to december/2016

Health Care (including Health Insurance)	5.462.126,41
Education	1.466.957,07
Group Life Insurance	610.257,86
Nanny Assistance	166.205,97
Disability Insurance Supplement	136.538,53
Personal Injury	1.585,34
Private Pension Plan (FDC's share)	1.747.950,69
Fuel Assistance	689.610,59

Staff

Currently, FDC employs 298 collaborators registered through CLT. Of these, 235 of them work at the Aloysio Faria Campus, with 203 holding the positions of executive coordinators, helpers, assistants, analysts and operational managers, while 95 are functional managers, project directors, manager-coordinators, professors and directors. There is no pay difference by gender among employees that hold the same position.

Collaborators by type of employment

Data ref. December/2016

CLT	298	83,9%
ASSPROM	26	7,3%
Temporary staff	0	0,0%
FAPEMIG Fellows	23	6,5%
Interns	8	2,3%
Total	355	100,0%

Collaborators by gender

Data ref. December/2016

	Administrative Staff		Technical Staff		Total	
Female	143	71%	57	59%	200	67%
Male	58	29%	40	41%	98	33%
Total	201	100%	97	100%	298	100%

Collaborators by age range

Data ref. December/2016

	Administrative Staff		Technical Staff		Total	
Up to 25 years	12	6%	0	0%	12	4%
26 to 30 years	82	41%	11	11%	93	31%
36 to 45 years	65	32%	36	37%	101	34%
46 to 55 years	29	14%	30	31%	59	20%
Over 55 years	13	6%	20	21%	33	11%
Total	201	100%	97	100%	298	100%

Average Age

Years

Administrative Staff	38,43
Technical Staff	48,12
FDC Average	41,56

Collaborators by level of education

Data ref. December/2016

	Administrative Staff		Technical Staff	
5 th year Basic Education	1	0%		0%
Basic Education	1	0%		11%
Middle School	28	14%		37%
Higher School	85	42%	8	8%
Post-Graduation	83	41%	30	31%
Master's Degree	3	1%	40	41%
Doctorate		0%	16	16%
Post Doctorate		0%	3	3%
Total	201	100%	97	100%

6.5 Institutional Image

Comunicação com a imprensa

FDC scored a strong presence in the national media in 2016. The name of the institution was used in **4,783 reports in the press**, either as institutional mentions, in interviews with its professors and directors, or in disseminating the knowledge the school produces. This represented a 75% rise in the number of mentions when compared to 2015.

The institutional area and the Knowledge Centers were the ones most requested by the press, with the Knowledge Development Center themes of Logistics, Supply Chain and Infrastructure being the most requested ones. The performance of all of the Centers in the press almost doubled when compared to 2015 (1,459 mentions in 2016 against 784 in 2015).

AREAS		CENTERS		THEMES	
INSTITUTIONAL	1.435	INFRASTRUCTURE, LOGISTICS AND SUPPLY CHAIN	493	FINANCE	162
CENTERS	1.459	STRATEGY AND INTERNATIONAL BUSINESS	357	PUBLIC MANAGEMENT	104
THEMES	1.736	INNOVATION AND ENTREPRENEURSHIP	376	PROGRAMS	38
AFFILIATES	153	SUSTAINABILITY	80	BUSINESS MANAGEMENT	247
TOTAL	4.783	PEOPLE AND LEADERSHIP DEVELOPMENT	153	ECONOMIC SCENARIOS	317
		TOTAL	1.459	MENTIONS	743
				CORPORATE GOVERNANCE	125
				TOTAL	1.736

The Internet (82.5% of the mentions) was the medium that mentioned FDC the most, followed by print newspapers (15.6%).

Social Networks

In 2016, FDC improved its performance on social networks and increased the number of fans and followers in all its channels. One of the highlights of the year was the initiative of using networks to offer to the general public the content and the debates of various events FDC sponsored, with live coverage and broadcast via Facebook, Periscope, Twitter etc. Among the most impactful initiatives, it is worth highlighting the Current Voices and the 2016 Global Thinkers Summit, which reached the number of 60 thousand people impacted by the coverage of the lectures and debates that involved themes that are relevant to society as a whole.

NUMBERS

. **FACEBOOK** 42.4914

. **TWITTER** 16.900

. **LINKEDIN - University** 27.415 **Company** 37.773

NOTES

1 Methodology to formulate relevant themes

Some steps were taken to formulate themes that are relevant to Fundação Dom Cabral:

1. Identifying and mapping strategic audiences (stakeholders) that impact the institution (themes dealt with by the institution in the social, environmental and economic sectors);
2. Prioritizing themes - consultations with audiences in face-to-face interviews (directors, Board members, experts in the institution) or online (clients and participants, collaborators, professors, the press, regional affiliates, Board members and others);
3. Analyzing the results – building a Materiality Matrix weighing the institution's perspectives against those of its stakeholders regarding each prioritized theme;
4. Validating - defining strategic themes with the FDC Dean.

2 Themes that are Relevant to FDC and to its audiences

1. Developing responsible and ethical leaders

- Transformative learning that is focused on socio-environmental issues; conscious leadership.

This theme was considered relevant by all audiences, mainly because:

- society demands new leaders;
- the institution can exert an individualized positive impact;
- there is potential to change society by acting on this theme.

FDC actions related to this topic are described in Chapter 3. Educational Impact, which describes the educational programs and actions formatted by the school to develop individuals and organizations, with the intention of developing ethical and responsible leaders.

2. FDC's financial capacity

- Resilience to crises, investment capacity and cost optimization.

This theme was considered relevant by the following audiences: directors, collaborators, clients and participants. Mainly because:

- the institution must make development and innovation feasible;
- FDC's economic independence is important for it to carry out its activities;
- the business school's expertise is proven and highlighted by the internal application of the very concepts of efficient and sustainable management.

FDC actions related to this theme are described in Chapter 6. Operational and Financial Management, which reports the economic-financial results for the year and the actions the institution has developed to manage its financial capacities, such as optimizing resources and using the cost management matrix.

3. Improving clients' economic-financial results and fostering entrepreneurship

- Developing professionals and innovation

This theme was considered relevant by the following audiences: directors, clients and participants, regional affiliates and professors. Mainly because:

- this is FDC's core business and expertise, for which the institution has been working and developing solutions for 40 years;
- this is one of the main focuses of interest that drive clients to seek the business school;
- FDC can indirectly make a positive macroeconomic contribution to the country's development.

FDC actions that corroborate the relevance of this theme are described in Chapter 3. Educational Impact, which describes the programs and educational solutions developed by the school for its clients - mid-sized companies, large Brazilian, multinational or international organizations, and government organs.

4. Facilitating and coordinating solutions to critical issues in the context of organizations within the national and international arenas

- Being a change agent; promoting debates on relevant local and global themes, within the framework of management and society.

O The theme was considered relevant by the following audiences: collaborators, Board members, regional affiliates and professors. Mainly because:

- There is an agenda of critical issues in Brazil that FDC knows about and is interested in participating and helping to find solutions;
- There is a demand for advocacy in public debate;
- FDC has the opportunity to exercise a leadership role on certain topics of interest to society.

FDC actions that corroborate the relevance of this theme are described in Chapter 4. Social Impact, which describes the actions national and international coordination carried out by the institution and the social programs that make use of the school's expertise to develop young people, adults and communities and help them to achieve citizenship, entrepreneurship, economic and social growth.

5. Teaching, team and research quality

- Excellence in courses and programs, internal qualifications, partnerships with reference institutions.

This theme was considered relevant by the following audiences: directors, collaborators, regional affiliates and professors. Mainly because:

- This is one of the factors that guarantees the excellence of the business school;
- It is the one that provides a high degree of updating and absorption of new technologies and concepts;
- it is a competitive differential in value delivery to clients, in the shape of educational solutions.

FDC actions that corroborate the relevance of this theme are described in **Chapter 5. Knowledge and Innovation Development**, which describes the highlights in knowledge research and development, the innovation project undertaken by FDC along the year, and the main productions the school's faculty has presented.

6. Involve and engage actors to build new business models

- Forums, analyses and exchanges of experiences about the new economy: social, inclusive and globally responsible businesses; solidary, collaborative and circular economy models.

This theme was considered relevant by the following audiences: professors, clients, international alliances and collaborators. Mainly because:

- it involves the knowledge and absorption of new market niches and new relationship networks;
- this is a new economy, one that is on the rise and needs to be taken into account.
- FDC can play the role of a protagonist in this discussion and in new markets that arise.

FDC actions that corroborate the relevance of this theme are described in **Chapter 4. Social Impact**, which describes both national and international coordination actions carried out by the institution and the programs the school has developed that make use of its expertise to build the skills of social entrepreneurs, new businesses that are coordinated with society for shared development, civil society organizations, and others.

Other relevant themes

7. Knowledge generation and dissemination

- Development and access to research, forums and studies.

8. Developing professionals in sustainability management

- Developing systemic thinking.

9. Incorporating the values of global social responsibility into FDC's academic activities and curricula

List of Publications – 2016

Technical-scientific production – External

Articles in International Conference Annals

Title	Reference	Center	Authors
The game of Brand management.	In: absel, 2016, new orleans. DeveloPMentS in BuSineSS SiMulation and exPeRiential leaRninG, 2016. v. 43. 17-22.	Strategy and International Business Center;#6	ALVES, Paulo Vicente dos Santos;#76
The reverse side of the management: contributions to the development of leadership for environments	In: II Jornadas lusophone organizational behavior and management, 2016, Ponta Delgada, Azores. ii Jornadas lusophone organizational behavior and management. Ponta Delgada, Azores: University of the Azores, 2016	People and Leadership Development Center;#1	CARVALHO, Ricardo Augusto Alves de;#64;#SANT'ANNA, Anderson de Souza;#40
Organizational creativity and innovation.			
Relational-semiotic leadership: widening the limits of the executive education	In: 76Th annual Meeting of The Academy of Management, 2016, ananheim. 76Th Annual Meeting of the Academy of Management. ananheim: Academy of Management, 2016. v. 1. 1-15.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40
Entrepreneurs and the social and economic dynamics of the small Brazilian community	In: urban transitions Global Summit, 2016, Shanghai. urban transitions Global Summit 2016. Shanghai: Elsevier, 2016.	People and Leadership Development Center;#1	NELSON, Reed Elliot;#39;#SANT'ANNA, Anderson de Souza;#40
Individual competencies and organizational modernity: a comparative study between Brazilian and Chinese contexts.	In: tourism & Management Studies international conference - tMS algarve, 016, Olhão, Algarve. tourism & Management Studies international conference - tMS algarve. Olhão, Algarve: tMS, 2016.	People and Leadership Development Center;#1	Sant'Anna, Anderson de Souza;#40;#oliveira, Fatima Bayma;#88;#Diniz, Daniela Martins;#126;#Carvalho Neto, Antonio Moreira;#105
Leadership beyond the mainstream: Interpositions (im)possible	In: II Jornadas lusophone organizational behavior and management, 2016, Ponta Delgada, Azores. ii Jornadas lusophone organizational behavior and management. Ponta Delgada, Azores: University of the Azores, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40

Including business from the Small and Medium Sized enterprise perspective: the case of the fair trade orange cooperative coacipar	Latin American Forum for impact investing, Merida, Mexico.	Sustainability Center;#4	Rotondaro, A.;#484;#Wüst, L.;#485;#SPITEZECK, Heiko;#47
Developing transformational global leaders	Journal of World Business (Print), v. 51, p. 4, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#RAMSEY, Jase Ryan;#103;#RUTTI, Raina M.;#357;#BARAKAT, Livia Lopes;#101
The curatorial leadership: competencies for intercultural management and enabling contexts development	In: Colloque 'Management interculturel et affinités Électives europe-latin america et caraibe', 2016, Paris. colloque "Management interculturel et affinités Électives europe-latin america et caraibe". Paris: iDa-eulac-ceRale.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#CARVALHO, Ricardo Augusto Alves de;#64;#DRUMMOND, Virgínia;#254;#PEREIRA, Ieda Lima;#225
Relational leadership: developing leaders for creative and innovative ambiances.	In: 15Th congress of the International Society For Studies of Work and organizational value, 2016, Belo Horizonte. 15Th congress of the International Society For Studies of Work and organizational value. Belo Horizonte: iSSWov, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#NELSON, Reed Elliot;#39;#OLIVEIRA, Fatima Bayma;#88;#DINIZ, Daniela Martins;#126
Transformational leaders in multilatinas: examining the role of cultural intelligence and international experience	In: latin american academy of international Business annual conference, 2016, São Paulo. 2016 latin american academy of international Business annual conference. São Paulo: aiB-lat, 2016.	People and Leadership Development Center;#1	Sant'Anna, Anderson de Souza;#40;#RaMsey, Jase Ryan;#103;#Rutti, Raina M.;#357;#BaRaKat, livia lopes;#101;#loRenz, Melanie;#355

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Executive education: The esperial of leadership development- relational semiotics	In: ii congress of innovation and teaching methodologies, 2016, Belo Horizonte. ii congress of innovation and teaching methodologies. Belo Horizonte: UFMG, 201 6. v. 1. 2.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#DINIZ, Daniela Martins;#126
Violence, technology and culture	in: 2Nd Symposium Graduate Program in Social Psychology: Fanaticism(s), violence, intolerance, 2016, São Paulo. annals of the 2nd Symposium Graduate Program in Social Psychology : Fanaticism(s), violence, intolerance. São Paulo: Institute of P	People and Leadership Development Center;#1	MALVEZZI, Sigmar;#271
Best Practices in deploying Project Management Office in the public sector: the case of the municipality of Rio de Janeiro	In: v International Symposium Project management, innovation and sustainability - SinGeP - São Paulo - SP - Brazil - 2016	Not linked to Centers;#14	COUTINHO, Heitor ;#181
The reflective leadership: the impact of the leader of family businesses in the formation of the social networks of your employees	Family Enterprise Research Conference 2016, 2016, Nova Lima. Family Enterprise Research Conference 2016. Nova Lima: FERC, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#NELSON, Reed Elliot;#39;#SOARES, E. D.;#461

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Title	Reference	Center	Authors
The life-cycle of national Development Banks: the experience of Brazil's development bank	The Quarterly Review of Economics and Finance, p. 97-104, 2016.	Not linked to Centers;#14	TORRES FILHO, E. T. ;#483;#ZEIDAN, Rodrigo Mariath;#66
The dead-end tunnel or the light at the end of it: the role of BRics in European exports.	Economic Modeling, v. 59, p. 237-248, 2016.	Not linked to Centers;#14	FEDOSEEVA, Svetlana;#440;#ZEIDAN, Rodrigo Mariath;#66
Improving environmental performance through unit-level organizational citizenship behaviours for the environment: the capability perspective.	Journal of environmental Management 182 (1): 48-58. 2016	Sustainability Center;#4	ALT, Elisa Resende;#113;#SPITEZECK, Heiko;#47
Innovation Management culture in the Brazilian industry Sector: Innovation and Entrepreneurship Center;#2	International Business Management, 2016.	Innovation and Entrepreneurship Center;#2	TADEU, Hugo Ferreira Braga;#87;#SILVA, J. T. M.;#464
Skills teachers from the perspective of professionals in transição of teaching career in the corporate world for The academic study: a longitudinal	Management magazine universitaria in latin america - Gual, v. 9, p. 113-130, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#KILIMNIK, Zélia Miranda;#44;#SANTOS, N.;#386
Sociocultural context, entrepreneur types, mindsets and entrepreneurial action in Curitiba, Brazil	Advances in entrepreneurship, Firm emergence and growth, V. 18, p. 33-74, 2016.	People and Leadership Development Center;#1	NELSON, Reed Elliot;#39;#SANT'ANNA, Anderson de Souza;#40;#WOOD, M. S.;#481

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Tacit collusion with imperfect monitoring in the canadian manufacturing industry: an empirical study	Applied Economics (online), v. 28, p. 701-711, 2016.	Not linked to Centers;#14	ZEIDAN, Rodrigo Mariath;#66
Innovation Management culture in the Brazilian energy sector: the competing values Framework analysis	International Business Management, v. 10, p. 2413-2417, 2016.	Innovation and Entrepreneurship Center;#2	TADEU, Hugo Ferreira Braga;#87;#SILVA, Jersone Tasso Moreira;#124
Developing transformational global leaders	Journal of World Business	People and Leadership Development Center;#1; Strategy and International Business Center;#6	RAMSEY, Jase Ryan;#103;#LORENZ, Melanie;#355;#BARAKAT, Livia Lopes;#101;#SANT'ANNA, Anderson de Souza;#40
Portuguese and Brazilian national cultures, organizational culture and trust: an analysis of impacts	Tourism & Management Studies, v. 12, p. 180-187, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#MORAIS, Lucio Flavio Renault de;#65;#DINIZ, Daniela Martins;#126;#OLIVEIRA, Fatima Bayma;#88

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The effects of analytical and business process orientation approaches the Performance of small and medium industrial and service enterprises in Brazil.	Academic Journal Center for innovation in tourism, v. x, p. 13-32, 2016.	Logistics, Supply Chain and Infrastructure Center;#10	ReSenDe, Paulo Tarso vilela;#85;#oliveira, Marcos Paulo Henrique de;#232
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Entrepreneurship and conversion of economic functions of cities: a comparative study between dynamics driven by tourism and by late industrialization	Revista Acadêmica Observatório de Inovação do Turismo, v. X, p. 13-32, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#DINIZ, Daniela Martins;#126;#OLIVEIRA, Fatima Bayma;#88
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Institutional Development and long-term growth	Journal of the courts (Are Paul. printed), v. 967, p. 85-92, 2016.	Not linked to Centers;#14	ZEIDAN, Rodrigo Mariath;#66
Book of recipes: private of men	Headlamp - Journal of organizational studies and Society, v. 3, p. 694-702, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40
Conversion of economic functions Towns in the context of urbanization farming: an analysis in Brazilian city of medium-sized businesses	RiGS - An interdisciplinary journal of Social Management, v. 5, p. 15-35, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40
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A passage through the rap: discussions on epistemology clinica	Work & Education (uFMG), v. 25, p. 303-317, 2016.	People and Leadership Development Center;#1	MASSA, A. C.;#467
Personal and organizational values in different clusters with generational relationships	Journal Management Sciences, vol. 1, p. 255-282, 2016.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#MELLO, A. M. G.;#462
How innovation can make cities smarter	Source (Belo Horizonte), v. 12, p. 55-63, 2016.	Innovation and Entrepreneurship Center;#2	VILELA, E. F.;#463;#SILVA, Jersone Tasso Moreira;#124;#TADEU, Hugo Ferreira Braga;#87

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Collaborative Governance.	In: Brazil/National Council of Health Secretaries.. (org.). CONASS Discussion - Regional Governance of networks of health care. 1ed.Brasilia: conaSS, 2016, v. 6, p. 14-48.	Sustainability Center;#4	MILAGRES, Rosiléia das Mercês;#133;#SILVA, Samuel Araújo Gomes da;#380;#REZENDE, Otávio ;#213
Innovation Management Reflections:	In: Tsinghua University. (Org.). Innovation Management Reflections: a Brazilian Market Perspective. 1ed.: , 2016, v. 1, p. 1-15.	Innovation and Entrepreneurship Center;#2	TADEU, Hugo Ferreira Braga;#87;#SALUM, Fabian Ariel;#23;#REIS, Rosana Silveira;#237
Relational leadership: developing leaders for creative and innovative ambiances	In: Goel, a. (org.). Relational leadership: developing leaders for creative and innovative ambiances. 1ed.Shreveport, LA: iSSWov, 2016, vol. 1, p. 49-56.	People and Leadership Development Center;#1	SANT'ANNA, Anderson de Souza;#40;#NELSON, Reed Elliot;#39;#OLIVEIRA, Fatima Bayma;#88;#CARVALHO NETO, Antonio Moreira;#105;#DINIZ, Daniela Martins;#126

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Information Management applied to the development of the Management Process and improving energy efficiency.	In: George Leal Jamil, Antonio Lucas Soares, Claudio Roberto Magalhães Person. (org.). Information Management for effective logistics and supply chains. 1ed.: , 2016, v. , p. 300-	Logistics, Supply Chain and Infrastructure Center;#10	SOUZA, Paulo Renato de;#89

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Succession the way it happens – from feelings to political games at organizations.	São Paulo: Benvirá, 2016. 207 p.	Not linked to Centers;#14	ALMEIDA, Emerson de
The problems of education in Brazil: Diagnoses and proposals for Solution	1. ed. Rio de Janeiro: z taiwan experience, 2016. v. 1. 165p .	Not linked to Centers;#14	ZEIDAN, Rodrigo Mariath;#66

Research Reports (International Networks)

Title	Reference	Center	Authors
Executive Summary: Brazil falls 18 positions in the ranking of competitiveness of the World Economic Forum	WeF/FDC Research Report - 2016 - World Economic Forum	Innovation and Entrepreneurship Center;#2	OLIVEIRA, Carlos Alberto Arruda de;#16;#BURCHARTH, Ana;#430

Technical-scientific production - Internal

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Title	Reference	Center	Authors
Productivity and industrial sector in Brazil. 2016.	Nova Lima: Fundação Dom Cabral, 2016. (Research Report)	Innovation and Entrepreneurship Center;#2	TADEU, Hugo Ferreira Braga;#87
Braskem Green Plastics - the Sustainability challenge	Fundação Dom Cabral, Brazil (Written case)	Sustainability Center;#4	SPITEZECK, Heiko;#47

DOM Magazine Articles

Title	Reference	Center	Authors
Internationalization and deregulation: keys to competitiveness in the short term	Gift: the journal of the Fundação Dom Cabral, Nova Lima, vol.10, no.30 , p. 9-13, 2001./10. 2016.	Innovation and Entrepreneurship Center;#2	OLIVEIRA, Carlos Alberto Arruda de;#16;#BURCHARTH, Ana;#430
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Boundaries between vocational education and job training	Gift: the journal of the Fundação Dom Cabral, Nova Lima, vol.10, no.29 , p. 99-103, 1928). 2016.	People and Leadership Development Center;#1	MALVEZZI, Sigmar;#271

FDC Cases

Title	Reference	Center	Authors
Braskem Green Plastics – The Strategy Challenge	Fundação Dom Cabral, Brazil (Written Case)	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics – The Marketing Challenge	Fundação Dom Cabral, Brazil (Written Case)	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics – The RH Challenge	Fundação Dom Cabral, Brazil (Written Case)	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics - the challenge of the strategy	Fundação Dom Cabral, Brazil (If written)	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics – O Desafio do Marketing	Fundação Dom Cabral, Brazil (If written)	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics – O Desafio do RH	Fundação Dom Cabral, Brazil (If written)	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics - the challenge of Sustainability	Fundação Dom Cabral, Brazil (If written)	Sustainability Center;#4	SPITEZECK, Heiko;#47

FDC Cases (Video)

Title	Reference	Center	Authors
Braskem Green Plastics - the challenge of the strategy	Nova Lima, MG: Fundação Dom Cabral, 2016. cases FDC - Video	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics - the Marketing Challenge	Nova Lima, MG: Fundação Dom Cabral, 2016. cases FDC - Video	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics - the challenge of Rh	Nova Lima, MG: Fundação Dom Cabral, 2016. cases FDC - Video	Sustainability Center;#4	SPITEZECK, Heiko;#47
Braskem Green Plastics - the challenge of Sustainability	Nova Lima, MG: Fundação Dom Cabral, 2016. cases FDC - Video	Sustainability Center;#4	SPITEZECK, Heiko;#47

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Title	Reference	Center	Authors
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Absorptive capacity of knowledge	FDC Research Report - 2016	Logistics, Supply Chain and Infrastructure Center;#10	SOUSA, Paulo Renato de;#89;#RESENDE, Paulo Tarso Vilela;#85;#CASTRO, J. M.;#487
FDC Ranking of Multinational Corporations In Brazil	FDC Ranking of Brazilian Multinationals, 11th edition, 2016.	Strategy and International Business Center;#6	DRUMMOND, Aldemir;#98;#CRETOIU, Sherban Leonardo;#102;#COSTA, Flávia Pedrosa;#452;#ALVIM, Flavia de Magalhães;#109;#FREITAS, Vanessa;#469;#BARAKAT, Livia Lopes;#101;#SILVA, Tereza;#482
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O Futuro da Sustentabilidade Corporativa no Brasil	Nova Lima: Fundação Dom Cabral, 2016. (Relatório de Pesquisa)	Núcleo de Sustentabilidade;#4	SPITEZECK, Heiko;#47;#BUENO, João Henrique Dutra;#238;#TELLO, Rafael;#465;#TELES, Luís Fernando;#466
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