

Program Overview

The *Entrepreneurship and Competitiveness in Latin America* (ECLA) Program is an important investment in you and your company. Going far beyond the transmission of skills and theories, this executive education program puts learning into immediate practical application, enabling entrepreneurs in Latin America to compete in a global environment.

The ECLA Program is primarily designed for high-impact Latin American entrepreneurs and their senior executives who lead high-growth businesses. Relying on the expertise of faculty from Columbia Business School and Universidad Torcuato Di Tella, and the advice and participation of Endeavor, this program provides entrepreneurs with the integrated foundational knowledge and perspective to implement and lead change within their companies and be successful across borders.

Opportunity

Take MBA courses
Discuss global case studies
Participate in a study trip
Process Improvement Project
Business Growth Plan
Work with industry coaches
One-on-one faculty advising

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Learning

Develop analytical rigor
Broaden horizons
Acquire a global mindset
Improve competitiveness
Think strategically
Improve practical expertise
Challenge your thinking

Dates: January 2010 – January 2011

Costs: \$13,000 for Entrepreneur

\$ 6,000 for second participant from the same company

This fee covers tuition, books, case materials and accommodations. It does not include travel.

Preference will be given to applications of two or more participants per company.



Columbia Business School



Study Trip



Buenos Aires

Admissions and Information: Contact ecla@gsb.columbia.edu or visit the website www.eclaprogram.com

WHY SHOULD I APPLY?

ECLA takes an integrated approach by focusing on three key challenges – **Efficiency Improvement**, **Growth Planning** and **Internationalization** – in three on-campus modules, one study trip and two online modules.

Phase I: Improving Efficiency

MODULE ONE: FOUNDATIONS OF INTERNATIONAL BUSINESS AND PROBLEM DEFINITION (NEW YORK) JANUARY 4 – JANUARY 15, 2010

The program kicks off at Columbia Business School with two weeks of core classes in all business areas, with an emphasis on performance improvement.

Process Improvement Project: Applying the frameworks and tools learned in Module One, students will prepare a proposal for a “Process Improvement Project,” which responds to a pressing issue in their company. Faculty advisers and industry coaches* will be assigned to each student to support the development of Process Improvement Projects.

MODULE TWO: PROCESS IMPROVEMENT METHODOLOGY (ONLINE) JANUARY 18 – AUGUST 20, 2010

Online lectures and case studies – focused on process improvement methodology – will enable students to make their businesses more efficient and competitive.

Process Improvement Project: Students will have approximately 10 weeks to work on their process improvement projects and approximately 18 weeks to implement, institutionalize and evaluate the impact of Process Improvement Projects on their company. Faculty advisers and industry coaches* will support project execution.

MODULE THREE: ENTREPRENEURSHIP AND INNOVATION (INTERNATIONAL IMMERSION) MARCH 7 – 13, 2010

A weeklong study trip will permit students to learn firsthand how high-growth entrepreneurs have made their companies successful across borders by combining innovation and practical business acumen.

Phase II: Business Growth Planning

MODULE FOUR: GLOBAL EXPANSION AND VALUE CREATION (BUENOS AIRES) AUGUST 23 – 27, 2010

A weeklong module at the Universidad Torcuato Di Tella will offer classes that examine current trends in global business as well as student presentations. Students will also present the findings and achievements of their Process Improvement Projects to Columbia Business School and Universidad Torcuato Di Tella professors, who will evaluate the success of the projects.**

Business Growth Plan: With the new skills and knowledge acquired from the curriculum in Module Four, students will develop a “Business Growth Plan” that prepares their companies for global expansion and value creation.

MODULE FIVE: BUSINESS GROWTH APPLICATIONS (ONLINE) SEPTEMBER 1, 2010 – JANUARY 7, 2011

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

Business Growth Plan: Students will have four months to prepare their growth plan. Faculty advisers will be assigned to each student to support the development of their project.

MODULE SIX: BUSINESS PLAN PRESENTATIONS AND GRADUATION CEREMONY (NEW YORK) JANUARY 10 – 14, 2011

To close the program, participants will present their Business Growth Plans to Columbia Business School and Universidad Torcuato Di Tella faculty and venture capitalists in New York. At the graduation ceremony, students will receive certificates from Columbia Business School's Chazen Institute and from Executive Education, Universidad Torcuato Di Tella.

*Faculty advisers will be provided by Columbia Business School and Universidad Torcuato Di Tella, and industry coaches will consist of consultants from the Boston Consulting Group and Telefónica and alumni of Columbia University and Universidad Torcuato Di Tella.

**Students who cannot demonstrate an impact on their companies as the result of their Process Improvement Projects will not be asked to continue the program after Module Four.

Entrepreneurship and Competitiveness in Latin America (ECLA)

Executive Education Program

Key Features

- Program designed in partnership between Columbia Business School, Universidad Torcuato Di Tella and Endeavor to target **entrepreneurs in Latin America**
- Focus on **improving efficiency, business growth, and internationalization** to prepare companies for cross-border expansion
- A unique opportunity to study part-time at **top business schools** in an international environment
- **Important investment** for entrepreneurs and their companies
- **Customized program** condensed into a one-year timeframe (January 2010 to January 2011) 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 **Asia** (1 week), take additional specialized courses in **Buenos Aires** (1 week), and attend final presentations and a graduation ceremony in **New York** (1 week)
- **Courses in New York:** Strategy, accounting, finance, operations, technology and innovation, marketing, leadership, process improvement methodology
- **Courses in Buenos Aires:** Global expansion, business law, business planning, international business and entrepreneurship
- Development and execution of a **Process Improvement Project** with the support of industry coaches and faculty advisers to improve company efficiency and increase competitiveness
- Creation of a **Business Growth Plan** to present to a group of potential investors at the end of the program
- Preparation of a **Case Study**, which reports how participants attempted to improve their processes and grow their businesses throughout the program
- Online classes and group projects foment a **regional network** of entrepreneurs, industry experts, academics, and business leaders
- Costs: 13.000USD per Entrepreneur, 6.000USD for a second participant from the same company. (Teams are encouraged.)
- Program costs significantly subsidized by Columbia Business School to support Latin America's aspiring entrepreneurs
- **Graduation with Certificates of Completion** from:
 - o The Chazen Institute, Columbia Business School
 - o Executive Education, Escuela de Negocios, Universidad Torcuato Di Tella

Questions about the ECLA program: ecla@gsb.columbia.edu