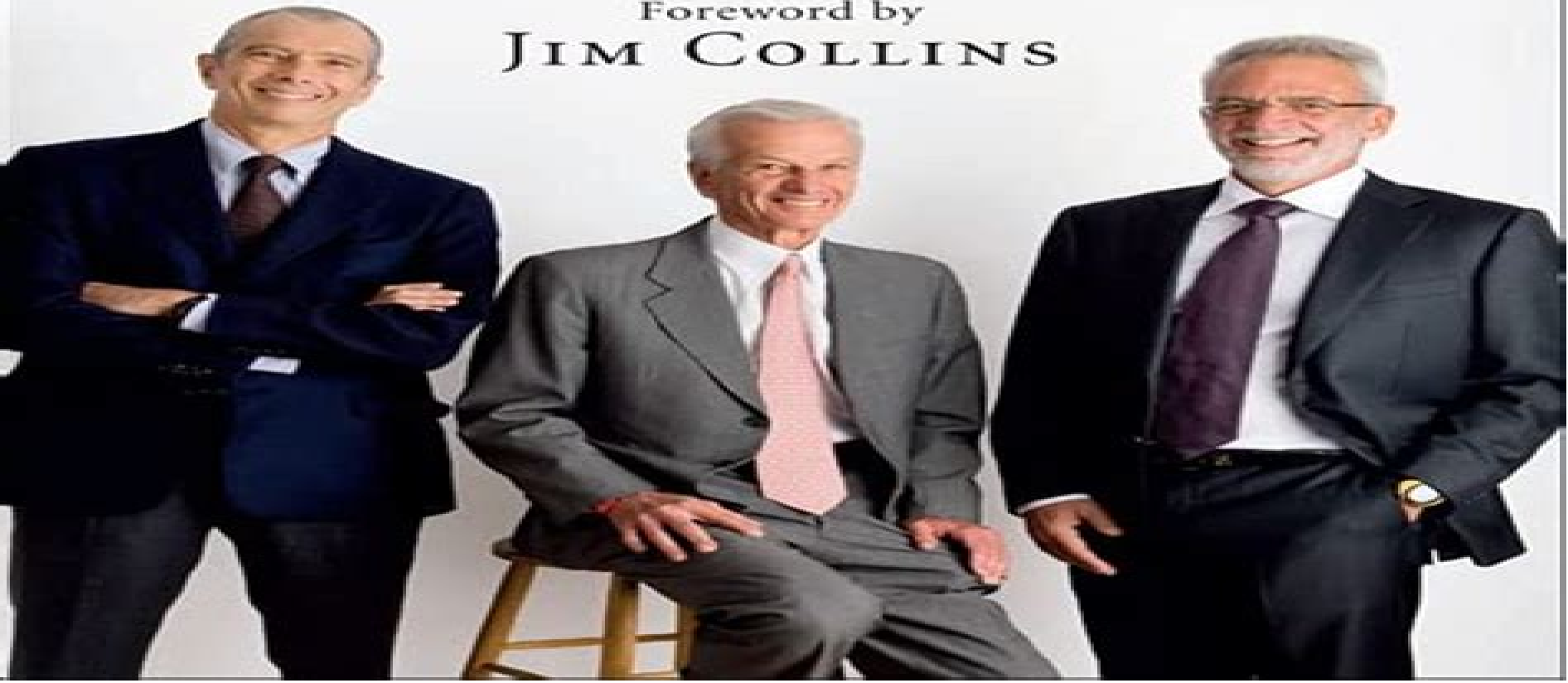


Cristiane Correa

# DREAM BIG

How the Brazilians Jorge Paulo Lemann, Marcel Telles  
and Beto Sicupira acquired Anheuser-Busch, Burger King and Heinz,  
three globally-recognized American companies

Foreword by  
**JIM COLLINS**



# Dream Big How The Brazilian Trio Behind 3g Capital

**Jeroen Smit**



## **Dream Big How The Brazilian Trio Behind 3g Capital :**

*Dream Big* Cristiane Correa, 2017-09-07 The 3G Capital business model is based on philosophies of Goldman Sachs in finance and Walmart in retail. It is a philosophy combining meritocracy and efficiency and gives the best workers the opportunities to become shareholders. Following the merger of two of Brazil's largest brewers to form Ambev, 3G's international expansion led to the founding of InBev and eventually to the purchase of Anheuser-Busch and the creation of AB InBev, the world's largest brewing company. They have since become the owners of three other global American icons: the Burger King hamburger chain and then Heinz and Kraft Foods together with their partner Warren Buffett's Berkshire Hathaway. Subsequently, they acquired control of SABMiller, the world's second largest brewer, and more recently have made an approach to acquire Unilever together with Berkshire Hathaway. The culture forged by the trio, who are 3G Capital, is seen as highly effective by its admirers and overaggressive by its critics. But there is little doubt that their approach has improved the performance of all of the companies in which they are involved and unlike many private equity companies, 3G provides hands-on management and remains committed for the long term. Having been given unprecedented access to the trio and to over 100 people representing both sides of the negotiations, the author presents a detailed behind-the-scenes portrait of the meteoric rise of three businessmen to their present role as managers of some of the largest food and drinks companies in the world and how they have revolutionized all of the companies that they have acquired.

*Dream Big* Cristiane Correa, 2014-04-24 My friend and now partner Jorge Paulo and his team are among the best businessmen in the world. He is a fantastic person and his story should be an inspiration to everybody as it is for me, Warren Buffett. In just over forty years, Jorge Paulo Lemann, Marcel Telles, and Beto Sicupira built the biggest empire in the history of Brazilian capitalism and launched themselves onto the world stage in an unprecedented way. Over the past five years, they have acquired no fewer than three globally recognized American brands: Budweiser, Burger King, and Heinz. This has been achieved as discreetly as possible and they have shunned any personal publicity. The management method they developed, which has been zealously followed by their employees, is based on meritocracy, simplicity, and constant cost-cutting. Their culture is as efficient as it is merciless and leaves no room for mediocre performances. On the other hand, those who bring in exceptional results have the chance to become company partners and make a fortune. *Dream Big* presents a detailed behind-the-scenes portrait of the meteoric rise of these three businessmen from the founding of Banco Garantia in the 1970s to the present day. In 1971, when the Brazilian stock market was going through an euphoria, Harvard graduate tennis champion and underwater fishing enthusiast from Rio de Janeiro, Jorge Paulo Lemann, decided to start a new business. He assembled some partners and put out a newspaper ad: Brokerage wanted. Days later, Lemann began running what would become the cornerstone of his fortune and those of over 200 other people. Its name was Garantia. The Garantia model was based on businesses that impressed Lemann, such as Goldman Sachs in finance and Walmart in retail. Its philosophy gave the best workers the opportunity to become

shareholders      The Lonely Quest of Unilever's CEO Paul Polman Jeroen Smit,2023-07-25 When Paul Polman became the CEO of the multinational Unilever in 2009 he set out on a quest to convince his colleagues his board and the outside world that companies do not have the right to exist if their only purpose is making money More importantly he set out to prove that a company could in fact be both profitable and sustainable The Great Battle or The Lonely Quest of Unilever s CEO Paul Polman investigates how Polman navigated between making money and doing the right thing Smit convincingly argues that Polman was too far ahead of his time but that his ideas about responsible capitalism are the very thing we need to turn the tide      **Brazillionaires** Alex Cuadros,2016-06-02 Longlisted for the Financial Times Business Book of the Year Award

Wealth and power on the trail of the super rich In 2012 Brazilian tycoon Eike Batista was the eighth richest man in the world his 30bn fortune built on Brazil s incredible natural resources By the middle of 2013 he had lost it all engulfed in scandal Brazillionaires is a fast paced account of Batista s rise and fall a story of helicopter flights beach front penthouses and high speed car crashes Along the way it tells the parallel story of Brazil itself a country caught in the cycle of boom and bust renewed hope and dashed promise a country where the hyper rich are at the heart of the economy and where their wealth can buy immense political power Stefan Zweig said in 1941 that Brazil was the country of the future Brazilians joke that it always will be Today rampant corruption and endemic inequality threaten to derail the new Brazilian Dream The brazillionaires are the key to understanding that dream through them Brazillionaires tells the story of their country s past present and future      *Leading Without Command* Joe Mutizwa,2015-03-10 Leading Without Command offers practicing and aspiring leaders in business and other disciplines a new way to lead in a world defined by volatility uncertainty complexity and ambiguity The compelling argument in this book is that leading through command control and deployment of raw positional power can no longer guarantee superior organizational performance on a sustainable basis A new leadership model based on a humane perspective anchored on people centred principles and supported by a set of appropriate skills and behaviours is put forward This book is essential reading for anyone in a position of authority or influence over people and for anyone who needs to come to terms with the demands of a globally integrated and hypercompetitive world driven by digital technology knowledge and the redistribution of power from leaders to followers in organizations nations and societies

The Big Zero Kris Timmermans,Chris Roark,Rodrigo Abdalla,2019-06-17 Do you want to achieve startup speed at enterprise scale Growth It s what every company strives for But it s become more and more elusive as companies struggle to hit their projected growth rates in an increasingly competitive market While zero based budgeting ZBB has been wielded for decades to cut costs it falls short when it comes to spurring growth But a zero based mindset ZBx does that and more ZBx facilitates forensic oversight into resource allocation that funnels savings back into growth initiatives and encourages new sources of innovation The Big Zero shows how a ZBx approach focuses on agility over austerity visibility over guesswork and the future over the past to fuel growth and competitiveness      The Heineken Story Barbara Smit,2014-11-06 Heineken is

known all around the world but few of the drinkers who eagerly watch the foam rise in their glass have heard of the business ploys marketing tricks and extraordinary characters that transformed the Dutch family business into a global brand Taking us on a journey from a small brewery in Amsterdam in 1864 to the present day The Heineken Story tells the remarkable and sometimes controversial true story of one of the world's largest brewing companies and of Alfred Freddy Heineken the singular business man who secured its position From spectacular takeovers and inspired marketing campaigns to a kidnapping that brought in the largest ransom ever paid for an individual this is a gripping account of the battle for the international beer market Barbara Smit has experience writing on family drama marketing and consumer culture and in The Heineken Story she has put together a narrative that is meticulously researched and fizzing with competition personalities and betrayal

**Business Despite Borders** Santiago Iñiguez de Onzoño, Kazuo Ichijo, 2018-05-30 Globalization has been a key force in the development of business in recent decades But with nationalism on the rise in Europe the United States and elsewhere the future of global trade and international business has been thrown into doubt In this new and challenging context innovative companies have the opportunity not only to find new ways to operate across borders but also to help forge a new system of relations between people of different nationalities and cultures This book features a collection of case studies that illustrate how companies from different corners of the globe are succeeding in reaching out to distant customers stakeholders and partners It features inspiring examples of leaders who are actively developing imaginative ways to connect across continents It is a vital reference tool for companies that plan to continue operating globally or to expand their international presence A clarion call for the renewed relevance and importance of globalized business this book suggests a future where companies can contribute positively to achieving sustainable growth and a fairer distribution of wealth across the globe

*Marketing is Finance is Business* Chris Burggraave, 2019-06-08 Are global brands dead Does marketing still matter Is there still a secret sauce companies can apply to build winning brands in the future Chris will show why great marketing is so much more than pretty pictures and Silicon snake oil In his first book **MARKETING is FINANCE is BUSINESS** published Dec 18 you will discover the rocket science behind the creation of marketing miracle in the galactic age upon us in 4 stages 1 Look up how to change our mindset from Thinking and Acting Local Global to Galactic 2 Get your basic wings to fly Understand the key historical models used in marketing and finance the ones BOTH the CMO and CFO should know 3 Re Discover Burggraave's 8 Marketing Fundamentals 4 Speak Better Wall Street discover Alpha M the world's first ever marketing model

*Time, Talent, Energy* Michael C. Mankins, Eric Garton, 2017-02-14 Managing Your Scarcest Resources Business leaders know that the key to competitive success is smart management of scarce resources That's why companies allocate their financial capital so carefully But capital today is cheap and abundant no longer a source of advantage The truly scarce resources now are the time the talent and the energy of the people in your organization resources that are too often squandered There's plenty of advice about how to manage them but most of it focuses on individual actions What's really

needed are organizational solutions that can unleash a company's full productive power and enable it to outpace competitors Building off of the popular Harvard Business Review article Your Scarcest Resource Michael Mankins and Eric Garton Bain Company experts in organizational design and effectiveness present new research into how you can liberate people's time talent and energy and unleash your organization's productive power They identify the specific causes of organizational drag the collection of institutional factors that slow things down decrease output and drain people's energy and then offer a pragmatic framework for how managers can overcome it With practical advice for using the framework and in depth examples of how the best companies manage their people's time talent and energy with as much discipline as they do their financial capital this book shows managers how to create a virtuous circle of high performance Het grote gevecht Jeroen Smit, 2019-10-22 Februari 2017 mislukt de poging van Kraft Heinz om voor 135 miljard euro Unilever te kopen Een bedrijf dat stelt op de wereld te zijn om geld te verdienen heeft volgens Paul Polman geen bestaansrecht De CEO van Unilever weigert voor een paar miljardairs te werken Bedrijven moeten een force for good zijn werken voor de miljarden mensen die niks hebben Overheden en goededoelenorganisaties dragen Polman op handen maar het vertrouwen van analisten en beleggers is dun Dat goede is nauwelijks in hun rekensommen te vangen De beloofde verkoopverdubbeling van Dove en Magnum wel Maar hoe duurzaam is dat Zijn poging om Unilever een veilige Nederlandse haven binnen te loodsen zo de Brexit te ontvluchten en bescherming tegen op snelle winst gerichte aandeelhouders te zoeken loopt uit op een drama Balancerend tussen het geld en het goede loopt Polman meer priester dan CEO te ver voor de troepen uit De wereld snakt naar een bedrijfsleven dat zich over de grote vraagstukken van deze tijd zoals het veranderende klimaat ontfermt Het Grote Gevecht laat op meeslepende wijze zien dat we daarvoor allemaal een grote draai moeten maken Zo kan de ziel van het kapitalisme worden gered Jeroen Smit 1963 bedrijfskundige en voormalig hoogleraar journalistiek doet al dertig jaar onderzoek naar leiderschap in het bedrijfsleven Van zijn boeken over Ahold Het drama Ahold 2004 en ABN Amro De prooi 2008 werden meer dan 350 000 exemplaren verkocht Ze werden bekroond als Managementboek van het Jaar Journalistieke boek van het jaar Beste onderzoeksjournalistiek Van De prooi werden een toneelstuk en een tv serie gemaakt Smit ontving de Machiavelliprijs omdat hij de oorzaken van de economische crisis voor een breed publiek toegankelijk wist te maken Over De prooi Blinde trots breekt ABN Amro De prooi leest als een whodunit unputdownable NRC Handelsblad Blinde trots brak de bank Maar het is Jeroen Smit gelukt om al de betrokken bankiers diezelfde blinde trots te laten afleggen en mee te laten werken aan zijn realistische reconstructie Dat vereist een uitzonderlijk journalistiek talent De Chinese muur van ontoegankelijkheid die banken tot voor kort om zich heen opwierpen is door Jeroen Smit op een gedetailleerde en briljante wijze geslecht Het resultaat is een boek waarvan de betekenis ver uitstijgt boven het eigenlijke onderwerp juryrapport Machiavelliprijs 2009 *Lumea antreprenoriatului 2.0* Jim Collins, Bill Lazier, Bazat pe cercetările din domeniul perspectivele unor personalități de marcă volumul de faetendeamn și transformă compania în devii un lider remarcabil Vei

descoperi noi interpretări ale faimosului concept dezvoltat de Collins în scrierile sale mai întâi cine și de ce norocul este de partea celor perseverenți Vei dezlega misterul Hărții un traseu bazat pe concepte esențiale dezvoltate de-a lungul a peste 40 de ani de studii pentru a-i conduce întreprinderea în punctul în care s poată livra rezultate superioare și să se facă remarcat pe termen lung și nu în ultimul rând vei învăța c te va lecții extraordinare pe care Jim Collins le-a primit de la mentorul său de o via Bill Lazier

*Revista de Dreito Mercantil industrial, econômico e financeiro*, Doutrina e Atualidades 1 Intuitu Commmercium Reflex es Sobre a Influ ncia a Din mica Empresarial nos Contratos Personal ssimos autor Rodrigo Rocha Feres Ragil 2 A Falcia das Patentes na Vis o Cr tica de Boldrin e Levine autores Leonardo Toledo da Silva e Rafael Dias C rtes 3 Beyond Legal Formalism in Brazil The Law and Poverty Group Experience autores Carlos Pagano Botana Portugal Gouv a Lilian Manoela Monteiro Cintra de Mello e Raquel de Mattos Pimenta 4 O Direito Registral Empresarial autor Jos Engr cia Antunes 5 El Desaf o de la Normativa Concursal Italiana para Lograr la Eficacia de los Procedimientos autora Stefania Pacchi 6 Contratos Preliminares e Contratos Definitivos autor Luciano Zordan Piva 7 Os Poderes da Assembleia Geral dos Credores e o Abuso do Direito de Voto autor Newton de Lucca 8 Cria o e Reforma do Novo Mercado da Bolsa de Valores Os Limites da Solu o Alternativa autora Anna Binotto Massaro 9 Liberdade e Interven o em Contratos Empresariais Reflex es Luz de Precedente do Superior Tribunal de Justi a autora Vict ria Baruselli Cabral de Melo 10 Validade ou N o da Cl usula Resolutiva Expressa em Contratos P blicos pela Recupera o Judicial autor Luiz Fernando Rocha Silva 11 Investment fund voting in Brazilian public companies autor Alexandre Edde Diniz de Oliveira

**TIME TALENT ENERGY** ██████████,██████████,2017-10-18 40% A 8 1 2 3 4 5 6 7

**BE 2.0** Jim Collins,Bill Lazier,2024-04-24 Beyond Entrepreneurship BE 2 0 es la ambiciosa actualizaci n de un cl sico atemporal escrito por Jim Collins y Bill Lazier sobre lo que motiva a las empresas a ser un negocio exitoso y sostenible BE 2 0 es un libro que resume los principios que ha desarrollado Jim Collins en todos sus otros libros Cuando Bill Lazier y Jim Collins escribieron la edici n original de Beyond Entrepreneurship basada en el contenido del curso que impart an en la escuela de negocios de la universidad de Stanford decidieron crear una hoja de ruta para los l deres de las peque as y medianas empresas que quisieran construir una empresa grande y duradera Beyond Entrepreneurship fue el libro m s vendido en Silicon Valley e influy en toda una generaci n de emprendedores como Reed Hastings de Netflix Cuando Bill Lazier falleci Jim Collins pens en escribir algo para honrar al que fuera el mejor mentor de su vida Qu mejor tributo que una edici n conmemorativa y actualizada del libro que crearon juntos Pero BE 2 0 es mucho m s que una reedici n tradicional Casi la mitad del contenido de BE 2 0 es totalmente nuevo con respecto a la primera edici n La visi n actualizada de Collins aparece junto con el texto original complementando las lecciones fundamentales de Beyond Entrepreneurship con cuatro cap tulos y quince ensayos nuevos A lo largo de todo el libro BE 2 0 se mantiene fiel a la visi n original que ambos autores persiguieron en la primera edici n que fuera una gu a pr ctica y un mapa conceptual En esta nueva edici n se incluye un cap tulo final que integra los conceptos clave de las d cadas de investigaci n de Jim Collins sobre lo que hace que las grandes

empresas funcionen en un marco integral y práctico que denomina El Mapa **Heineken** Barbara Smit, 2014-10-31 Meer dan tien jaar na zijn overlijden geldt Freddy Heineken als een iconische zakenman en heeft zijn familie nog altijd de touwtjes in handen De brouwerij is een van de grootste ter wereld en nog altijd onafhankelijk Al blijft het afwachten hoe lang Heineken weerstand zal bieden aan toenaderingen van grote rivalen op het hoogtepunt van de wereldwijde Bieroorlogen Barbara Smit deed al eerder stof opwaaien met haar onthullende werk over de bijzondere brouwerij en haar even spraakmakende vroegere eigenaar Smits vele gesprekspartners stonden haar voor deze complete biografie openhartig te woord zodat het resultaat een diepgaand en vermakelijk verslag is van het verhaal achter Heineken het bier en de familie Uiteraard besteedt zij ook aandacht aan de recente gebeurtenissen in en rondom de brouwerij Behalve Heineken schreef Barbara Smit nog een ander spraakmakend boek Kwaad bloed Over de rivaliteit tussen twee broers en hun multinationals Adidas en Puma dat tevens in het Engels verscheen Ook Heineken verschijnt in het Engels Een complete goed geschreven studie over de fascinerende opkomst van Heineken als mondiaal biermerk Smits speurwerk heeft bovendien veel smakelijke details opgeleverd over de manier waarop Freddy Heineken het bedrijf na de Tweede Wereldoorlog omhoogstootte tot een ontzagwekkende multinational met een ijzersterk merk NRC Handelsblad Het boek beschrijft niet alleen de persoon van Heineken maar ook de consequente en succesvolle strategie van het concern het financiële dagblad Over eerder werk van Barbara Smit Smit concentreert zich volledig op het schrijven van een boek waarin je wilt blijven lezen en daarin slaagt zij met aplomb The Financial Times Een boek dat je in n ruk uitleest Een verhaal vol anekdotes over concurrentie commercie en corruptie The Wall Street Journal Alsof John le Carr Dynasty heeft herschreven Metro □□□□□□ □□□□□□ Jim Collins□, □□□□□□ □□□□□□, 2022-03-02 CEO Netflix Reed Hastings *Dream Big* Cristiane Correa, 2015-08-06 Traditional Chinese edition of DREAM BIG How the Brazilian Trio behind 3G Capital Jorge Paulo Lemann Marcel Telles and Beto Sicupira acquired Anheuser Busch Burger King and Heinz *Ebony*, 2002-09 EBONY is the flagship magazine of Johnson Publishing Founded in 1945 by John H Johnson it still maintains the highest global circulation of any African American focused magazine

*Summary of Cristiane Correa's Dream Big* Everest Media, 2022-04-29T22:59:00Z Please note This is a companion version not the original book Sample Book Insights 1 Brazilian businessman Jorge Paulo Lemann was traveling in the Gobi desert in 2008 when his Blackberry started ringing non stop He was on holiday with his wife Susanna and a couple of friends former Brazilian president Fernando Henrique Cardoso and his wife Ruth They were anxious to see one of the world's largest deserts 2 The Brazilian threesome led by Jorge Lemann bought control of the Rio based brewer in 1989 They knew nothing about the beer industry but they were able to make money through an investment bank called Garantia 3 The American brewer Anheuser Busch was like a doting mother who let her spoiled children buy anything they wanted The InBev executives were well aware of these differences They made a deal with Anheuser Busch in 2006 to allow them to become Inbev's official importer in the US 4 The meeting was arranged for June 2 in Tampa Florida Lemann asked Busch to come



unaccompanied by any advisers or consultants Telles would be with him Although Busch an heir who did not know his company well would be facing two experienced businessmen and former bankers he rashly agreed to this proposal

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