Brazil Projects

Introduction

The IESE Brazil Field Project consists of hands-on consulting projects in which MBA students will have the opportunity to work in small teams with Brazil-based business leaders. The student teams will help solve problems that Brazilian companies are facing with the ultimate objective of recommending new solutions that will be implemented to make a difference. The companies will have the opportunity to interact with a group of highly-motivated MBA students who, under the guidance of a IESE faculty member, will get to know their company better and engage with a relevant business problem.

Objectives

Students in this course will achieve three objectives:

1. Learn about the reality of business in Brazil through direct engagement with a Brazilian company working in a real problem.

2. Learn how a consulting project works. The nature of the relationship between the IESE team and the host company will be similar to a consultant/client type of relationship.

3. Learn how to apply analytical tools and frameworks required to address specific business problems. This will vary from project to project.

Learning Outcomes

1. Learn about the reality of business in Brazil

2. Learn how a consulting project works

3. Learn how to apply analytical tools and frameworks required to address specific business problems.

Competences
General Competences

- Decision Making
- Critical Thinking
- Judgment
- Communication

Content

The content of the course will vary depending on the Project in which each student participates. During its first two editions (2014 and 2015), participating companies include IBOPE, Latam Airlines, FEMSA - Coca Cola, Aoka, Fundacao Maria Cecilia Souto Vidigal, AlG, Natura, Schneider Electric, Instituto Alfa e Beto, Porsche Consulting, and Helpling. Project topics for 2015 are likely to be similar to those in the past, which include:

- Designing a financial strategy for the company, including devising a budgeting plan, cost allocation methodology, and forecasting model.
- Developing a franchise model, including market analysis, logistics and finance strategy.
- Developing a strategic plan to grow the company, including a marketing plan (rebranding, differentiation, sales), financial structure and operations.
- Developing a Franchise model to grow the company, focusing on organizational structure and control systems.
- Reengineering the organization at the division level, with a focus on talent management, people and processes.
- Designing a marketing plan for the company, including a proactive sales strategy, and operations management (capacity plan, stock and inventory control system).
- Developing a business plan and valuation to sell the company.

The tentative list of companies that will participate in the 2016 edition of Brazil Projects is:

- EMBRAER
  - www.embraer.com.br
- Suzano Papéis e Celulose
  - www.suzano.com.br
- Instituto Semear
  - isemear.org.br
- ERM - Environmental Resources Management
  - www.erm.com

Methodology

Information session

The course will begin with an information session in which the projects will be presented and the participating students will have the opportunity to ask questions. Students will leave the information session with enough information about each Project.

Bidding process

Each student in the course will fill out an online bidding form.
In that form, students will indicate:

- Their language proficiency in Portuguese and Spanish
- Their preference for each of the projects, by ranking the projects from 1 to 8
- Whether they wish to bid individually or as a group
- Any additional information that should be taken into account

You may use the same rank for more than one project if you are indifferent among them. Students are (obviously) free to use whatever criteria they wish in ranking the projects. That being said, all are advised to keep in mind that, as is the case in any consulting project, all the firms involved request confidentiality in one way or another. Some will require students to sign non-disclosure agreements drafted by their lawyers. Others will not be as formal and will accept IESE’s standard NDA. The way in which the issue of confidentiality will be handled in each particular project will be discussed in the initial briefing, but at this stage students should keep in mind that choosing a project based on having access to confidential data that can then be used elsewhere is not a good idea. In fact, if you believe you may have a conflict of interest of any kind please make this clear in your bidding form as your CV might need to be vetted by the firm.

Criteria that will be used in allocating students to projects

- Student preferences. As stated by the students in the bidding form. Priority will be given to the preference of students who bid individually, rather than as a group.
- Project needs. The team members must collectively have the necessary skills to successfully complete the projects. I will have you CVs on hand when making the decisions. If you have a skill that you believe will be particularly helpful in your preferred projects, be sure to make that clear in the bidding form.
- Language skills. Each team must have at least one Portuguese speaker. Spanish is helpful in some projects.

Project structure

The projects will be divided in three phases:

<table>
<thead>
<tr>
<th>Dates</th>
<th>Description</th>
<th>Outputs</th>
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</thead>
<tbody>
<tr>
<td>Sept 5</td>
<td>Background research. Each student is expected to put in an average of 5 hours per week during the Summer.</td>
<td>(1) Definition of what the final output will look like.</td>
</tr>
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<td>Sept 5 - Sept 9</td>
<td>Intensive week in Brazil. Activities will vary depending on the project, but will typically include meetings and interviews at client company, suppliers, partners and customers.</td>
<td>(2) Background report, identifying what is already known and pending data needs.</td>
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<td>Sept 9 - Early/mid Oct.</td>
<td>Final report preparation. Teams reconvene back in Barcelona to analyze what they learned in Brazil and combine it with what they learned during the Summer to prepare the final report.</td>
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<td></td>
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<td>(2) Conference call with company to go over final report.</td>
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• Each team will have a Project Manager (team members choose) and various consultants and analysts (team members assign the roles and divide the work). The Project Manager is the key contact person connecting (1) the partner, (2) the client company, and (3) the rest of the consulting team. Teams have the option of rotating the role of Project Manager among up to three students.

• The Phase 1 (Summer) Project Manager needs to respond to project-related emails within one working day and will always make a good effort to participate in all conference calls during the Summer. Everyone knows you will have other responsibilities during this time and will try his or her best to accommodate to your schedule. Nevertheless, if you know you will be in a time zone that makes coordinating schedules with someone who works regular business hours in Brazil difficult, please make sure your team members know about this and do not volunteer to be the Phase 1 Project Manager. And don’t worry - we’ll easily find many things you can do to contribute to the project during the Summer no matter what time zone you’re in!

• The Phase 2 (week in Brazil) Project Manager will be in charge of coordinating the team’s activities in Brazil. This person needs to be fluent in Portuguese, making this a trivial decision for most groups.

• The Phase 3 (back in Barcelona) Project Manager will be in charge of coordinating the production of the final report to be delivered to the companies. It is not necessary for the teams to decide who will take on this role at this stage.

**Evaluation**

Students will be evaluated according to the quality of their contributions in all phases of the project. Since this course only entails team activities, depending on how the work is divided it may be the case that the some students participate more in one phase of the project and less in another. This is fine, as long as the work is divided evenly overall.
## Course Outline & Bibliography

### Program

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### Background readings

Given the nature of this course, the reading assignments will be different for each project. The initial readings will include background information about the company and its industry as well as technical documents that describe the analytical tools that the project requires. These readings will be assigned shortly after the initial briefing call.

Students not familiar with Brazil and its business environment will require additional readings, which will be recommended by the professor on an individual basis.

### Professor’s Biography

Paulo Roberto Ferreira, senior lecturer in the Marketing Department at IESE, previously occupied the position of vice-president of a large chemical and petrochemical multinational company, where he was responsible for the Latin America market. Moreover, he spent 10 years in overseas assignments in the US.

Ferreira has served as a member of the board of directors for various local companies and
was a director of ABIQUIM (Brazilian Association of Chemical Industries) and the Thermoplastics Trade Association.

He served for a number of years as dean of ISE - Instituto Superior da Empresa - , the São Paulo-based business school that enjoys close links with IESE.