



Flavio Feferman

UC Berkeley, Haas School of Business
Email: Feferman@haas.berkeley.edu
www.haas.berkeley.edu/faculty/feferman.html

Developing Markets Group
Email: Feferman@DevMarkets.com
www.DevMarkets.com

SUMMARY OF EXPERIENCE:



Flavio Feferman has been a Lecturer and member of the Professional Faculty at the University of California-Berkeley, Haas School of Business, since the 2007-2008 academic year. In 2014, he received the Earl F. Cheit Award for Excellence in Teaching. Feferman teaches courses on business, entrepreneurship, and innovation in developing countries, including “Business Strategies for Emerging Markets” and “Seminar in International Business” in the MBA program. On multiple occasions, he was recognized as “Club 6” faculty based on teaching evaluations. Feferman is also Faculty lead for the UC-Haiti Initiative and Co-Director of the newly launched UC-Berkeley Lean Launchpad entrepreneurship training program in Brazil.

In 2016, Feferman published a book on Broadband Internet in Brazil and a teaching case on hybrid business models (*Groupelephant.com: Going "Beyond Corporate Purpose"*, Haas Case Series). He was also a contributing author for a book on innovation regions (*Global Clusters of Innovation*), edited by Berkeley-Haas Professor Jerry Engel.

Feferman is also president of Developing Markets Group (DMG), a consulting company that brings together business and technical experts (including other Berkeley faculty) to carry out applied consulting projects in developing countries, with a special focus on Latin America and Brazil. During his 25 years of professional experience in business and economic development, Feferman directed several international projects for organizations such as the World Bank, the Inter-American Development Bank, and the U.S. Trade and Development Agency, as well as projects for corporations, private investors, and non-profit organizations. Feferman is a graduate of Stanford University and UC Berkeley, with post-graduate degrees in Business and Economics. He is a dual citizen of the US and Brazil and resides in San Francisco, California, with his wife Deborah and daughters Tania (10) and Julia (9).

EDUCATION:

University of California, Berkeley. Haas School of Business, Berkeley, California
Master of Business Administration (MBA), 2000.

Stanford University, Stanford, California
M.A. Applied Economics, 1990

Stanford University, Stanford, California
B.A. Quantitative Economics, with Honors, 1990 (awarded jointly with M.A. degree)

LANGUAGES: Fluent in English, Portuguese, Spanish and French.

EXPERIENCE:

Lecturer, Haas School of Business, University of California, Berkeley, 2008-present:

- **Courses taught:**
 - MBA215: Business Strategies for Emerging Markets
 - EW MBA298: Seminar in International Business (SIB)
 - XMBA296: Brazil Immersion (EMBA program)
 - MBA298A: International Business Development (IBD) consulting course
 - MBA290T: Business and Technology for Sustainable Development
 - Faculty mentor: Lean Launchpad entrepreneurship course
 - Executive education programs, Center for Executive Education (CEE)
 - Guest Lectures: Global Management, Marketing for High Tech Entrepreneurs, Social Impact Speaker Series, Undergraduate Seminar on Haiti.

- **Service to the UC Berkeley-Haas community:**
 - Co-Director: Berkeley-Haas Lean Launchpad Entrepreneurship training program in Brazil. Co-wrote a funding proposal that led to a \$250,000 grant from the U.S. State Department for the program.
 - Faculty advisor: UC-Haiti Initiative, a program to support education, health, and business initiatives in Haiti, established following the 2010 earthquake.
 - Organizer: Berkeley-Haas & Bay Brazil Entrepreneurship Symposium, 2015.
 - Faculty advisor: Berkeley-Haas Latin American and Hispanic Business Conference, 2010-2013.
 - EW MBA, SIB program redesign: Worked with George Scharffenberger, the EW MBA Program Office, and other faculty members on the redesign of the Seminar in International Business program, 2012-2013.
 - Haas International Development & Enterprise Club (IDEC), conducted career orientation workshops for MBA students on international development.

- **Recent publications:**
 - (New book) Peter Knight, Flavio Feferman, and Nathalia Foditsch, *Broadband Internet in Brazil (Banda Larga no Brasil)* (Editora Figurati, 2016).
 - Flavio Feferman et al., *Groupelephant.com: Going “Beyond Corporate Purpose”* (Haas Case Series, 2016)
 - Flavio Feferman, “Brazil: Good governance in the tropics – The Rise of the Porto Digital Cluster of Innovation” in J. Engel, *Global Clusters of Innovation* (Edward Elgar Publishing, 2014).
 - Fernando Carvalho, Flavio Feferman, Peter Knight and Glenn Woroch, “Private-Public Partnerships for Expanding Broadband Access: Lessons from the Cinturão Digital do Ceará Network in Brazil”. International Telecommunications Society (ITS) Conference, December 2014.
 - Feferman et al., "Minas Gerais State Regional Economic Competitiveness Strategy", submitted to the Federation of Industries, Government of Minas Gerais, Brazil, and the Inter-American Development Bank, 2012.

- **Recent conference presentations**
 - Brazilian Private Equity and Venture Capital Association (ABVCAP), Silicon Valley Venture Capital Forum, September 2016. Topic: Venture capital and the current economic environment in Latin America.
 - COPPEAD Business School, Rio de Janeiro Federal University, August 2016. Invited guest lecture. Topic: Entrepreneurial Education.
 - Brazilian Association of State Chief Information Officers (ABEP), June 2016. Topic: ICT Strategy for Economic Development.
 - Berkeley-Haas and Bay Brazil Symposium on Entrepreneurship, November 2015. Organizer and speaker. Topic: Entrepreneurship in Latin America.
 - International Telecommunications Society (ITS) Conference, December 2014. Topic: Business models for telecommunications access.

- **Professional associations**
 - Latin American and Caribbean Economic Association
 - International Telecommunications Society
 - Bay Brazil: Silicon Valley business and technology professional association

- **Honors and Awards:**
 - Earl F. Cheit Award for Excellence in Teaching, Haas School of Business, UC Berkeley, 2014.
 - "Club 6" recognition based on teaching evaluations, Haas School of Business, UC Berkeley, multiple semesters.
 - Recognition for Club 6 membership in multiple courses, 2013.

Consultant/President, Developing Markets Group (DMG), 2008-present. Developing Markets Group brings together business, technology, and economic development experts to carry out applied consulting projects in developing countries, with a special focus on Latin America and Brazil. DMG focuses on market based approaches to economic development in areas such as information technology, agribusiness, feasibility studies, strategic planning, and regional economic development. The DMG team is augmented by partners in the US and

Brazil. Clients include the World Bank, the Inter-American Development Bank, and the US Trade and Development Agency. Representative projects include:

- **Minas Gerais Regional Cluster Competitiveness Strategy (Inter-American Development Bank).** Coordinated an international team in the development of strategic plans for five regional clusters: agriculture, biotechnology, wood products, shoes/bags, and foundry. DMG served as the lead consulting firm.
- **Ceará State Broadband Network Business and Governance Model (US Trade and Development Agency).** Development of business model and auction/concession documents to implement a public-private partnership (PPP) for the expansion of broadband Internet service in the State of Ceará, Brazil.
- **Information Technology strategic planning projects (US Trade and Development Agency):** Feasibility studies and technical assistance for e-Government, data center, and broadband network projects in the states of Ceará, Minas Gerais, Rio de Janeiro, Amapá and Sergipe. Coordinated a consortium of international consulting firms.
- **Agricultural Export and Logistics Project (World Bank).** Directed a project to improve marketing and logistics for agricultural exports from the Jaíba cluster in Minas Gerais, Brazil.
- **Pro-Río Negro Export Promotion Program, Argentina (Inter-American Development Bank).** Advised the IADB in defining a trade promotion and investment attraction program for the Rio Negro province of Argentina focusing on agriculture (fruit production), tourism, and technology clusters. Provided recommendations on the design of a new export promotion agency.
- **Algeria Information Technology Assessment (World Bank).** Assisted the Algerian Ministry of Telecommunications and Information Technology in defining a strategy for the development of the Sidi Abdellah Technology Park.
- **Visa:** Worked with the Visa online marketing group to define new strategic directions and prioritize requirements for a major online initiative. Managed the customer research track, including a customer survey, focus groups, and competitive analysis to benchmark best practices.
- **Projects for social sector organizations:**
 - **Global Greentrants.** Evaluation and strategic planning consultant.
 - **Goldman Foundation.** Evaluated program strategy, positioning, and operations, benchmarking the Goldman Environmental Prize with relation to other leading international award programs.

Director, Agland Investment Services, 1997-1999 and 2002-2007. Larkspur, CA, USA. Agland is a consulting company specializing in economic development and agribusiness. Representative projects include:

- **Project Director, Agribusiness Development Project and Export Center (CELTA), Colombia (US Trade and Development Agency):** Director of feasibility study for the development of an integrated post-harvest, inspection, and logistics center for fruits and vegetables imports/exports in Bogotá, Colombia. Led a consortium of three consulting companies; analyzed potential markets and developed a business plan and financial forecast for the venture.
- **Project Director, Inter-America Development Bank & FIDE-Honduras:** Investment study for an agricultural logistics center in Honduras, focusing on

establishing new businesses to provide services to small and medium agricultural enterprises (SMEs or PYMES in Spanish).

- **Sugar and Ethanol Feasibility Study in Nigeria:** Carried out a financial feasibility study for the establishment of two integrated operations producing sugar cane, refined sugar and ethanol for bio-fuels, with expected investments of \$600 million. The feasibility study led to an international bid for the project.
- **Millennium Challenge Corporation, Finance and Agribusiness Consultant:** Conducted a financial and technical due diligence for an agricultural development program in El Salvador, with projected investments of over \$100 million.
- **Coordinator, World Bank, Northeast Brazil Regional Competitiveness Project.** The objective of the project was to collaborate with private sector entrepreneurs and public sector entities to improve the performance of four key growth clusters in Northeast Brazil: tropical fruits, grains, information technology (software/hardware), and tourism. Organized and moderated industry group meetings to define value chain strategies and identify priority projects. Conducted international market research and competitiveness/benchmarking analyses to orient private sector business strategy. Coordinated commercial missions to the United States. Gave presentations to Brazilian business leaders on agricultural markets, leading to expanded trade opportunities.

Senior Business Consultant, Sapient Corporation, San Francisco, CA, USA. 2000-2001. Carried out business strategy projects for companies in consumer retail, telecom, technology, and financial services.

Research Associate, Aguirre International, 1990-1997, San Mateo, CA, USA. Aguirre International (subsequently acquired by JBS International) was consulting company specializing in economic and public policy research.

- **Quantitative Economic Research and Policy Analysis Projects:** Carried out quantitative survey research and policy analysis projects for several U.S. government agencies. Co-authored research and policy reports for the Dept. of Labor, DHHS, and other agencies. Carried out statistical and econometric analysis in SAS and Excel. Designed and implemented databases, information systems, and user interfaces for numerous projects.
- **Consulting for AmeriCorps National Service Programs.** Provided on-site consulting on impact evaluation for AmeriCorps programs in the areas of environment, education, and social services in the U.S. and Puerto Rico. Coordinated and trained other project consultants and led consulting teams on site visits. Developed computer information systems and web sites for the project.

Graduate Student Researcher, Inter-American Development Bank (IADB), 1990. Washington, D.C. Researcher for the Office of Operation Evaluation (OEO). Evaluated economic development projects financed by the IDB in Latin America.