

# INTERNATIONAL PROGRAM

- EXECUTIVE EDUCATION -



How to build and grow  
successful business in Latin America.

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- [ Program developed in partnership with **Harvard Business School** between 2005 and 2007, updated by a business schools consortium led by Insper in 2011.
  - [ Faculty from Harvard Business School, featuring **Prof. Lynda Applegate**, Chair of **HBS' Entrepreneurial Management Unit**.
  - [ The course will be taught using **Harvard Business School Publishing** materials.

**Date:** July 10th to 15th, 2011  
**Location:** Insper - Instituto de Ensino e Pesquisa  
Rua Quatá, 300 - Vila Olímpia - São Paulo - SP - Brasi |

**Application and details:**  
[www.insper.edu.br/bvla](http://www.insper.edu.br/bvla)  
(55 11) 4504 2400

# BUILDING VENTURES IN LATIN AMERICA

Every day, executives and entrepreneurs in Latin America face important decisions. The head of a small manufacturing company considers whether to leverage excess capacity to launch a new line of products. An entrepreneur in a rural area ponders whether to open a small business to supplement her family's farm income.

An executive of a large telecommunications firm calls together his executive team and board to review several options for launching new businesses and entering new markets. And, a scientist studies new technologies that could alter the course of disease management.

These decisions have important implications that extend well beyond the lives of those directly involved, while influencing the economic growth and vitality of Latin America and its people, as well.

**Building Ventures in Latin America** is an Executive Education that provides the frameworks and tools that entrepreneurs need to organize and build a successful new business. Whether launching or nurturing an innovation within an established organization or an independent startup, participants will acquire an entrepreneurial perspective and the know-how to jumpstart their ventures and to grow them into profitable businesses.

Harvard Business School initiated this program in 2005, in partnership with seven Brazilian business schools. As of 2011, five of these schools are joining forces to continue this program with the presence of two renowned professors from Harvard Business School.

**Dates(\*) July 10-15, 2011**

**Fee R\$ 7.200,00 (including accommodation)**

**Location: Insper, São Paulo, Brazil**

**(\*) July 10th - Welcome dinner and Introduction; 11th to 14th – activities from 9:00 to 17:00; 15th - activities from 9:00 to 13:30.**

## PROGRAM OBJECTIVES

**Building Ventures in Latin America** is designed to prepare participants to build and grow successful businesses in today's changing marketplace. The presents frameworks for defining and executing strategy, developing and leveraging capabilities, and measuring and rewarding performance that take into account the changing needs of high growth firms in Latin America.

In promoting an entrepreneurial mindset that will serve their organizations over the long term, the program helps participants to gain a thorough understanding of what is required of them individually in order to build and launch a venture.

Specifically, participants will strengthen their capacity to:

- Understand the challenges and risks of building ventures.
- Analyze ideas and determine the size and viability of opportunities in different economic climates.
- Apply business models to create plans turn ideas into opportunities.
- Make sound go/no-go investment and management decisions.
- Implement the proper systems, structures, processes, practices, and incentives to successfully create and grow a venture.
- Develop the visionary, yet pragmatic leadership skills required to build a business and to inspire confidence at all stages of a venture.

## CURRICULUM

The program is built around comprehensive frameworks that examine the complex process of building a successful new business. Both individual entrepreneurs and corporate entrepreneurs combine for joint sessions and a range of other activities with faculty members and industry experts. More than 50 percent of the cases studied are focused on Latin American companies to foster direct application of the knowledge acquired.

- Identifying and analyzing opportunities.
- Turning an opportunity into a focused strategy and well-defined initiatives.
- Developing and presenting a business idea, while addressing the challenges that are unique to entrepreneurs in Latin America.
- Attracting top talent and other key resources.
- Developing products and services, as well as going to market.
- Building the capabilities and organization required to exploit an early-stage opportunity.
- Evolving the strategy, organization, and leadership model as the business grows.
- Building and managing high-performance teams
- Recognizing and managing risk.
- Creating and measuring value.

**Building Ventures in Latin America** also provides the valuable opportunity for individuals to discuss their business ideas with a faculty facilitator and a small group of peers.

## PARTICIPANT MIX

**Building Ventures in Latin America** is designed for a diverse group of professionals – from executives in established firms of all sizes to independent entrepreneurs who are currently involved in building and launching a venture. When appropriate, team participation is encouraged to foster an entrepreneurial mindset among executives who are working together to pursue a business venture.

## FACULTY

### TEACHING TEAM

This Executive Education program is developed and taught by faculty from Harvard Business School and partner schools in Latin America who are distinguished academicians, skilled educators, groundbreaking researchers, award-winning authors, and entrepreneurs in their respective fields. Representing various disciplines, they remain close to practice through relationships with business and industry leaders and through personal involvement as board members and consultants for top companies around the world. HBS faculty leverage their business expertise and field-based research to create new knowledge and enduring concepts that shape the practice of management. The HBS team is joined by eminent faculty members from the leading business schools and universities in Brazil.

**LYNDA M. APPLGATE** is the Martin Marshall Professor of Business Administration at Harvard Business School, teaching courses in entrepreneurial management and technology and innovation, and serving as Chair of the school's Entrepreneurial Management

unit. Lynda currently chairs HBS' Owner - Managed Executive Programs, which include the Owner-President comprehensive and key executive programs, strategic finance for smaller businesses, families in business and launching new ventures.

Lynda's current research and recent publications focus on the challenges of building new ventures and leading radical business innovation in the face of significant market, technological, and regulatory turbulence. Lynda is the recipient of numerous awards for her research and teaching, including Harvard Business School's prestigious Berol Award for Research Excellence and its Apgar Award for Innovation in Teaching. In addition, her research on 21st century business models was presented at the "Best Paper" session at the Academy of Management annual meeting and as the keynote presentation at various industry and academic conferences. She is an advisor and advisory board member for senior executives launching new business initiatives in established companies and for entrepreneurs launching independent ventures.

In addition, she is on the board of Trustees of the Massachusetts Technology Council, served as a member of the Technology Advisory Board for NASDAQ, and was an advisor on the launch of the World Bank's Global Development Gateway. She also served as a policy advisor on business and technology to the Comptroller General of the U.S., participated on a Blue-Ribbon Panel to define a National Research Agenda on the development of the Network Economy, and was a member of an advisory roundtable to President Clinton's Commission on Critical Infrastructure Protection.

**ROHIT DESHPANDÉ** is Sebastian S. Kresge Professor of Marketing and Henry B. Arthur Fellow for Business Ethics at Harvard Business School, where he has been teaching first year marketing, international marketing, leadership and corporate accountability, and in executive education programs. He is also coordinator for Marketing faculty recruiting and Marketing doctoral program admissions, has been faculty of the Strategic Marketing Management flagship executive program from the Marketing unit of Harvard Business School, and currently teaches in the Owner/President Management Program at HBS.

Deshpandé's primary research interest concerns the creation and implementation of customer-centric corporate culture. He currently serves on the Editorial Boards of the Journal of Marketing and the Journal of Marketing Research, and has also served on the boards of the Journal of International Marketing, the International Journal of Research in Marketing, the Journal of Business Research, and the Asian Journal of Marketing. He is on the Board of Directors of the American Marketing Association and on the Executive Directors Council of the Marketing Science Institute. He is an elected member of Beta Alpha Phi and Omicron Delta Kappa and is listed in Who's Who in America.

**TOM NICHOLAS** is an Associate Professor in the Entrepreneurial Management Group of the Harvard Business School. He holds a PhD in Economic History from Oxford University. Prior to joining HBS Tom taught at MIT's Sloan School of Management and the London School of Economics. He was also an economics consultant with the Brattle Group in San Francisco where he performed economic analysis for environmental and antitrust litigation including Sun Microsystems v. Microsoft. His research focuses on the historical foundations of entrepreneurship and wealth accumulation in Europe, and on the organizational structure and incentives for innovation in late nineteenth and early twentieth century America, Britain and Japan. In a new stream of research he is also constructing historical real state price indices for Manhattan from the 1890s through to the Great Depression. His work has been published in a range of journals including the American Economic Review, Business History, Economic History Review, Journal of Economic Geography and the Journal of Economic History. Tom's media experience includes the BBC and CNN and his work has been profiled in various outlets such as the McKinsey Quarterly, the Financial Times, BusinessWeek, Forbes, The New Republic and the Business Growth Summit held by The Economist.

**LETÍCIA COSTA** is currently the Coordinator for the Strategy Research Center and also Academic Dean of Graduate Programs at Insper where she has been teaching Strategy and Execution in executive education programs. She holds a BSc in Industrial Engineering from the Escola Politécnica da Universidade de São Paulo and an MBA from Samuel Curtis Johnson School of Management from Cornell University. She was responsible for the Industrial and Operations Groups in Latin America at Booz & Company (formerly known as Booz

Allen Hamilton) and also served the firm's Board of Directors. She joined Insper in 2010 and She is a board member of Sadia, FAMA, a private equity fund, and Localiza. She is also a Director of AEA, the Association of Automotive Engineers in Brazil.

While in consulting, Letícia has conducted assignments in Europe, Latin America, North America and Asia. Her industry experience is also broad, including, for example, sectors such as automotive, steel, mining, chemicals and petrochemicals, agribusiness, fast moving consumer goods, retail and others. Her assignments have covered a wide range of operational, strategic and organizational issues, in studies ranging from diagnostic to implementation. She also participated in several studies assessing the competitiveness of specific sectors in Brazil.

**AFONSO OTÁVIO COZZI** is a Professor of entrepreneurship and Director of the Entrepreneurship Center at Fundação Dom Cabral. Graduated in Engineering and Master in Business Administration at Pontifícia Universidade Católica de Minas Gerais. Associate Dean at Fundação Dom Cabral, from 1992 to 1999. Co-author of Technological Based Entrepreneurship, 2007, edited by Campus Elsevier Press, and Angel Investing in Latin America, 2005, edited by Darden School of Business, University of Virginia, EUA.

**ROBERTO NOGUEIRA** is a full-time Professor at The COPPEAD Graduate School of Business, Universidade Federal do Rio de Janeiro, where he teaches "Strategic Management of Information Technology" and "ICT Based New Ventures" in the MBA and Doctoral programs. Nogueira also teaches the course on "Technology and Global Competition" for the Global Partners MBA program, a full-time international MBA in partnership with the Robinson School of Business of Georgia State University, the IAE/Sorbonne and COPPEAD. His research focuses on IT Induced Business and Industry Reconfigurations and the Information Economy. He holds a D.Sc. in Business Administration from the Universidade de São Paulo, a M.Sc. from the Universidade Federal do Rio de Janeiro and B.Sc. in Economics and Information Systems from the Pontifícia Universidade Católica do Rio de Janeiro. He has published two books and several articles on Strategy, Strategic IT Management and Technology Induced Business Reconfiguration. Nogueira has worked as consultant for organizations in the private and public sectors on the issues of strategic planning, business process redesign and ICT strategic planning.

## LEARNING MODEL

### Philosophy

Initially built on the HBS executive education model and latter enriched by the knowledge and experiences of the participant Brazilian business schools, the program delivers cross-functional approach to general management and innovative teaching methodologies that promote teamwork and collaboration. Participants are exposed to an in-depth education that goes beyond frameworks and theories and prepares them to leverage immediately their enhanced leadership capacity to build sustainable advantage for their companies.

### Case Studies

Pioneered by HBS, the case method is employed as the best tool to teach general management and leadership. Case studies offer multiple levels of learning, compelling participants to identify relevant issues and to apply practical business lessons to their own situations and companies. Executive Education participants have the opportunity to be taught by faculty who are highly experienced in applying and conducting discussions with cases, encouraging students to be active learners.

### Interaction

Every facet of the program - from participant selection... to discussion group design... to social activities - is structured purposefully to promote dynamic interchange and shared learning among accomplished peers from diverse companies and industries.

## Testimonials

"I had very high expectations and they were met. I was especially positively surprised by the group that you put together. As a CEO of a start-up, I had an 'alone' feeling that was replaced by a feeling that what I'm trying to do has been done before, and is being tried by many colleagues, just in other segments with other products."

"I took BVLA in 2006 with my sister and I consider it to have been a life changing experience. The learning friendly environment, the excellence of unique synergy which allowed the group to think and live leadership positions in entrepreneurial organizations. The richness was in being able to understand both emotionally and intellectually the challenges, conquers and dilemmas in various sectors. We could feel the energy, the desire, and the professors, the case-study methodology and the high level of the participants created a better understand brilliant minds. As a result, we have today a much broader view of our own business."

"The case method is really a very effective way to learn. Even more for an engineer. The structure of the way to approach the business challenges is very useful. Changed my way of thinking. The program mix and network were very useful and provided great insights."

## ADMISSIONS

### Application Process

Candidates can apply at <http://hotsite.insper.edu.br/bvla/>. Applications are requested at least four weeks before the program start date. Qualified candidates are admitted on a rolling, space-available basis, and early application is encouraged

### Admission Requirements

Admission is selective and based on professional achievement, organizational responsibility, and the fit of educational goals with the program objectives. All executives should have several years' experience in business. Preference will be given to executives who have completed a bachelor's degree or a master's degree in business, economics, or a related area. Proficiency in written and spoken English is essential. Executive Education programs enhance the leadership capacity of the managers enrolled, as well as their organizations, and Insper expects full commitment from both.

### Program Fee

The R\$ 7.200,00 program fee covers tuition, books, case materials, accommodations, and most meals. The price without accommodations is R\$ 6.075,00. Payment is due within 30 days of the bank slip and credit card. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the bank slip or confirmation of admission.

For more information please contact your local school administrator from the list below:

Insper Institute of Education and Research  
Executive Education Programs  
E-mail: [bvla2011@insper.edu.br](mailto:bvla2011@insper.edu.br)  
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### *Associate Partners:*



**Insper** [ Instituto de Ensino e Pesquisa

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*Inspirar para Transformar*