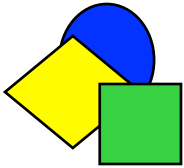


Ambiente de Negócios no Brasil e Desenvolvimento de Talentos Globais



Edgard Cornachione, Ph.D.

Topic 5

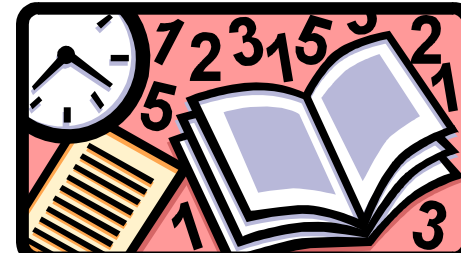
But first...



Tarefas:

- **Leitura prévia (próxima aula)**

BRIC (Casella, Ch. 3, 4, 5)



- **Organizar os grupos (Projeto)**

- **Projeto (definir estratégia e orientação)**

Atividade (postar no Moodle):

AI) Reflexão crítica (Questão da semana)



Moodle

<http://moodle.stoa.usp.br/>

Cadastro!

[Número USP]



Questão da Semana:

Surprise Me!

ORGANIZAÇÕES

Guest Speaker



Prof. Oliver Stuenkel
(*IRI-USP*)



ROTEIROS



- In groups....
 - “Homework” (Annual Reports, Website, ...)
 - Main questions...

Temas



- *Contexto Sócio-econômico e Cultural Brasileiro*
- Ambiente de Negócios no Brasil
- Aspectos Legais e Formais
- Economia e Mercados
- Setores Agrícola, Industrial, e de Serviços
- Inflação Juros e Câmbio
- Planejamento e Controle nas Organizações
- *Gestão de Pessoas e Desenvolvimento de Talentos*

Warming up...





Casella

Chapters 3, 4, 5



Forces



Globalization



Technology



Competition



Diversity
(workforce)



Natural Resources

Inflation



Dados que surpreendem

Veja a trajetória do real com o auxílio dos números para o IPCA

Padrão monetário	Início	Fim	Duração (em meses)	Inflação acumulada (%)	Inflação média mensal
■ Cruzeiro	Nov/42	Jan/67	292	31.191	1,99%
■ Cruzeiro Novo	Fev/67	Mai/70	40	90	1,61%
■ Cruzeiro	Jun/70	Fev/86	190	206.288	4,10%
■ Cruzado	Mar/86	Dez/88	35	5.699	12,30%
■ Cruzado Novo	Jan/89	Fev/90	15	5.937	31,44%
■ Cruzeiro	Mar/90	Jul/93	41	118.590	18,85%
■ Cruzeiro Real	Ago/93	Jun/94	11	2.396	33,97%
■ Real	Jul/94	Mai/09	179	245	0,70%

Valor Economico
(Jul 2009, by Gustavo Franco)

Interest rates...



Credit Card: 237.93% (max, July 2009 - ANEFAC)

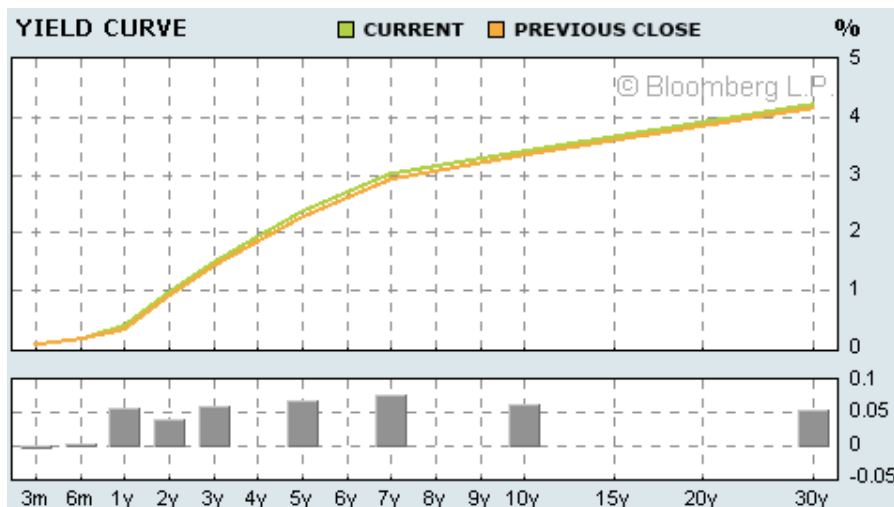
Avg. Investment Fund: 11.72% (Valor Econômico)

CD (1y, premium): 11.20% (CDI, Portal de Finanças)

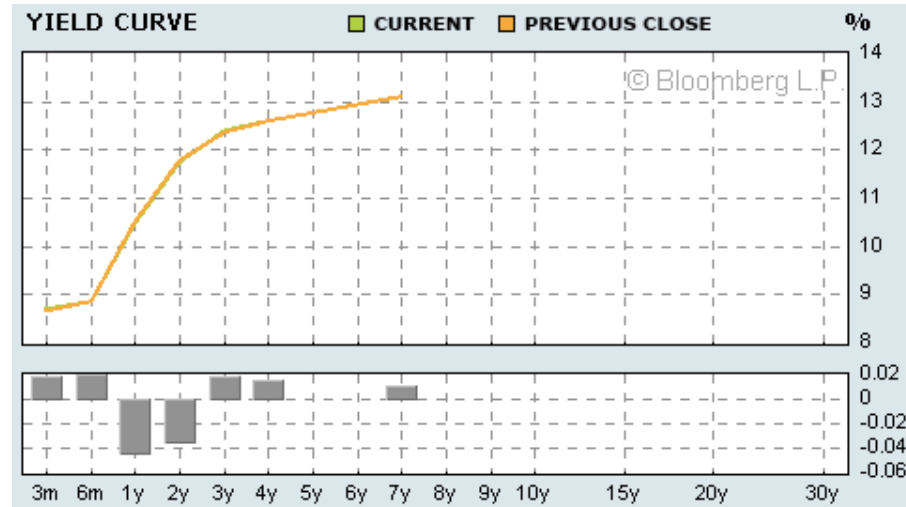
Regular Savings Account: 6.17%

*Exchange Rate BRL/USD 47% ($\underline{\text{US\$10k}} * 2.5 = \text{R\$25k} / 1.7 = \underline{\text{US\$14.7k}}$)

US Treasuries (7y 3.01%)



Brazil (7y 13.11%)



Exchange Rate

The Economist

Global Currencies Exchange

BigMac (~120 countries)

Purchasing-Power Parity (PPP)

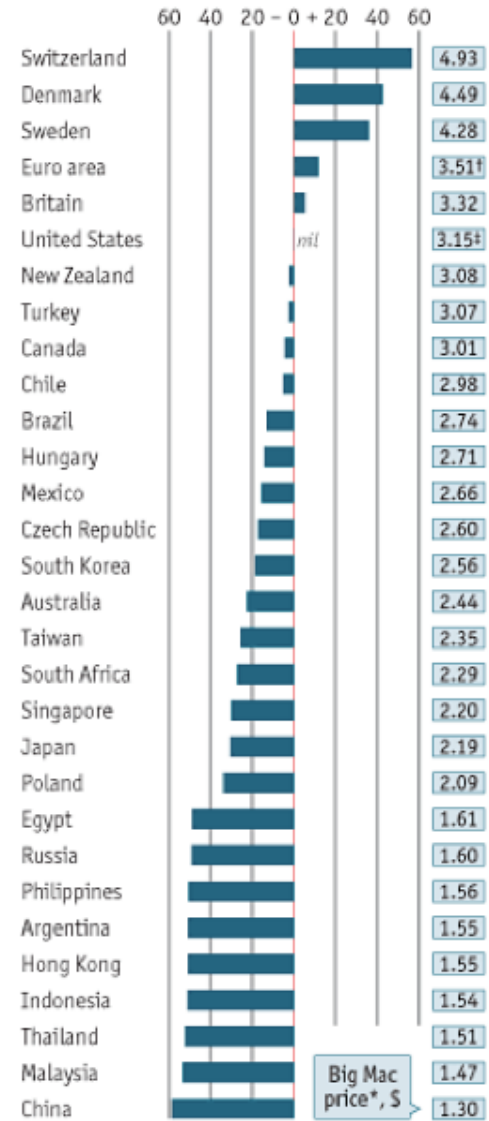
Agribusiness / Industry / Services

Currency (under- or overvalued)

The BigMac Index ([WEBSITE](#))

Big Mac index

Local currency under (-)/over (+) valuation against the dollar, %



* At market exchange rate (January 9th)
† Weighted average of member countries
‡ Average of four cities

Source: The Economist using McDonald's price data

Big Mac index

Local currency under (-)/ over (+) valuation against the dollar, %



*At market exchange rate on March 16th †Weighted average of member countries

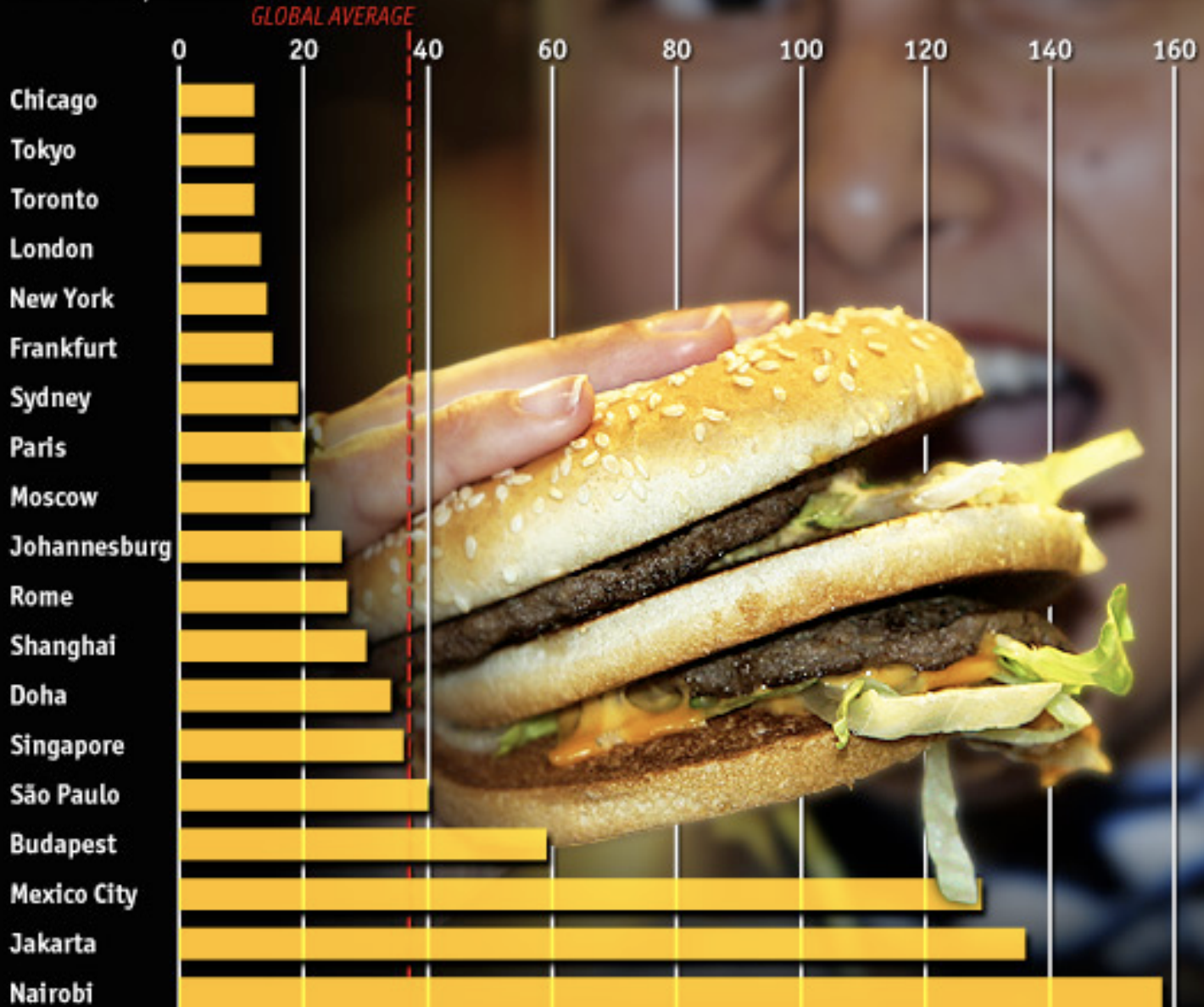
‡Average of four cities

Sources: McDonald's; The Economist



Working time needed to buy a Big Mac*

March 2009, minutes



Source: UBS

*For worker earning average net wage weighted across 14 professions





Fact Book

Stock Exchange

- World Federation of Exchanges
(Domestic Market Cap '08)



- US NYSE \$9.2T & Nasdaq \$2.4T
- Brazil Bovespa/BMF \$592B
- India NSE \$600B & Bombay \$647B
- China Shanghai \$1.4T & Shenzhen \$353B
- ...PLUS Russia RTS \$770B

<http://www.world-exchanges.org>

ADRs

Some examples



NYSE: ERJ / EMBRAER (#3 after Boeing, Airbus)

NYSE: PBR / PETROBRAS (oil and gas)

NYSE: RIO / CIA VALE RIO DOCE (mining)

NYSE: GGB / GERDAU (steel / iron)

NYSE: SID / CIA SIDERURGICA NAC (steel / iron)

NYSE: BBD / BRADESCO (banking)

NYSE: ITU / ITAU (banking)

NYSE: UBB / UNIBANCO (banking)

NYSE: VCP / VOTORANTIM (paper)

NYSE: VIV / VIVO (wireless communications)

...



- #56 Global Competitiveness
 - ...from #64 (2008)
- Global Comp. Report Brazil
- #34 Financial Develop. Index
 - ...from #40 (2008)

Innovation (metrics)



Society

EIS, GIS (Europe)

Global I. Index (INSEAD)

Intl. I. Index (US)

*(Boston Cons. Grp. &
Natl. Assoc. Manuf.)*

Global Inn. Scoreboard ('08)

Country	GIS		Firm activities		Human Resources		Infrastructures and Absorptive Capacity	
	rank 2005	rank variation	rank 2005	rank variation	rank 2005	rank variation	rank 2005	rank variation
Sweden	1	0	4	-3	4	-2	1	1
Switzerland	2	0	2	0	5	-2	3	6
Finland	3	3	5	-1	1	3	2	12
Israel	4	1	3	4	3	-2	11	-7
Japan	5	-1	1	2	13	-3	9	-4
United States	6	-3	8	-2	6	-1	7	-6
Denmark	7	3	10	3	8	1	4	7
Korea, Rep.	8	4	7	5	7	10	14	-4
Canada	9	0	18	0	2	5	8	-1
Germany	10	-2	6	-1	17	-1	17	3
Netherlands	11	-4	9	1	20	-1	6	0
Singapore	12	7	15	6	10	11	10	2
France	13	-2	13	-4	18	-7	12	3
Austria	14	4	12	4	25	1	16	-8
Norway	15	2	20	-3	14	4	5	8
United Kingdom	16	-2	17	-3	12	2	13	9

Russia #29, China #34, **Brazil #42**, India #46

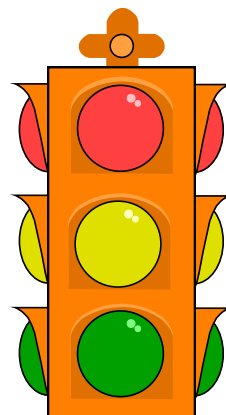
Intl. Inn. Index (BCG/NAM)

Exhibit 2. Other Countries Have Surpassed the United States in Innovation

Overall ranking			Large-country ranking		
Ranking	Country	Score	Ranking	Country	Score
1	Singapore	2.45	1	South Korea	2.26
2	South Korea	2.26	2	United States	1.80
3	Switzerland	2.23	3	Japan	1.79
4	Iceland	2.17	4	Sweden	1.64
5	Ireland	1.88	5	Netherlands	1.55
6	Hong Kong	1.88	6	Canada	1.42
7	Finland	1.87	7	United Kingdom	1.42
8	United States	1.80	8	Germany	1.12
9	Japan	1.79	9	France	1.12
10	Sweden	1.64	10	Australia	1.02
11	Denmark	1.60	11	Spain	0.93
12	Netherlands	1.55	12	Belgium	0.86
13	Luxembourg	1.54	13	China	0.73
14	Canada	1.42	14	Italy	0.21
15	United Kingdom	1.42	15	India	0.06
16	Israel	1.36	16	Russia	-0.09
17	Austria	1.15	17	Mexico	-0.16
18	Norway	1.14	18	Turkey	-0.21
19	Germany	1.12	19	Indonesia	-0.57
20	France	1.12	20	Brazil	-0.59

Sources: BCG, National Association of Manufacturers, and The Manufacturing Institute, innovation indexes, 2008.

Note: Countries in the large-country ranking are the top 20 countries in the world by GDP. Because of rounding, two or more countries may appear to have the same overall score. For the purposes of these rankings, Hong Kong is considered a national entity.





Projeto Final

Configuração



QUIZ

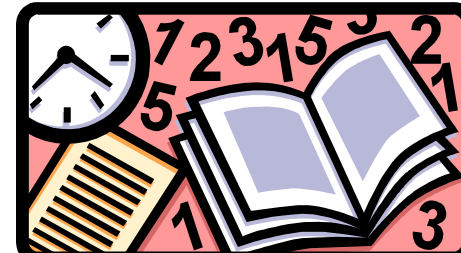
MOODLE

Próxima aula...



Tarefas:

- 12/Outubro: Feriado



Atividade (postar no Moodle):

AI) Reflexão crítica (Questão da semana)