



WHY I FIT WITH MIT SLOAN (AND VICE VERSA)

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A MISSION TO CREATE OPPORTUNITY



Massive Inequality: Brazil's A-class and D-class live side by side

In Brazil, inequality is everywhere, whether the crowded conditions of our favelas (slums) or our Gini index of 52.9.

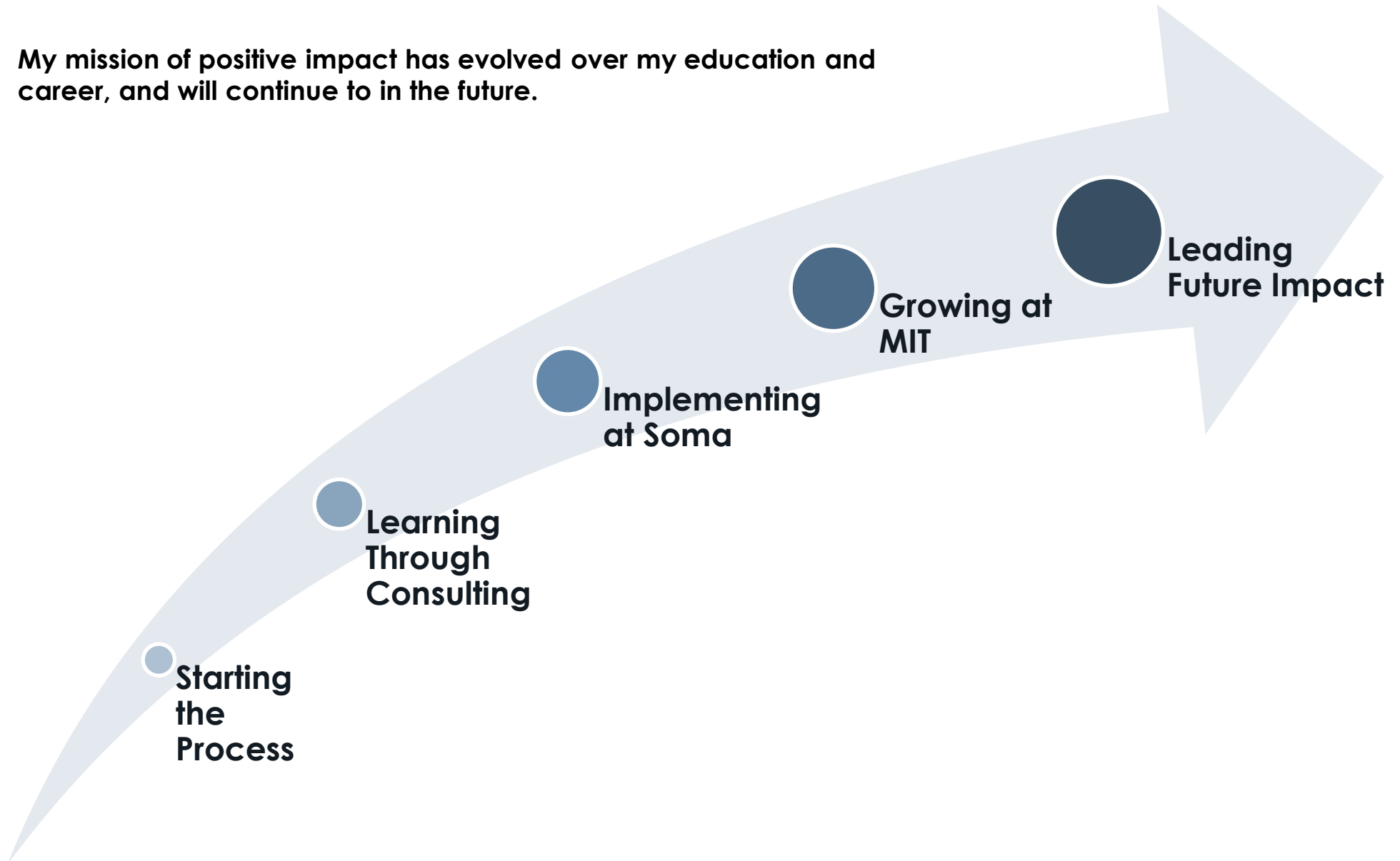
Every day I see people commuting hours to low-paying jobs, struggling to send their children to low-quality schools that can't yield the kinds of opportunities I have enjoyed. This situation seems arbitrary at best, unfair at worst.

Early in life, I decided to make a difference. As a teen I helped my childhood nanny finish high school and find a better-paying job in her home city. Recently she sent her daughter to college—a first for their family.

Inspired by that experience and others, my mission is to create larger-scale social impact by leading business to achieve maximum productivity and results while improving people's lives.

MY MISSION IS EVER-EVOLVING

My mission of positive impact has evolved over my education and career, and will continue to in the future.



STARTING THE PROCESS

My Major

To move toward my goal of leading business to profits and social impact, I majored in Industrial Engineering, which blended engineering analytics with management concepts.



At my university graduation

My First Job

When I saw a presentation by Gradus Consulting, I decided that career path would help me learn business skills most quickly, and won an offer to join.



Dinner with fellow Gradus consultants after a challenging project

LEARNING THROUGH CONSULTING



At the AB InBev
Distributor main office

Studying client
metrics data



At Gradus Consulting I grew quickly as an operations-focused problem-solver. On an early project, for example, the Logistics director of an AB InBev distributor was pressured by the board to cut costs. He hired us to avoid layoffs by improving operations.

Inspired by this mission, I took great care to redesign their supply chain, modifying the number and location of distribution centers. The improvements drove US\$3.5 million in savings, helping save about 140 jobs. Thinking about all those families made me want to drive such improvements on larger scales.

Over the next three years at Gradus I gained strong problem-solving and leadership skills, then joined Soma Fashion Group, inspired by their 35% annual growth for seven consecutive years and emphasis on innovation-driven improvements.

Understanding
a client's
operations



An AB InBev
distribution
center



IMPLEMENTING AT SOMA

At Soma I have driven large improvements to reduce lead-times and postpone purchases, optimizing working capital and lowering price write-downs. I helped reduce our total supply chain lead time from 200 days to less than 150, a valuable 25% enhancement.

But I'm even more proud that I helped develop a plan to triple our seamstresses' efficiency, achieving a 60% raise for them by moving them from home-based work to on-site. Now they earn enough to pay for childcare while taking home more money, improving their families' living standards.

Based on this early success, we are moving manufacturing to a new facility that can house even more seamstresses, with greater opportunity for them and the business (see details in Required Essay). It's the kind of win-win I will continue creating.

At the morning meeting I created in Soma Production Planning and Control to improve on-time delivery



Soma seamstresses' operating room

GROWING AT MIT

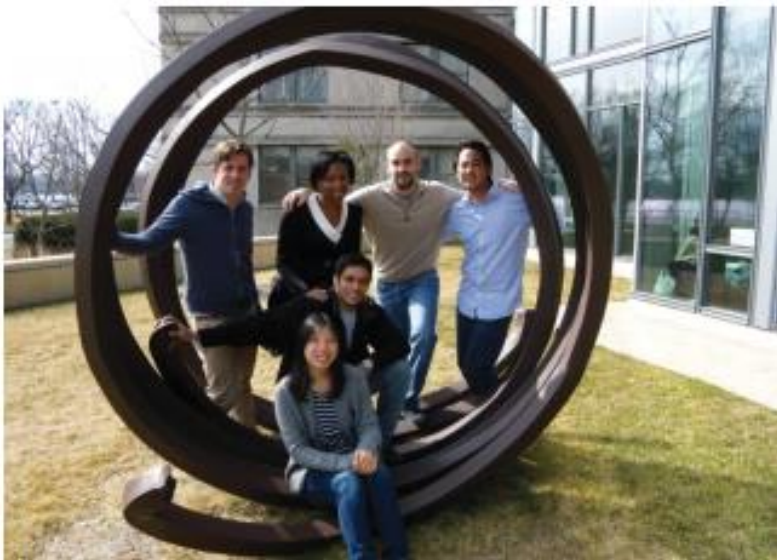
MIT will help me grow toward my vision.

Haim Nigri ('16) highlighted the program's focus on entrepreneurship and innovation, a perfect fit to my own. He described his Action Learning experience implementing a project in Peru to gain valuable business and cross-cultural experience.

That's exactly the kind of experience I want to have, implementing what I learn in the classroom, gaining valuable hands-on experience and leadership insights in the process.

There are so many opportunities to grow at Sloan. I could work in the Leadership Labs with companies such as Nike to drive social responsibility and business sustainability—exactly my vision and mission, and something I'm already doing for Soma. The Retail and Consumer Goods Club will enrich my insights and network. I can't wait for these and so many other valuable experiences.

There is no question in mind that . . . Sloan is the best fit for me!



I hope to be in a picture like this soon!

LEADING FUTURE IMPACT

It's a simple yet complex thing: Brazil and Latin America need positive changes to lift people's standard of living, just as Soma's seamstresses have enjoyed. Our high taxes and interest rates and ineffective government intervention have diminished efficiency and profits, leaving many hopeless about recovery.

But I see hope.

There are so many opportunities to improve. Even something as simple as automating parking payments in cities—thus reducing the tax burden while enabling government employees who do this work now to find value-added jobs in areas like education—can make a meaningful difference.

I can drive such impact, most likely as the rising leader of a fast-growth company in a human-capital-intensive sector such as fashion or manufacturing.

With MIT's help, I hope to exceed even my own definition of success. Together we can do incredible things!



Brazilian postal workers celebrating recent improvements in benefits—the result of better operations