

Entrepreneurship and Competitiveness in Latin America

Today, the advent of globalization, combined with rapid technological progress, introduces infinite opportunities for innovation and value creation, making entrepreneurship more important than ever. The vital role that entrepreneurship plays in fueling economic growth is particularly pronounced in the developing world and in economies in transition. For this reason, the Jerome A. Chazen Institute of International Business at Columbia Business School, in partnership with Endeavor, has designed an executive education program to equip Latin American entrepreneurs with the skills and global perspective they need to lead and implement change within their companies. Led by Columbia Business School faculty, the Entrepreneurship and Competitiveness in Latin America Program (ECLA) provides entrepreneurs with the opportunity to learn from world-class teachers, build a global professional network, and enhance their organizations' strategy and operations.



Columbia Business School



Israel - Study Tour



South America

Program Overview

Designed for **high-impact Latin American entrepreneurs and senior executives in their companies**, ECLA puts learning into immediate practical application through a **comprehensive and practice-oriented curriculum**. The program takes an integrated approach by focusing on three key challenges:

- ✓ *Process improvement*
- ✓ *Growth planning*
- ✓ *Internationalization*

Participants complete six learning modules over the course of thirteen months that combine classroom training, distance learning, international immersion, and project based education. ECLA culminates in the creation of concrete projects aimed at enhancing each organization's strategy and operations. At the conclusion of the program, each graduate is awarded a Certificate in Business Excellence from Columbia Business School.

Opportunity	Learning
World-class teachers	Develop analytical rigor
Discuss global case studies	Broaden horizons
Participate in a study trip	Acquire a global mindset
Process Improvement Project	Improve competitiveness
Business Growth Plan	Think strategically
One-on-one faculty advising	Challenge your thinking

Dates: January 2012 - January 2013

Cost: \$25,000

This fee covers the tuition of 2 participants of the same company, books, case materials and 5 weeks of accommodations.

It does not include travel tickets.

Deadline for applications: October 31, 2011

Testimonials



**Eliane Dos Santos, Founder and Vice President
BS Construtora - Brazil**

“I highly recommend ECLA to entrepreneurs in Latin America who want to deepen their management skills and broaden their perspective on growth opportunities. The program gave us best practices for everything from making our operations more efficient to structuring a high-impact business growth plan”.



**Felipe Henríquez, Former CFO Café Orígenes and
CFO Groupon Latin America - Chile**

“Meeting fellow entrepreneurs from all over Latin America with different business models and visiting countries with such different cultures is a unique opportunity. I recommend ECLA to all entrepreneurs who want to have a global vision and learn from faculty who have played a role in the world's most successful companies”.



**Paola Rezk, Corporate Vice President
Bodytech - Colombia**

“ECLA provided us with useful insights for implementing both customer retention and growth projects, which are already generating positive results. The mentorships we developed were crucial to the design of our long-term strategy, and the immersion course in Asia couldn't have been better.”



Max Grekin, Founder and CEO
SKM Seaprende - Chile

“The strategic perspective from professors, the practical lessons from my classmates, and the enlightening atmosphere of ECLA helped me to think big and understand how to take my company to the next level”.



María Elena Legua, CTO
Por Ti Familia - Peru

“Besides the excellent professors and classes, ECLA gave us the opportunity to interact with other entrepreneurs and learn from one another. The experience gave us a new vision of what we want our company to look like in the future”.



Alan Farcas, Managing Director
Endeavor Chile

“ECLA has been an amazing experience for our entrepreneurs. Being in a program designed specifically for high impact entrepreneurs in one of the most important business schools in the world is a unique proposal. Highly recommended for all Endeavor entrepreneurs around LATAM”.

Program Curriculum

Phase I: Improving Efficiency

Module I: Foundations of International Business and Problem Definition (New York)

January 9–20, 2012

The program kicks off at Columbia Business School with two weeks of core classes in all business areas, with an emphasis on performance improvement. With the support of a faculty advisor, each participant will prepare a proposal for a “Process Improvement Project” that responds to a pressing issue in their company.

Module II: Process Improvement Methodology (Online)

January 21–August 26, 2012

Online lectures and case studies focused on process-improvement methodology will enable students to make their businesses more efficient and competitive. With the support of a faculty advisor, students will spend 10 weeks working on their Process Improvement Projects followed by approximately 18 weeks implementing and analyzing the impact of their projects on their companies.

Module III: Entrepreneurship and Innovation (Israel)

March 11–17, 2012

A week-long study trip will permit students to learn firsthand how high-growth entrepreneurs have made their companies successful across borders.

Phase II: Business Growth Planning

Module IV: Global Expansion and Value Creation (South America)

August 26–31, 2012

A week-long module in a South American city will offer classes that examine current trends in global business. Students will also present the findings of their Process Improvement Projects to faculty, who will evaluate the success of the projects.

Applying the skills and knowledge acquired from Module IV, students will develop a “Business Growth Plan” that prepares their companies for global expansion and value creation.

Module V: Business Growth Applications (Online)

September 1, 2012–January 5, 2013

Online lectures and case studies on business-growth applications will help students identify the opportunities and challenges of cross border expansion.

With the support of a faculty advisor, students will spend four months developing their growth plans.

Module VI: Challenges of Growth and Presentations (New York)

January 6–11, 2013

Participants will present their Business Growth Plans to Columbia Business School faculty and guests. At the graduation ceremony, students will receive a certificate from Columbia Business School’s Chazen Institute.

Key Features of the Program

- ✓ A unique opportunity to study part-time at **top business school** in an international environment
- ✓ **Customized program** condensed into a one-year timeframe (January 2012 to January 2013) with a convenient schedule for entrepreneurial executives
- ✓ **Global program**: Entrepreneurs take foundational courses at Columbia Business School in **New York** (2 weeks), participate in a study tour of entrepreneurial companies in **Israel** (1 week), take additional specialized courses in **South America** (1 week), and attend final presentations and a graduation ceremony in **New York** (1 week)
- ✓ Learn with over twenty outstanding faculty members under a true collaborative environment that will help the entrepreneurs bridge theory with practical applications for their enterprises.
- ✓ Development and execution of a **Process Improvement Project** with the support of faculty advisors to improve company efficiency and increase competitiveness
- ✓ Creation of a **Business Growth Plan** to present to a group of faculty, alumni and guests at the end of the program
- ✓ Online classes and group projects equip participants with a **regional network** of entrepreneurs, industry experts, academics, and business leaders
- ✓ Costs: US\$25,000 for two participants from the same company (CEO/Founder and right hand person)
- ✓ Program costs significantly subsidized by Columbia Business School to support Latin America's aspiring entrepreneurs
- ✓ **Graduation with a Certificate in Business Excellence** from The Chazen Institute, Columbia Business School

ECLA Advisory Council

- ✓ César Alierta, Chairman and CEO, Telefónica
- ✓ Jorge Becerra, Senior Partner and Managing Director, The Boston Consulting Group
- ✓ Jerome Chazen, Chairman, Chazen Capital Partners
- ✓ John Coatsworth, Dean, School of International and Public Affairs, Columbia University
- ✓ Sonia Dulá, Managing Director of Global Wealth and Investment Management Latin America, Bank of America Merrill Lynch
- ✓ Fernando Fabre, President, Endeavor Global
- ✓ Nelson Fraiman, ECLA Council Chairman, Professor of Professional Practice and Director, W. Edwards Deming Center, Columbia Business School
- ✓ Eduardo Garrido, Director, Santander Universities US
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- ✓ Shang-Jin Wei, Director, Chazen Institute of International Business and N.T. Wang Professor of Chinese Business and Economy, Columbia Business School
- ✓ Lisa Yeh, Senior Associate Dean, External Relations and Development, Columbia Business School

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