

THE



Entrepreneurship and Competitiveness in Latin America

PROGRAM

2018-2019

Entrepreneurship and Competitiveness in Latin America

The **ECLA Program at Columbia Business School** is exclusively for entrepreneurs from mid-sized Latin American companies seeking to expand and better compete in today's global environment.

The rigorous curriculum features:

- Classes on campus and online with Columbia's world-class professors
- International study tour
- Two projects – Process Improvement and Business Growth – guided by renowned faculty advisors and industry mentors

The ECLA Program equips entrepreneurs with the skills, tools, and network to professionalize and grow their businesses.

A key component of the program is that each firm participates with 2-3 leaders. This ensures a shared mindset and experience that enables decision makers to implement the methodologies and changes in their companies.





SCHEDULE & CURRICULUM

2018

JAN 3-12

MODULE I Columbia University, NYC

Two-week mini
MBA tailored to
entrepreneurs

Mar 12-16

MODULE II Scandinavia

Week-long study tour
to visit companies and
meet entrepreneurs

APR-JUL

MODULE III Live-streamed classes

Monthly online
sessions focused on
process improvement
methodologies

AUG 13-17

MODULE IV Columbia University, NYC

Week-long session
focused on business
growth strategies

SEP-DEC

MODULE V Live-streamed classes

Monthly online
sessions focused on
business growth

2019

JAN 7-11

MODULE VI Columbia University, NYC

Week-long session on
how to professionalize
and implement change

PROCESS IMPROVEMENT PROJECT

Six-month project under the guidance of a faculty advisor, focused on the improvement of one particular process in your company

Problem Definition >> Analysis and Solution Design >> Implementation >> **Presentation**

BUSINESS GROWTH PLAN

Four-month project with the support of a faculty advisor, focused on your company's growth strategy

Industry Analysis >> Opportunity Definition >> Execution Plan >> **Presentation**

PROGRAM PARTICIPANTS

Each participating company enrolls a team of two or three decision makers—CEOs, founders, managing directors, CFOs, and other leaders.

COMPANY PROFILE

- \$2M+ annual revenue
- 20+ employees
- 5+ years in business
- Scalable business model

PARTICIPANT PROFILE

- Proficient in English
- Bachelor's degree
- Global mindset
- Intellectual curiosity

IMMEDIATE RESULTS, LONG-LASTING BENEFITS

Acquire tools and skills to grow your business beyond borders and lead change within your organization.

Collaborate with a faculty advisor to work on a process improvement project with measurable results.

Build a strong network of entrepreneurs, industry coaches, and business leaders from around the world.

Gain international exposure to a region with a unique business and entrepreneurial culture.

Experience the ideal environment to share challenges with peer entrepreneurs and benefit from professors' expertise and insight.

Take the opportunity to step back as a team and analyze your company from a distance.

Join the Columbia Business School alumni network of more than 42,000 executives across industries in over 120 countries.

Audit Columbia Business School classes at any time—a lifelong alumni privilege.

123SEGURO

ECLA Graduate 2017

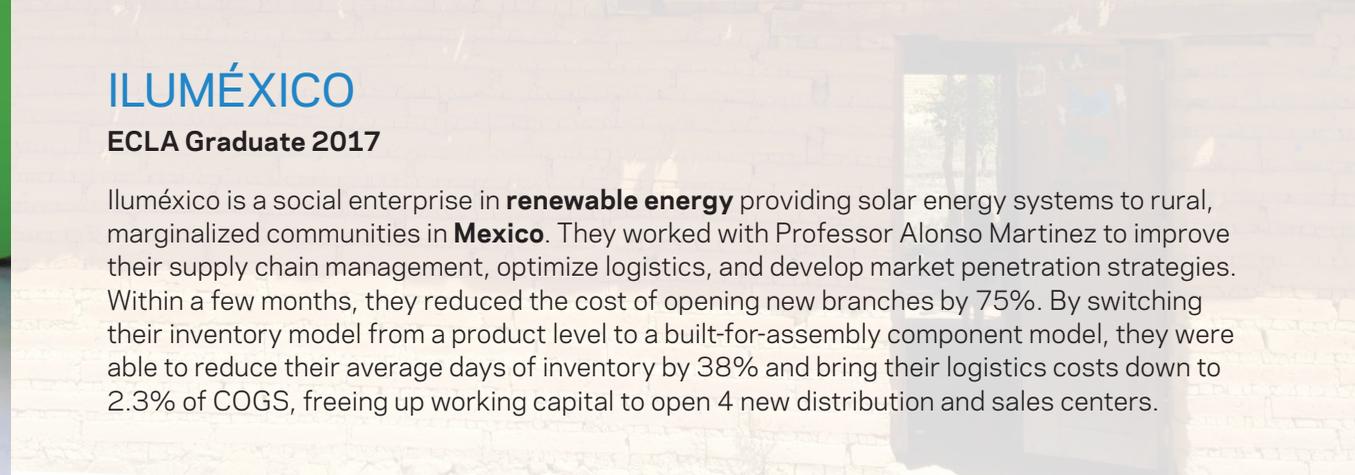
123Seguro is an **online insurance** broker based in **Argentina**. The company was very successful in generating sales leads, but was struggling to optimize its client conversion. Under the guidance of Professor Omar Besbes, they were able to redesign the sales process and reallocate resources into specialized teams led by top sales performers and incentivized with new, more appropriate metrics. Within two months of implementation, 123Seguro was enjoying a 22% increase in monthly sales.



ILUMÉXICO

ECLA Graduate 2017

Iluméxico is a social enterprise in **renewable energy** providing solar energy systems to rural, marginalized communities in **Mexico**. They worked with Professor Alonso Martinez to improve their supply chain management, optimize logistics, and develop market penetration strategies. Within a few months, they reduced the cost of opening new branches by 75%. By switching their inventory model from a product level to a built-for-assembly component model, they were able to reduce their average days of inventory by 38% and bring their logistics costs down to 2.3% of COGS, freeing up working capital to open 4 new distribution and sales centers.



TOUR VACATION GROUP

ECLA Graduate 2013

Tour Vacation Group (TVG) is a vertically-integrated **tourism** company in **Colombia** focused on low- and middle-income markets. Upon entering ECLA in 2012, they did not have an online presence due to the complexity of their payment and booking processes. Working with Professor Kamel Jedidi and industry mentors, TVG launched a website and call center, accelerating international expansion that resulted in 30% more sales outlets, 20% more charter flights, and a 70% increase in revenue.

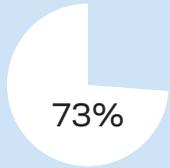


BELEZA NATURAL

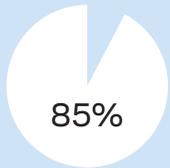
ECLA Graduate 2011

Beleza Natural is a chain of **beauty** institutes in **Brazil**. Due to issues in their process, they were unable to keep up with customer demand, resulting in lengthy wait times and customer dissatisfaction. With the guidance of Professor Medini Singh, they were able to identify and fix the bottlenecks to increase their capacity, reduce their costs by two-thirds, and increase profitability from 15% to 40% during the time they participated in the program. Annual growth since 2011 has been around 146% and they have gone from 12 salons with 1,500 employees to 31 salons, 17 kiosks and 4,000 employees in 2016.

ALUMNI SURVEY



Entered into business collaborations with fellow ECLA participants.



Stated that the program paid for itself within one year of graduation; fifty percent indicated this happened during program.



Continue to use the process improvement methodologies in their companies.

ADMISSIONS

Program Details and Information Sessions

www8.gsb.columbia.edu/ecla
ecla@gsb.columbia.edu
+1 212-854-4149

Application

www8.gsb.columbia.edu/ecla/apply

Application deadline for ECLA 2018-2019 is October 31, 2017.

Program Fees

\$ 38,000 for two participants

Fees cover tuition, class materials, and hotel accommodations while in NYC and Scandinavia.



“Back in 2007, when we first began thinking about a program for Latin American entrepreneurs at Columbia Business School, I didn’t realize I was embarking on the most exciting trip of my career.”

Nelson Fraiman

*Program Director and Professor of Professional Practice
Columbia Business School*