

CONFERENCES BY JORGE SÁ

(BASED ON BOOKS ENDORSED BY
PETER DRUCKER AND **PHILIP
KOTLER** - FOUNDERS OF
MODERN MANAGEMENT AND
MARKETING –, **NOBEL PRIZES
RICHARD THALER** AND **DANIEL
KAHNEMAN**, AND THE
PRACTICES OF SOME OF THE
**BEST MANAGERS IN THE
WORLD**)



Jorge Sá

MBA Drucker School / PhD Columbia
University / Jean Monnet Chair
Professor Swiss Business School,
AESE/IESE and University of Lisbon



Peter Drucker



Philip Kotler



Steve Jobs



Bill Gates



Jack Welch



Alfred Sloan



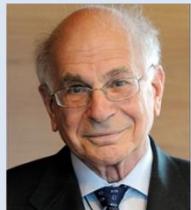
Andy Grove



Helmut Maucher



A.G. Lafley



D. Kahneman



R. Thaler



**Vasconcellos e Sá
Associates, S.A.**

INDEX – Detail of the conferences topics:

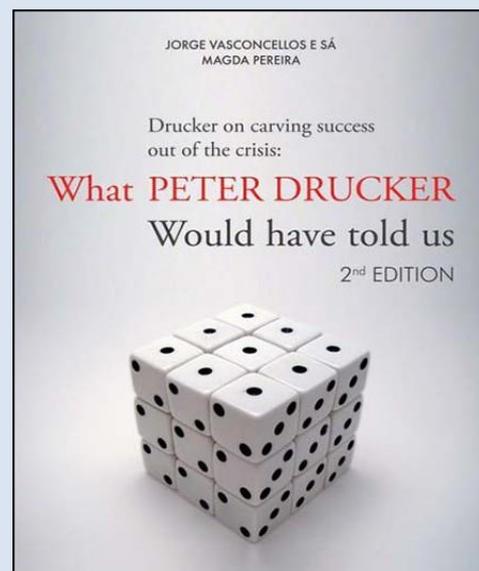
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1.

PRACTICAL DRUCKER: HOW TO CREATE **BATTLE-READY** ORGANIZATIONS



Peter Drucker



**Vasconcellos e Sá
Associates, S.A.**

PRACTICAL DRUCKER: HOW TO CREATE **BATTLE-READY ORGANIZATIONS**

The **four** basic questions modern organizations must periodically answer to **increase competitiveness**:

1 – First question: If we were to decide now, would we **still enter** into the businesses we are in today?



And if not, what are we **going to do** about that?



If a new manager coming from outside would take my job, what would he/she **change**?

2 – Second question: **How to manage clients?** The five fundamental issues of Peter Drucker and how to collect **non expensive data**

- + **Who** is the client and the **non** client?
- + **Where** is the client (in 1) geographical areas, 2) distribution channels, 3) physical locations and 4) time)?
- + What is **value** and **non value** for the client?
- + Which other client's **needs** can we **satisfy**?
- + How can we **use our resources** to satisfy **other** clients/needs?

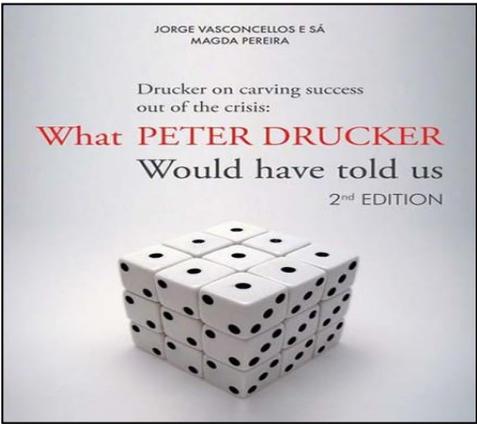
3 – Third question: **What is our business** and what should it be?



Are we doing today what will allow us to have success tomorrow?

4 – Fourth question: Given that my **back office** is someone else’s front office, how will I take advantage of that?

Based on Jorge Sá's books below and Peter Drucker's material



Endorsements by Peter Drucker and his daughter:



Peter Drucker
(founder of modern management)

Congratulations Professor Sá on your wonderful career.



Cecily Drucker

Professor Sá captures the key points of the Drucker Forum in an incredibly rich and rewarding experience.
Cecily A. Drucker (daughter of Peter Drucker and CEO of Start-Up Strategies)



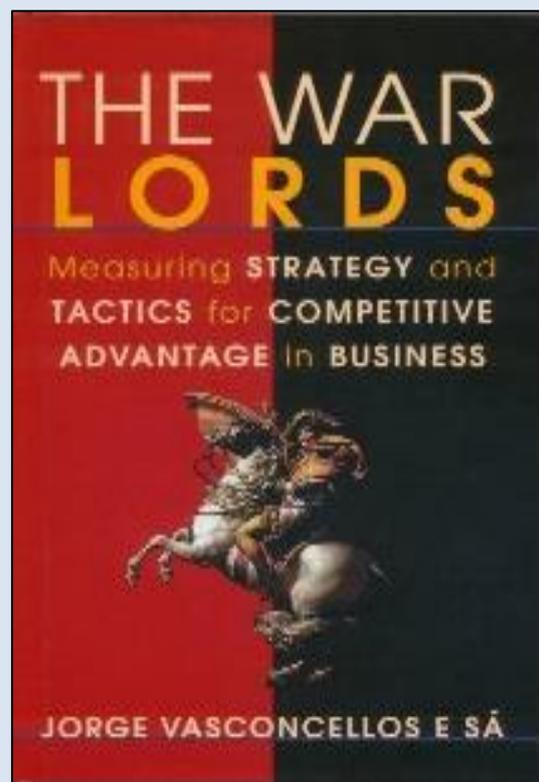
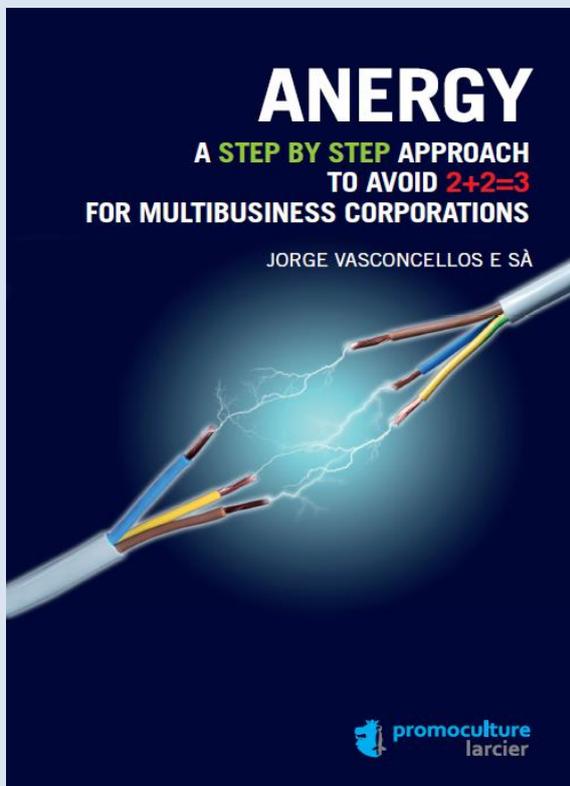
Conference by Professor Vasconcellos e Sá on the “Peter Drucker’s questions for organizations competitiveness”

Evaluation by the participants

Global Rating from 1 (min) to 5 (max)	Content	Speaker
	4,9	4,8

2.

**CORPORATE STRATEGY:
HOW MULTIBUSINESS
ORGANIZATIONS SHOULD GO ABOUT
DEFINING THEIR STRATEGY**



VS

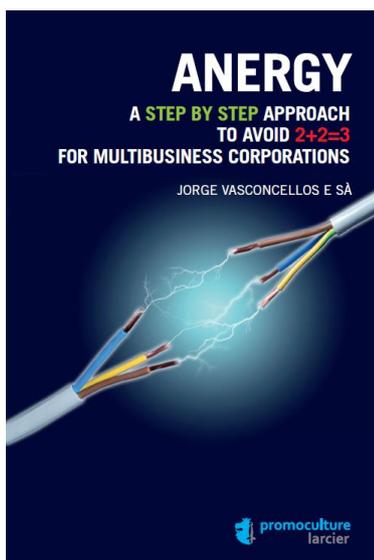
**Vasconcellos e Sá
Associates, S.A.**

CORPORATE STRATEGY: HOW MULTIBUSINESS ORGANIZATIONS SHOULD GO ABOUT DEFINING THEIR STRATEGY

- ✚ The 11 steps to follow for periodically reevaluating the *geographical areas, industries and segments* the company is in;
- ✚ How to create synergy and thus the company pass the **critical test** that *all of its businesses are better-off within the company than outside: that no company's business is worth more to another owner.*

Based on Jorge Sá's book below:

Examples of endorsements:



Professor Jorge Sá's book Anergy is one of those occasional milestones in management history that we've all been waiting for. Much has been written on strategy but no one has produced it in the same disciplined scheduled form that can be applied in practice.

The prime importance of strategy was identified by Peter Drucker as early as 1954 in his The Practice of Management where he stressed the essentials, but as Jorge correctly records, he never scheduled the steps. No doubt Drucker would have commended Jorge's extension of his life's work.

Peter Starbuck (President of Drucker London Society)

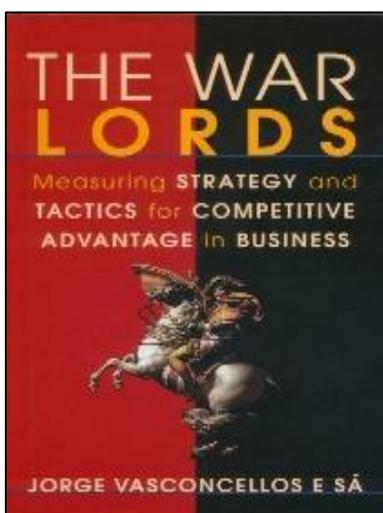
"Peter Drucker created the theoretic framework that continues to be used in all world class modern corporate management. And will prevail as long as corporations, managed by humans, exist.

Professor Sá is Drucker's disciple that more accurately understands, teaches and applies the teachings of the master, and adds critical value by deepening and amplifying the concepts with his own characteristic mark, always remaining faithful to the foundational concepts.

This book is a masterpiece badly needed in the top floor of all multinational corporations. Never as today get tactics and strategy conceptually so mixed up, even by very bright top managers. I strongly endorse the reading of this book to set the record straight!

It is, by the way, as all books by Professor Sá, a fascinating reading, because it is well documented with a number of interesting practical examples. A must read!"

José Sousa (Liberty Insurance)

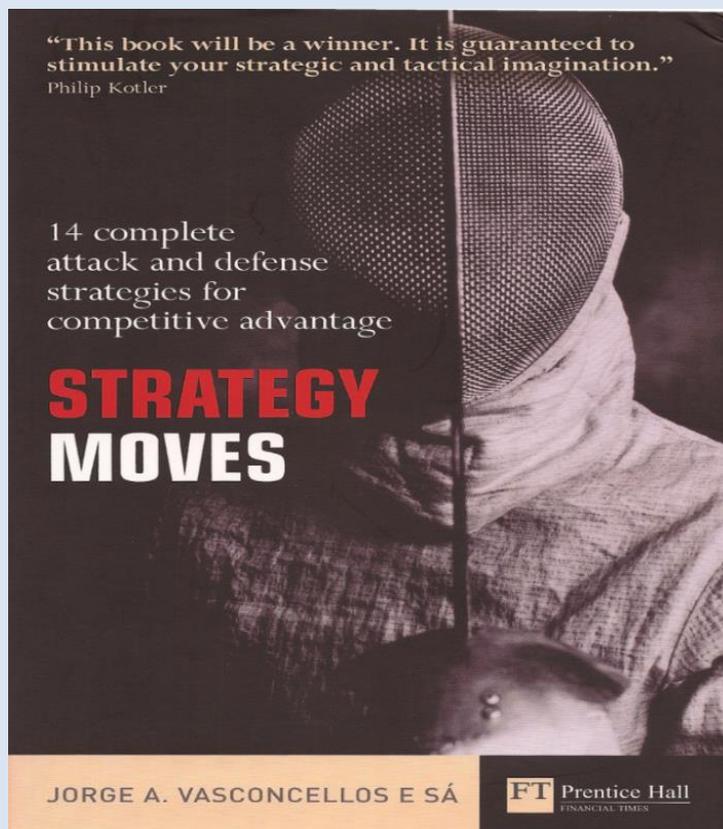


"A great joy. Loaded with clear examples, and backed up by rigorous theory, a fundamental book for the multibusiness firm strategist"

Professor Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)

3.

**BUSINESS STRATEGY: THE 14
STRATEGIC MOVES, THE RULES TO
FOLLOW IN IMPLEMENTING AND
THE 13 TYPES OF ALLIANCES**



**Vasconcellos e Sá
Associates, S.A.**

BUSINESS STRATEGY: THE 14 STRATEGIC MOVES, THE RULES TO FOLLOW IN IMPLEMENTING AND THE 13 TYPES OF ALLIANCES

1. Importance:



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KOTLER**

vs

Since the **early 70s** the **Japanese achieved global leadership** in industries thought to be **dominated** by **Western impregnable giants**: *automobiles, motorcycles, watches, cameras, optical instruments, steel, shipbuilding, snowmobiles, bicycles, pianos, zippers, radios, televisions, audio equipment, calculators, copying machines, and so on.*



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vs

Since the **early 70s** the **Japanese achieved global leadership** in industries thought to be **dominated** by **Western impregnable giants**: *automobiles, motorcycles, watches, cameras, optical instruments, steel, shipbuilding, snowmobiles, bicycles, pianos, zippers, radios, televisions, audio equipment, calculators, copying machines, and so on.*



And then

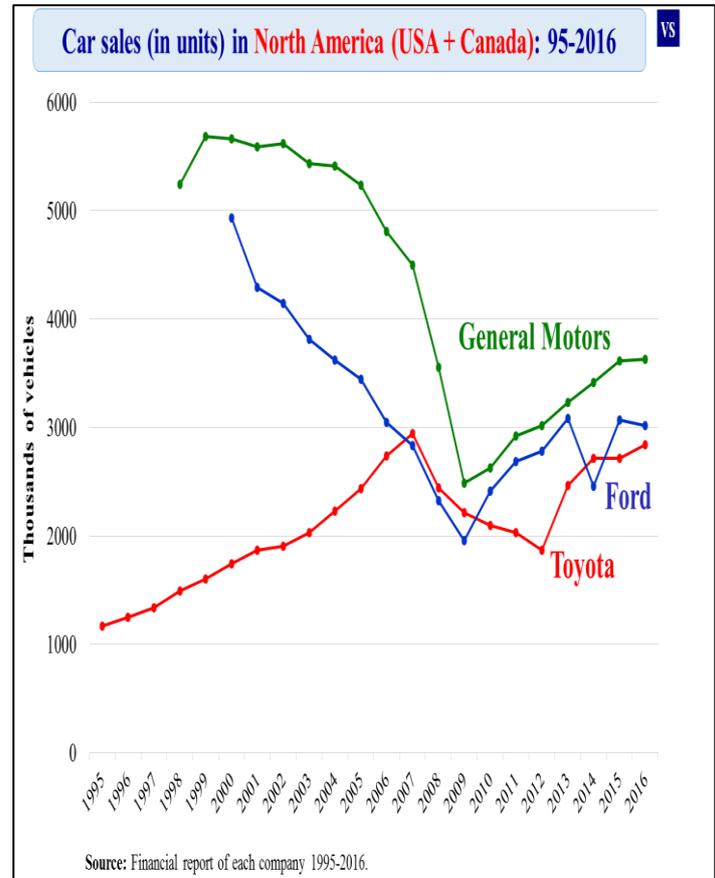
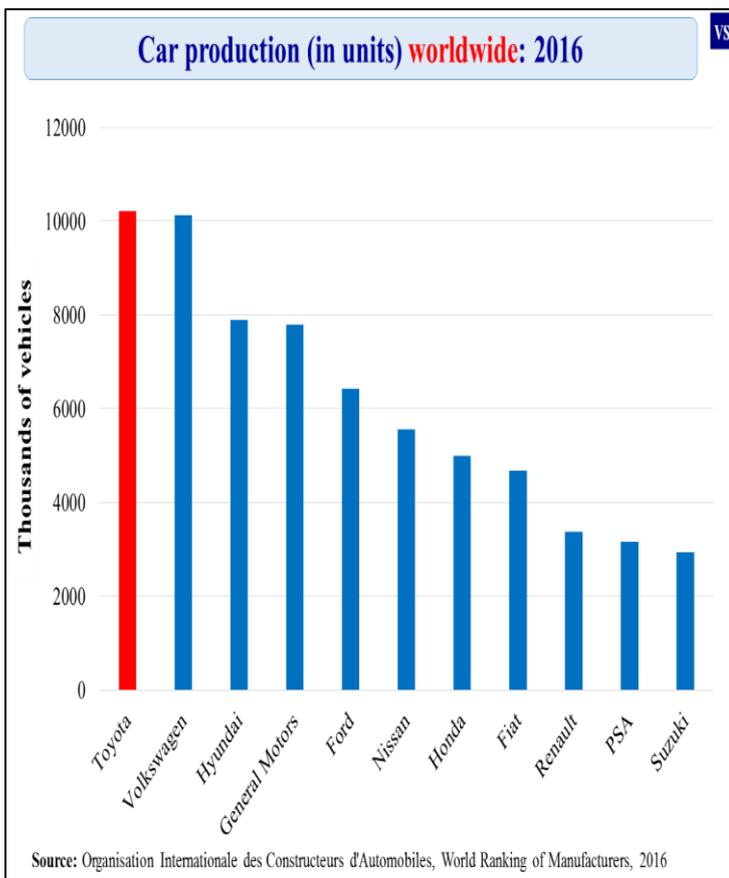


Not all this **success** can be explained either by special government support, or by **tactical aspects** such as human resources, production, marketing and financial techniques. There is a **missing link**: **strategy** was also essential; without it, many other disadvantages would have disappeared.

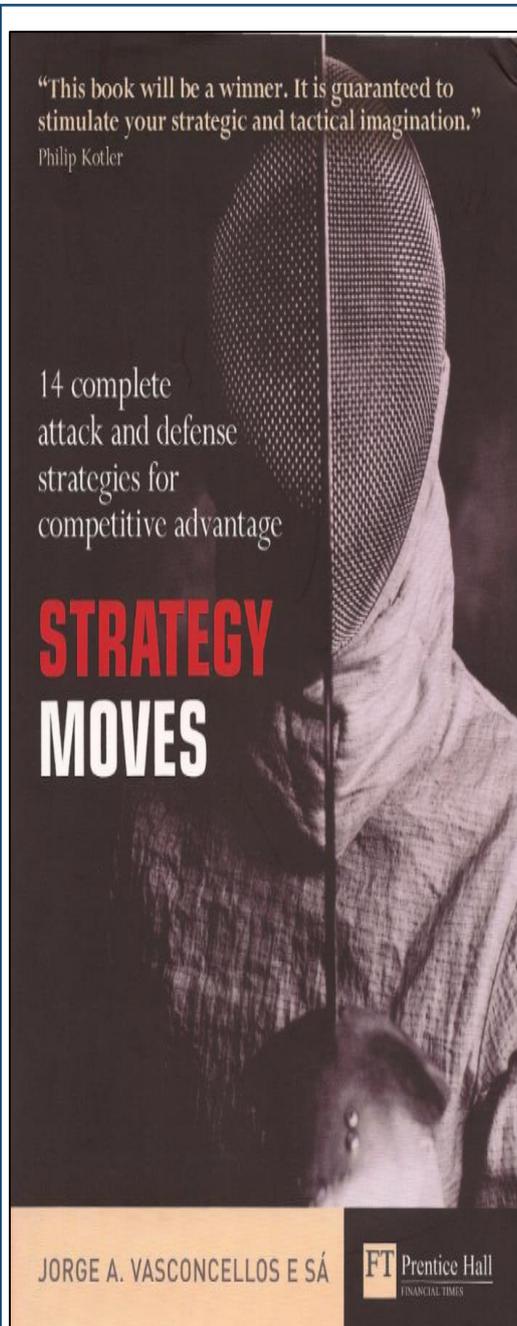
2.

Content:

- ✚ The **what** - 14 types of strategies:
 - Six of *attack* (frontal attack, guerrilla, by-pass, flanking, etc.)
 - Eight of *defense* (signaling, creating entry barriers, global service, etc.)
- ✚ The **how**: the rules to follow when implementing each type of strategy;
- ✚ The **when**:
 - When to attack and when to defend?; and
 - When attacking or when defending, which type of strategy to follow?
- ✚ **With whom**: alone or in alliance (13 types of alliances)?
- ✚ Competitiveness is a consequence of **mastering** the *what*, the *how*, the *when* and *with whom*
- ✚ **Internationalization key success factors**: how **Toyota** conquered world markets;
- ✚ Strategies followed by **other Japanese companies** (Honda, Mazda, Yamaha, Kawasaki and Suzuki);
- ✚ **Result**:



Based on Philip Kotler's material and Jorge Sá's book below:



Publisher: Financial Times / Prentice-Hall

Examples of endorsements:

*“This book will be a **winner** as Sá offers the most comprehensive treatment and assessment of attack and defense business strategies. It is guaranteed to stimulate your strategic and tactical imagination.”*

Philip Kotler (Professor at Northwestern University)

This book is great. There's no better analogy for marketing than warfare... Sá does a superb job in outlining the many strategic choices involved in fighting an effective war.

Al Ries (author of the bestsellers Positioning, Marketing Warfare, etc.)

*“This book provides one of the **clearest**, most engaging discussions I've ever seen of how to balance the here-and-now of a business with the future. Managers who are dealing with these difficult, uncertain times will benefit from reading it. Professor Sá has done it again!”*

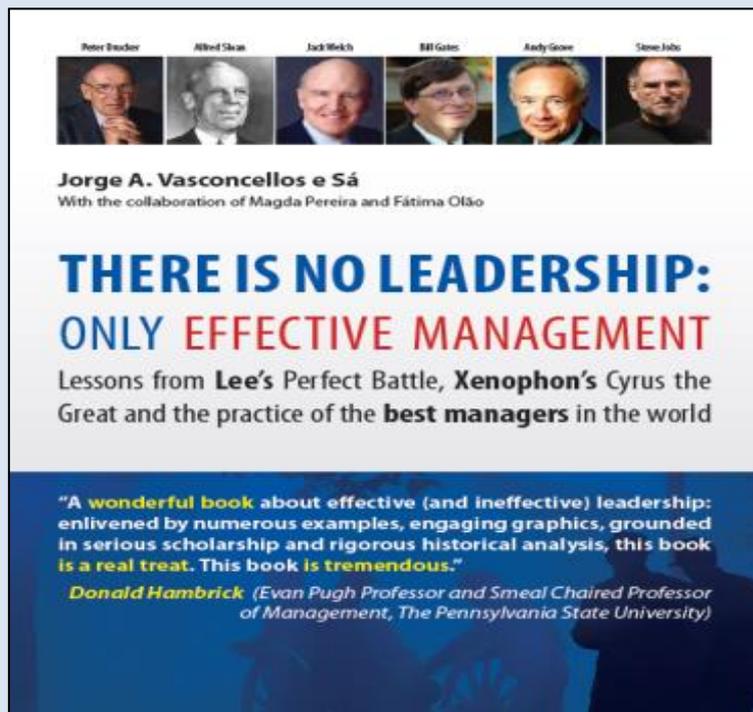
Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)

4.

LEADERSHIP: THERE IS NO LEADERSHIP; ONLY EFFECTIVE MANAGEMENT



Peter Drucker



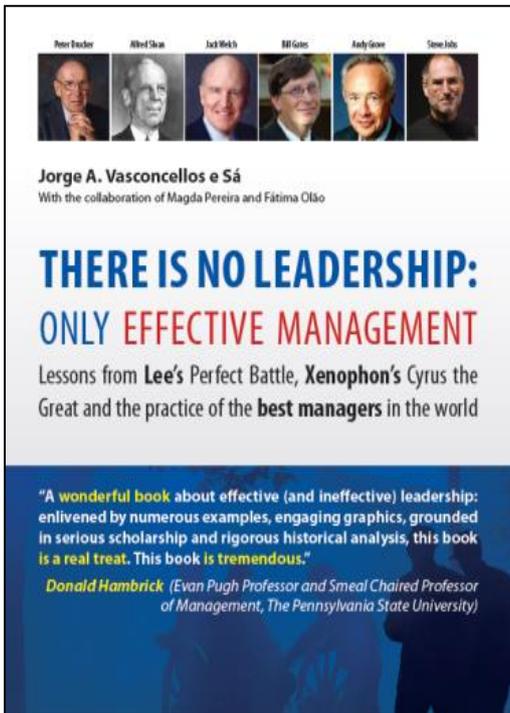
VS

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Associates, S.A.

LEADERSHIP: THERE IS NO LEADERSHIP; ONLY EFFECTIVE MANAGEMENT

- + Leadership (what is; what is not; how to develop it);
- + The **ten steps** in the decision making process;
- + Managing the **inverted pyramid**;
- + The **two** personal characteristics to develop

Based on Jorge Sá's book below and Peter Drucker's material



Examples of endorsements:

*This is the **best book on leadership** since Drucker's recommended Xenophon, even in the company of John Adair and Warren Bennis.*

Peter Starbuck, PhD, Chairman of the London Drucker Society

*A **wonderful book** about effective (and ineffective) leadership: enlivened by numerous examples, engaging graphics, grounded in serious scholarship and rigorous historical analysis, this book is a **real treat**. This book is **tremendous**.*

Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)

*A **masterfully researched work**, **exceptionally well written**, making the reading a real pleasure and a lively interaction with the author's uncommon and privileged brain. A **fascinating new book** on a polemic subject for discussion in all major professional and academic forums.*

José Sousa (President & CEO of Liberty Insurance)

Endorsements by Peter Drucker and his daughter:



Peter Drucker
(founder of modern management)

Congratulations Professor Sá on your wonderful career.



Cecily Drucker

*Professor Sá captures the key points of the Drucker Forum in an **incredibly rich** and rewarding experience.*

Cecily A. Drucker (daughter of Peter Drucker and CEO of Start-Up Strategies)

5.

STAFFING BASED ON SHAKESPEARE (HENRY V)



Peter Drucker



Jorge A. Vasconcellos e Sá
With the collaboration of Magda Pereira and Fátima Olão

SHAKESPEARE, HENRY V AND THE LESSONS FOR MANAGEMENT

"I am **IMPRESSED** with Vasconcellos offer of these rich **LESSONS** for management leadership and competitive business maneuvering. I only wish that he continues to write **MORE.**"

Philip Kotler (Professor at Northwestern University)

"Every business leader can learn a lot from Jorge Vasconcellos' **BRILLIANT** analysis and exceptionally **WELL WRITTEN** lessons for business."

Al Ries (author of the Bestsellers Marketing Warfare, Positioning, etc.)

VS

Vasconcellos e Sá
Associates, S.A.

STAFFING BASED ON SHAKESPEARE (HENRY V)

I. Staffing Myths:

Most human resources literature stress the importance of three things: 1) hiring people of **quality**; 2) **training** them; 3) to improve **weaknesses**.

The 1st is wrong; the 2nd is wrong; and the 3rd is ... wrong too.

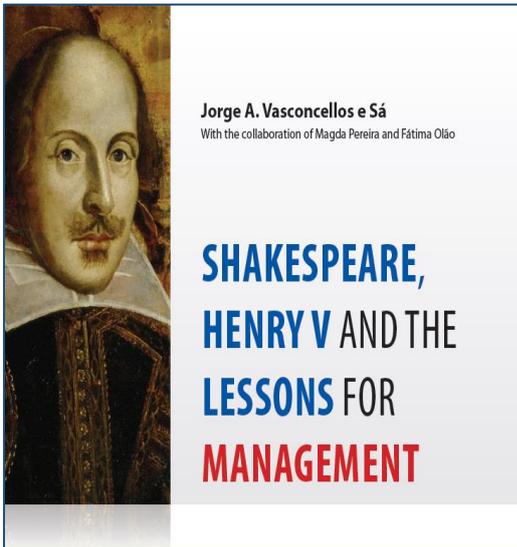
These are **three staffing myths**, to be undone:

- ✚ **First: there are no good people; the question is good for what?**
- ✚ **Second: most jobs accept a second rate intellect, but require a first rate temperament.**
- ✚ **Third lesson: if we staff for strengths weaknesses become irrelevant.**

II. Implications for HR on staffing/training:

- ✚ **Forget weaknesses and focus on strengths only;**
- ✚ The fit of 1) **temperament** and 2) **skills** with the job is much more important than 3) *knowledge*, 4) *experience* or 5) *intellect*;
- ✚ Forget **teambuilding** and **sensitive training**, and focus on the job's **key success factors**;
- ✚ **Jobs descriptions:** must follow four steps for performance and hiring;
- ✚ **Personal development:** how to manage *oneself*;

Based on Jorge Sá's book below and Peter Drucker's material



Jorge A. Vasconcellos e Sá
With the collaboration of Magda Pereira and Fátima Oláio

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Examples of endorsements:

I am impressed with Sá's offer of these rich lessons for management leadership and competitive business maneuvering. I only wish that he continues to write more.
Philip Kotler (Professor at Northwestern University)

Every business leader can learn a lot from Jorge Sá's brilliant analysis and exceptionally well written lessons for business.
Al Ries (author of the bestsellers Marketing Warfare,

Absolutely enjoyed it, thank you for sharing. Brilliant... Thank you!
Dr. Jeffrey Magee (Publisher of the Performance Magazine)

No executive can afford to miss this book. Sá developed a highly pragmatic set of ideas for today's leaders on the global battlefield.
Professor Donald Hambrick (Evan Pugh and Smeal Chaired Professor of Management, Pennsylvania State University)

Endorsements by Peter Drucker and his daughter:



Peter Drucker
(founder of modern management)

Congratulations Professor Sá on your wonderful career.



Cecily Drucker

Professor Sá captures the key points of the Drucker Forum in an incredibly rich and rewarding experience.
Cecily A. Drucker (daughter of Peter Drucker and CEO of Start-Up Strategies)

6.

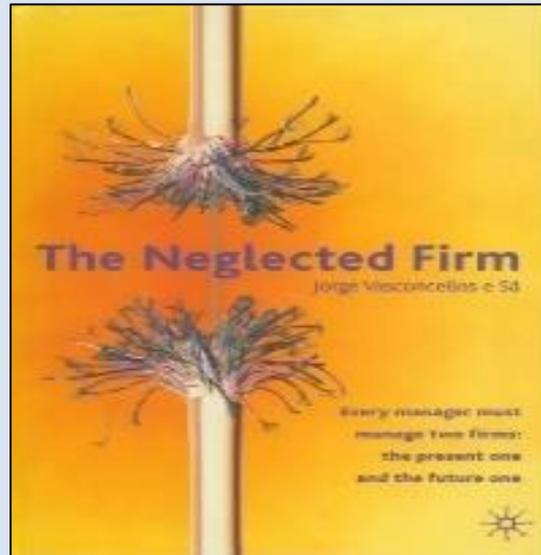
FOCUS AND TIME MANAGEMENT: THE METHODS OF EISENHOWER AND DRUCKER



Peter Drucker



Eisenhower

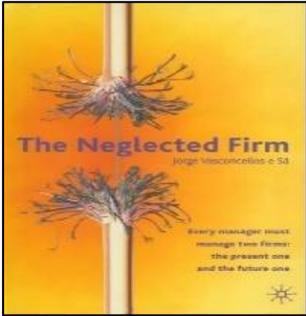


*Publisher: Palgrave
Macmillan*

VS

**Vasconcellos e Sá
Associates, S.A.**

FOCUS AND TIME MANAGEMENT



The methods of Eisenhower and Drucker: if you can't manage **time, you can't manage **anything****

Publisher: Palgrave Macmillan

*It conveys a number of really **powerful** and **important** concepts that my entire team got.*

Mark Kirby (CEO of Mutual Corporation)

*The presentation that you gave to our association's leaders was **outstanding** and I am confident our members will **remember for long** your thoughts, ideas and visions.*

Hans Hanegreefs (Executive Vice-President of EPTDA – European Power Transmission Distributors Association)

Endorsements by Peter Drucker and his daughter:



Peter Drucker
(founder of modern management)

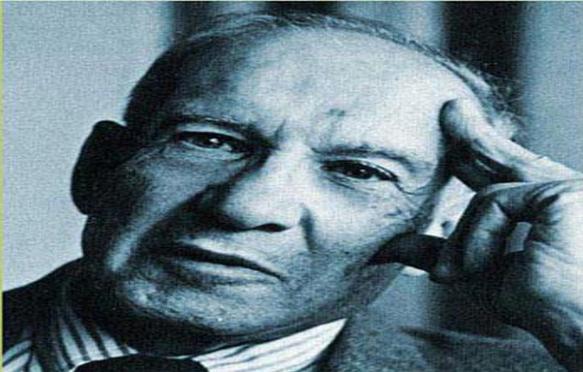
Congratulations Professor Sá on your wonderful career.



Cecily Drucker

*Professor Sá captures the key points of the Drucker Forum in an **incredibly rich** and **rewarding** experience.*
Cecily A. Drucker (daughter of Peter Drucker and CEO of Start-Up Strategies)

“Time is the scarcest resource and unless it is **managed** nothing else can be managed.”
Peter Drucker

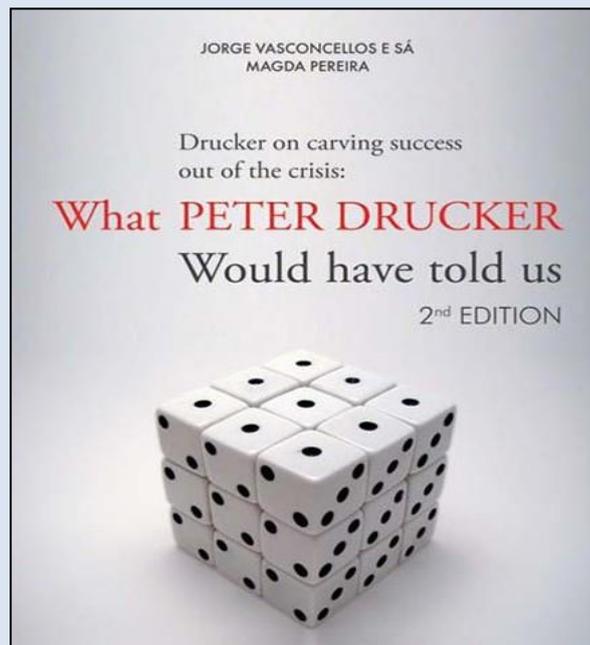


7.

**CLIENT MANAGEMENT: THE FIVE
FUNDAMENTAL QUESTIONS OF PETER
DRUCKER AND HOW TO COLLECT NON
EXPENSIVE DATA**



Peter Drucker

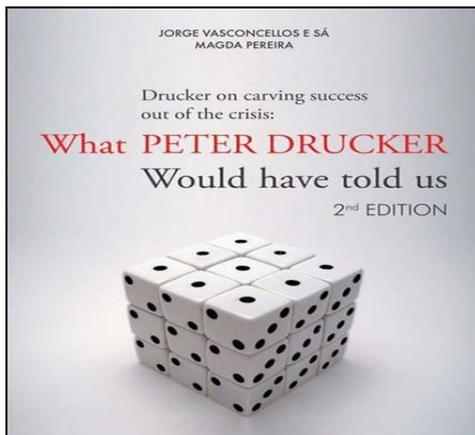


**Vasconcellos e Sá
Associates, S.A.**

HOW TO MANAGE CLIENTS: THE FIVE FUNDAMENTAL QUESTIONS OF PETER DRUCKER AND HOW TO COLLECT NON EXPENSIVE DATA

- + **Who** is the client and the **non** client?
- + **Where** is the client (in 1) geographical areas, 2) distribution channels, 3) physical locations and 4) time)?
- + What is **value** and **non value** for the client?
- + Which other client's **needs** can we **satisfy**?
- + How can we **use our resources** to satisfy **other** clients/needs?

Based on Jorge Sá's book below and Peter Drucker's material



“Exceptionally well written and all business books should be this way.”

Al Ries (author of the bestsellers Positioning, Marketing Warfare, etc.)

“Professor Sá used his vast knowledge of Drucker’s work, to distil the fundamental paths for business leaders to grow their companies in these turbulent times.”

José Ramalho Fontes
(Executive Dean of AESE/IESE)

Endorsements by Peter Drucker and his daughter:



Peter Drucker
(founder of modern management)

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Cecily Drucker

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8.

THE TWO NOBEL PRIZES ON BEHAVIORAL ECONOMICS



D. Kahneman
(Nobel 2002)



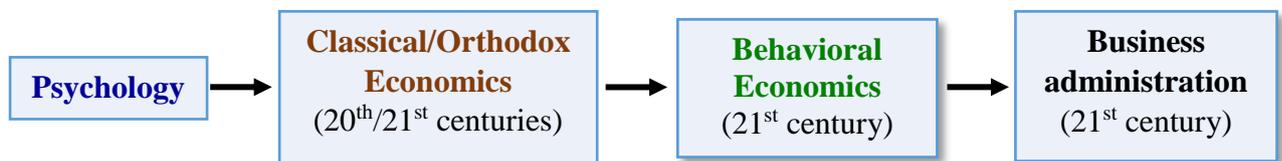
R. Thaler
(Nobel 2017)

VS

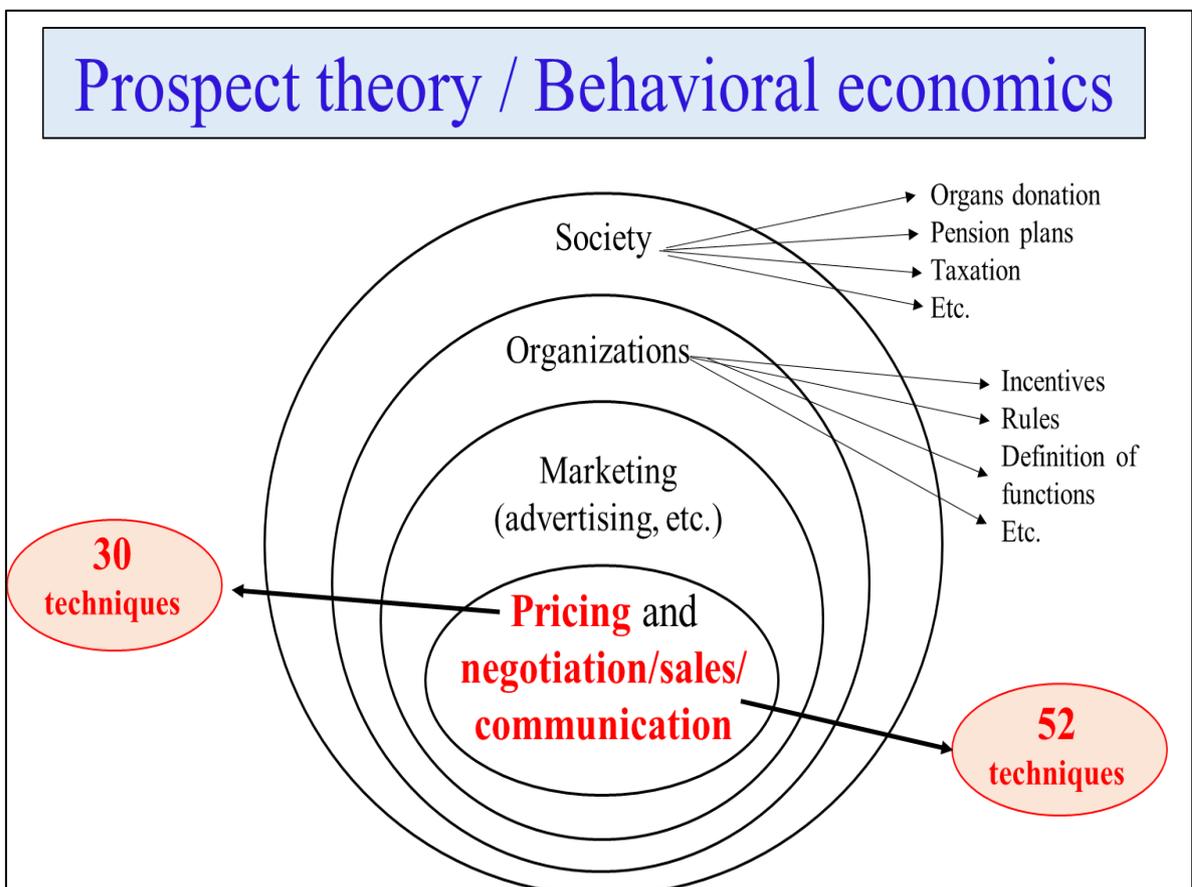
**Vasconcellos e Sá
Associates, S.A.**

THE TWO NOBEL PRIZES ON BEHAVIORAL ECONOMICS: THE REVOLUTION ON ALL AREAS OF BUSINESS ADMINISTRATION

1. The **Nobel Prize in Economics** awarded to *Richard Thaler* in 2017 (and previously to *Daniel Kahneman* in 2002) starting in **psychology** is now having a revolutionary impact on both economics and all areas of **business administration** (management, marketing, etc.)

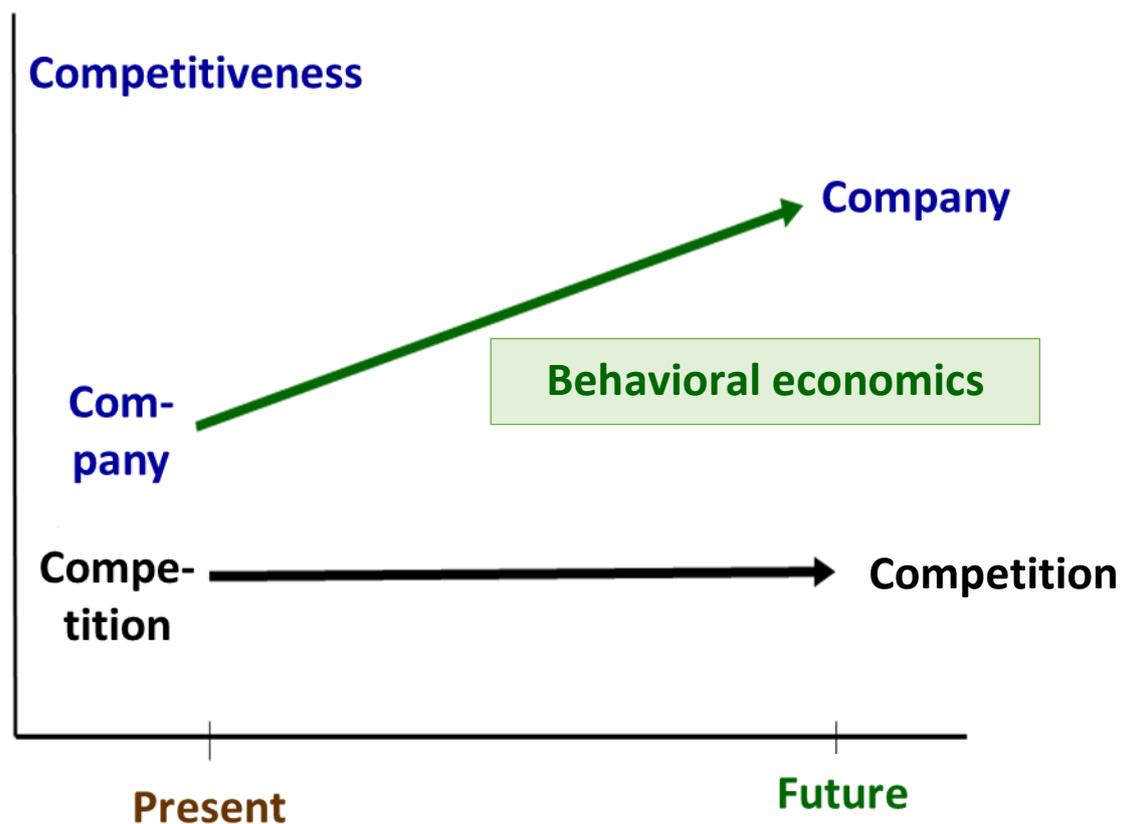


2. As an example just in the areas of **pricing** and **negotiation/sales/communication**, behavioral economics created **30** and **52 new techniques**, respectively.

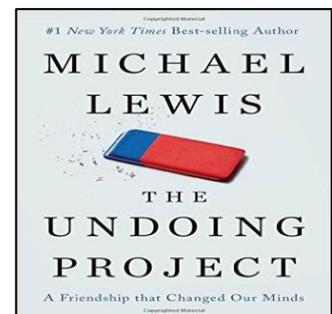
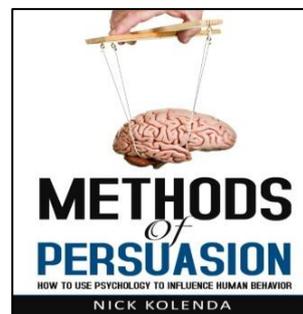
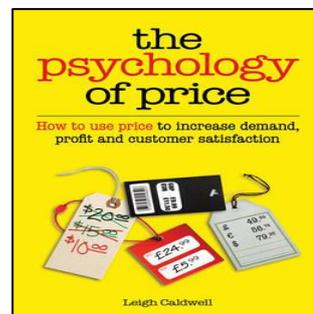
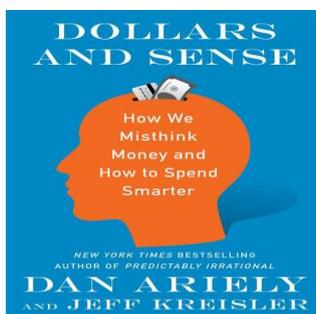
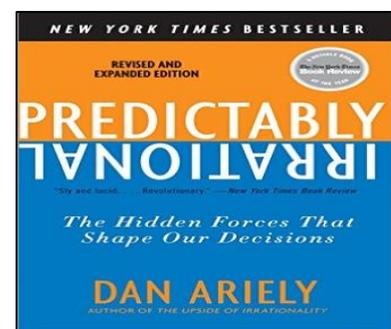
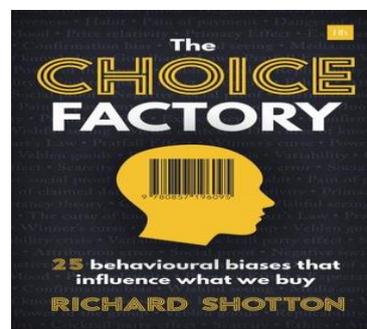
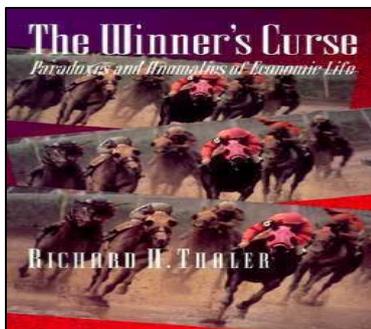
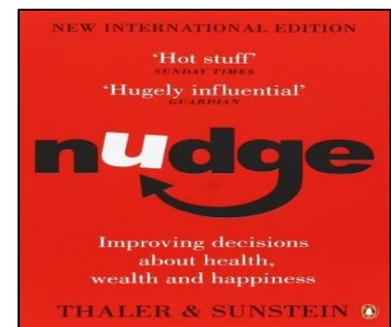
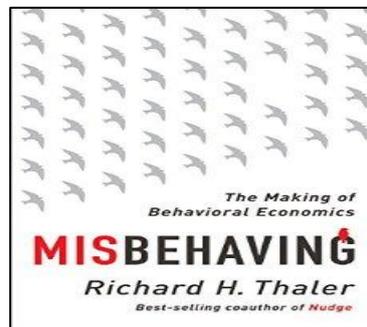
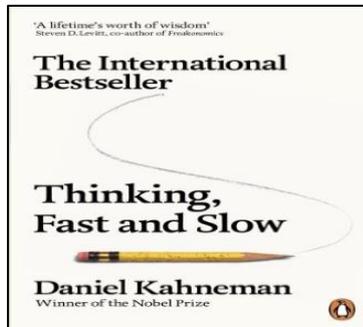


4. This revolution today creates a **huge opportunity**: the institution that makes it better and faster will gain overall/global advantage over the competition.

5. And applying the two Nobels (R. Thaler and D. Kahneman on behavioral economics) to all areas of business administration facilitates the use of this **opportunity**.



Most important books on Nobel behavioral economics



“The conference of Professor Sá was the **highest rated** in the congress IDC Futurescape 2019.”

G. C. (President of IDC)

Professor Jorge Sá made a **wonderful presentation** at our kick-off 2019 meeting. We were **extremely impressed** with the connections between management theoretical concepts and sales strategy. I received **great feedback** on the message from all. Besides being a true **pleasure** meeting him, it couldn't have come at a better time!

M. Machado (Member of the Board of Directors, Milestone Consulting)

“The presentation that Professor Sá gave at our association had three reasons: the **theme** itself, the **competence of the speaker** and the test to our members' **reaction**.

We **won** in everything. In **all**. We got the right **approach**. We got the **right speaker**. And finally we got **great feedback** including some companies are already **implementing** the presentation content.”

J. S. (President of the Association of Ceramics and Glass Industries)

9.

**CHURCHILL AND HOW TO
CREATE A STRONG
ORGANIZATIONAL CULTURE**



Churchill



**Vasconcellos e Sá
Associates, S.A.**

CHURCHILL AND HOW TO CREATE A STRONG ORGANIZATIONAL CULTURE

- + **Attitude** is a small thing which makes a great difference;
- + How to develop an **organizational culture** based on **work ethics** (responsibility, self-confidence, solution oriented, initiative, resourcefulness, risk acceptance, positive thinking, ambition, discipline/teamwork, perseverance/hard work);
- + How to **establish** objectives and incentives: monetary and non-monetary;
- + **Sunset provisions**;
- + How to **recruit** (behavioral interviews, etc.).

*Professor Sá was the **highest rated presentation** of the meeting, which also included two other professional inspirational speakers. He was extremely energized and a very dramatic and provocative speaker. Several of the executives attending the meeting have since purchased the Professor's books on various subjects.*

ASPI would strongly recommend Professor Sá as an inspirational speaker to a body of senior managers. He has a passion for thinking and organizational and product line transformation. He is very engaging and an extremely interesting person.

Eric Fletty (Executive Director of ASPI)

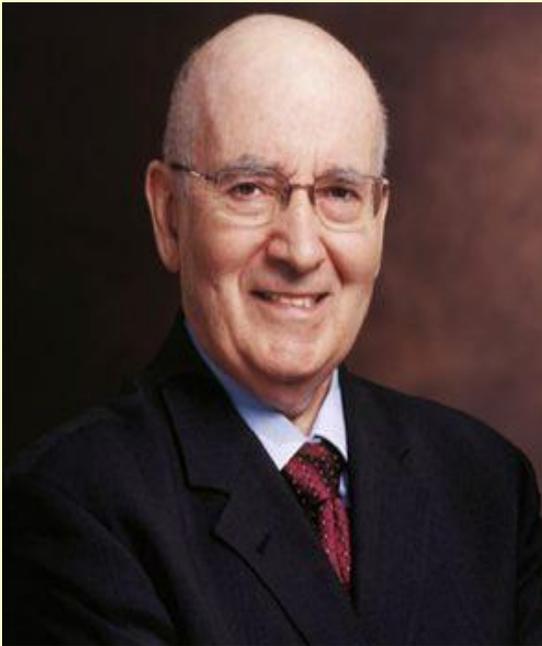
“To improve is to change; to be perfect is to change often”

Winston Churchill

Plans are worthless,
but planning is everything.
- Winston Churchill

10.

PROMOTION



Philip Kotler
(founder of modern marketing)



Helmut Maucher
(President of Nestlé for 20 years)

VS

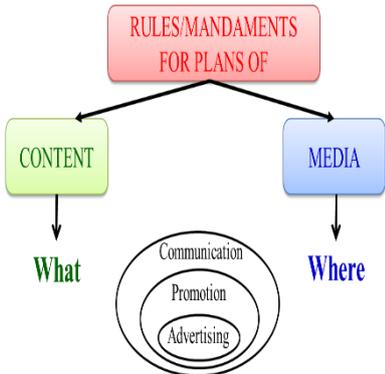
**Vasconcellos e Sá
Associates, S.A.**

PROMOTION

Philip Kotler and Maucher (President of Nestlé for 20 years) on **promotion**: the rules of both **content** and **media plans**

Examples of endorsements:

PHILIP KOTLER AND MAUCHER (PRESIDENT OF NESTLÉ FOR 20 YEARS) ON PROMOTION: THE RULES OF BOTH THE **CONTENT** AND **MEDIA PLANS**



No executive can afford to miss this book. Sá developed a highly pragmatic set of ideas for today's leaders on the global battlefield.

Professor Donald Hambrick (Smeal Chaired Professor of Management, Pennsylvania State University)

I very much enjoyed your presentation at the Global Drucker Forum in Vienna. I found it very wonderfully comprehensive and very, very informative.

Dr. Arthur Rubens (Professor at Lutgert College of Business, Florida Gulf Coast University)



John Wanamaker
departments store
business man

Half of my advertising is wasted, but I do not know which half.

11.

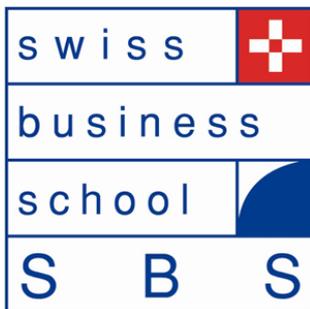
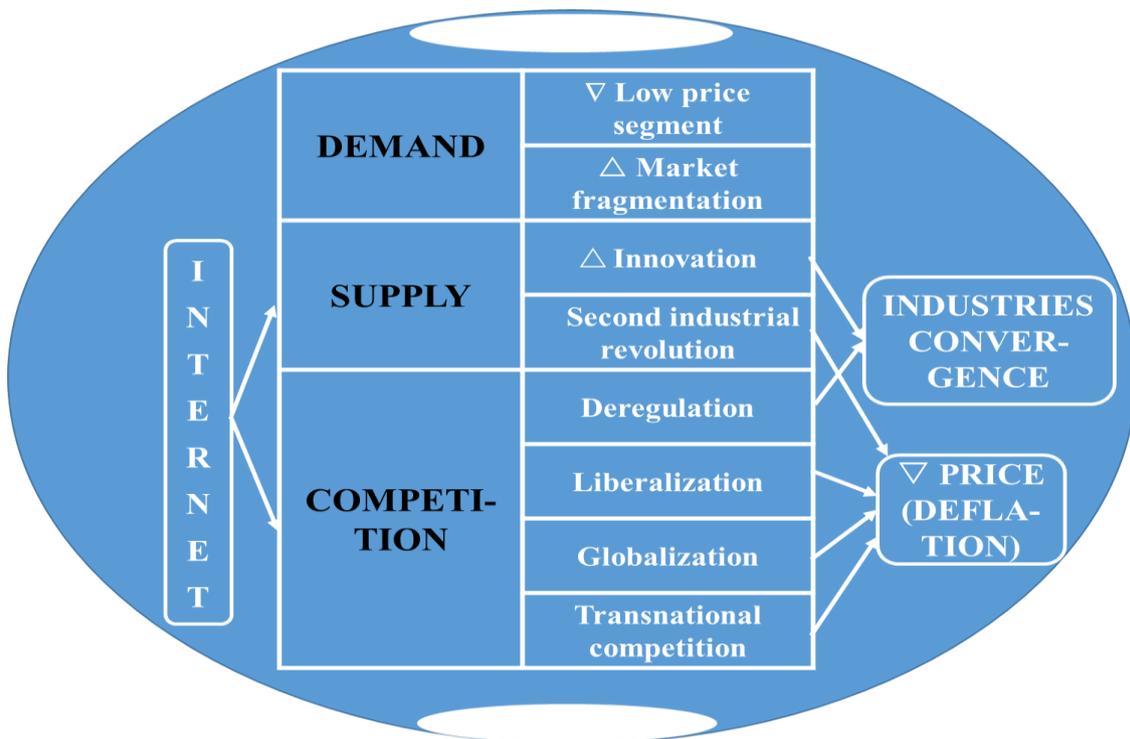
**THE ELEVEN
TRENDS IN THE
GLOBAL
ECONOMIC
ENVIRONMENT**



**Vasconcellos e Sá
Associates, S.A.**

THE ELEVEN TRENDS IN THE GLOBAL ECONOMIC ENVIRONMENT

The **eleven trends** in the **global economic environment** and their **implications for companies**: internationalization? or glocalization? or globalization? or regionalization?



Latest students **evaluation** in the **top executive program** (from a scale of **1**-very poor to **6**-excellent)¹:

5.6
(on the course of international marketing)

¹ Evaluation of the course as a whole by students who are on average 37 years old.

12.

**THE POWER OF ECONOMIC
FREEDOM: HOW TO INCREASE A
COUNTRY'S PRODUCTIVITY**



VS

**Vasconcellos e Sá
Associates, S.A.**

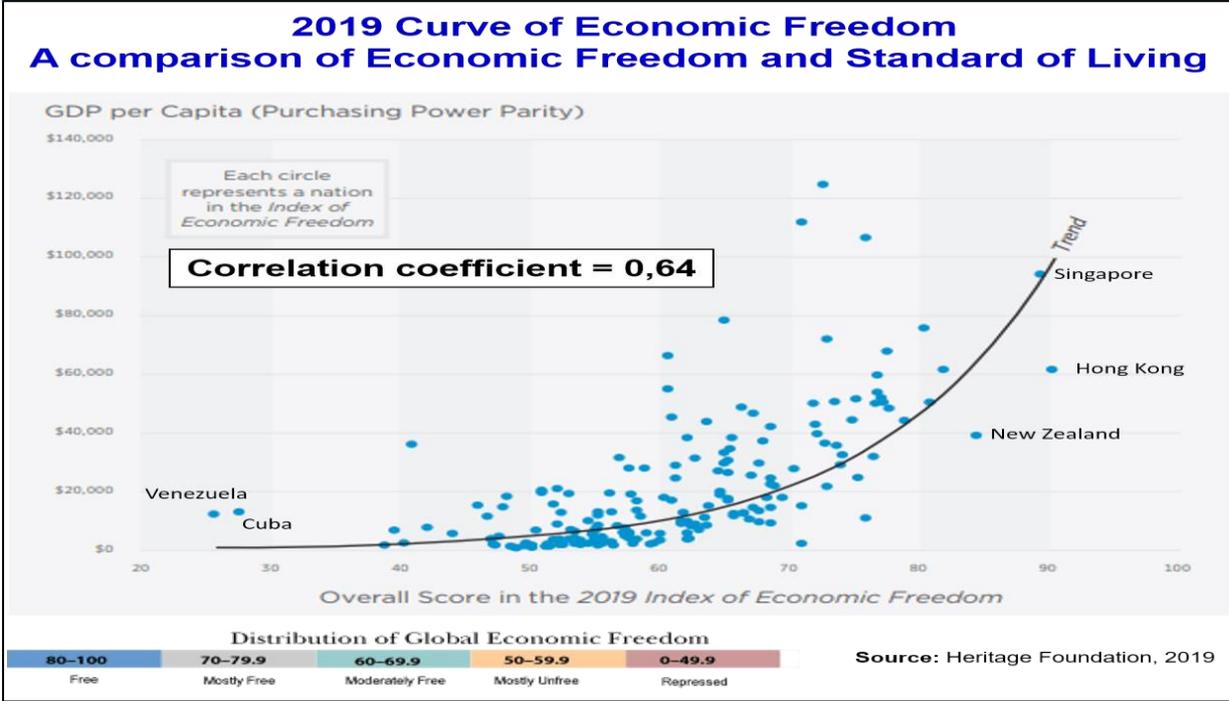
THE POWER OF ECONOMIC FREEDOM: HOW TO INCREASE A COUNTRY'S PRODUCTIVITY

“A competitor is a helper.”



Edmund Burke (1729-97)

The single major explanation for GDP growth is economic freedom



We were honored that you have accepted our invitation, and your lecture **contributed to the success of the event.**

The materials that you gave us are of **great value** to the constant training improvement of our associates.

Frederico Hilzendege (President of IEE - Liberty Forum organization)

Thank you for your presence, the **remarkable lecture** and the **valuable material that you gave us**, which was essential to the **success** of the event.

Ricardo Heller (Stifelman Lawyers)

I was very happy with your vision of **economic freedom** and the way that you taught us to defend our position, that is, before sharing the wealth, **we need to create it.**

Lucas Cassiano (Cassiano Lawyers)

13.

THE COMPETITIVENESS OF THE MAJOR WORLD ECONOMIC BLOCKS

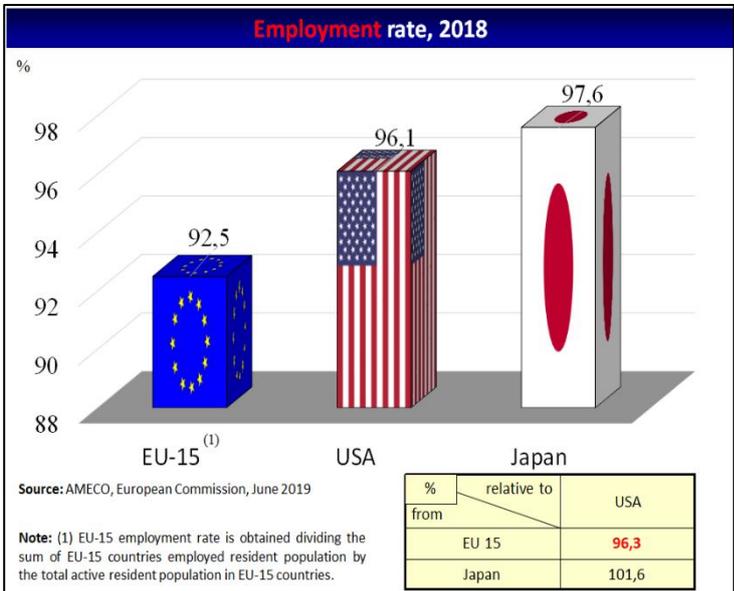
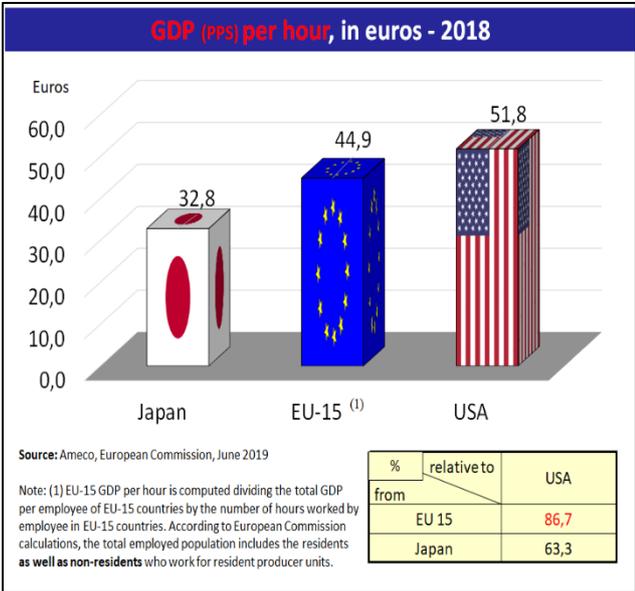
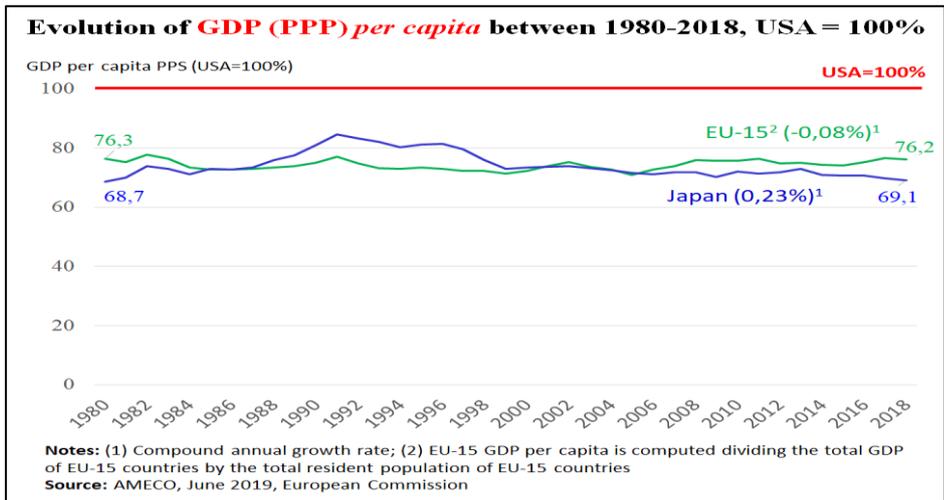


Vasconcellos e Sá
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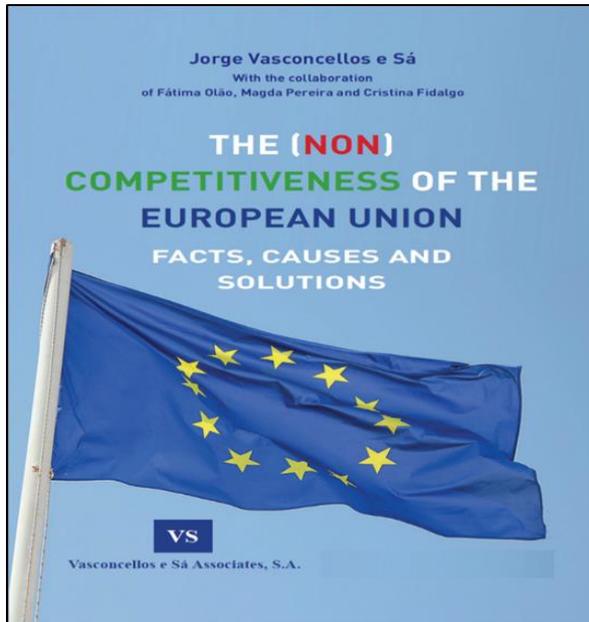
THE COMPETITIVENESS OF THE MAJOR WORLD ECONOMIC BLOCKS

- ✚ Comparing the competitiveness of the European Union, the USA, Japan and other blocks
- ✚ All official data (Eurostat, IMF, World Bank, etc.)

Examples of some of the slides of the presentation



Based on Jorge Sá's book below:



Why is the European **GDP per capita** only **3/4** of the USA's?
 And the **productivity per hour** **13%** below?
 And the **productivity per person** **22%** below?
 And the **rate of unemployment** almost the **double** of the USA's?

"Inspiring and eye-opening. Outstanding".
 Marc Wagener
 (Director, Idea Foundation/Chamber of Commerce Luxembourg)

"Engaging, erudite, witty and to the point. It brings abstract concepts of business and the economy to life".
 Fredrik Erixon
 (President of the European Centre for International Political Economy in Brussels)

The royalties of this edition are fully dedicated to the charity institution "Associação das Creches de S. Vicente de Paulo"

*"Professor Jorge Sá as the key speaker of the 6th Euratex Convention, offered the **strongest and most vibrant** conference, comparing the EU and USA competitiveness, both an extremely timely and pressing subject, **impressing** the more than 200 delegates representing European textile business associations and key public officials, all linked to the European's fashion industry."*

P. Vaz (General Manager of the Textile Association)

*"Professor Sá gave an **inspiring and eye-opening** presentation at the Chamber of Commerce / Idea Foundation Luxembourg and the participants' feedback was **outstanding**. Participants took along all the books and material that Professor Sá brought, underlining their **interest**. Please accept once again our deep gratitude."*

Marc Wagener (Director, Idea Foundation/Chamber of Commerce Luxembourg)

"Dear Professor Sá,

*Many thanks for your **outstanding** presentation. It was well structured, very clear, simple and pleasant. You are a **very natural speaker**. Great work.*

I must say that a lot of economists (from Academia) are still not able to communicate deeply and properly to the general public. That is a pity.

*It was a pleasure and an honour to see your **"one man show"**. A lot of **humility and outstanding communicator**."*

Dr. Moncef Hadhri (European Chemical Industry Council, Brussels)

*Professor Sá presentation was **much appreciated** by the audience and I have received **many positive comments**. Indeed, he offers both a **vivid and in-depth description of Europe's poor growth and new insights for both experts and the general public**. As a result the lecture provides both a sense of urgency and ideas about how to improve Europe's performance.*

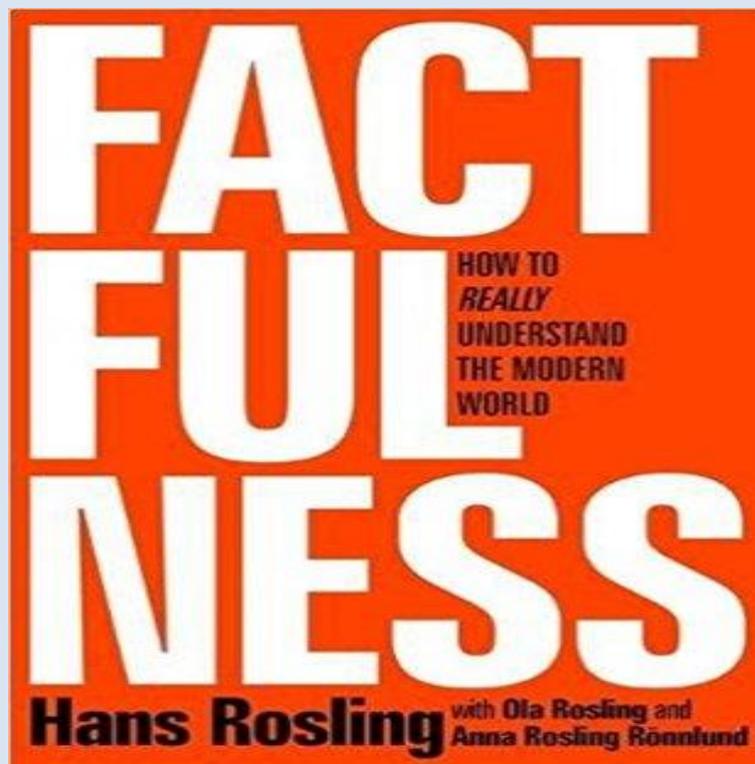
Jesper Ahlgren (Chief Economist at Timbro, Stockholm)

*"Professor Sá, gave a **powerful** lecture in Tallinn, which compared economic challenges in Europe and the United States. It **awakened** the audience about the loss of competitiveness in the European Union. At the same time, Professor Sa's presentation was a **source of great inspiration and hope**."*

Meelis Kitsing (Adviser at the Strategy Unit of the Estonian Government Office, President, Estonian Economic Association Associate Professor, Estonian Business School)

14.

**OUR WORLD, OUR IGNORANCE: EMPIRICAL
EVIDENCE THAT WE DO NOT KNOW THE
WORLD WE LIVE IN – REASONS AND
CONSEQUENCES FOR ORGANIZATIONS**



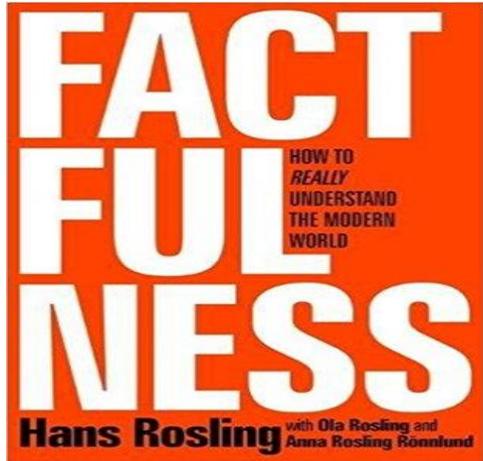
VS

**Vasconcellos e Sá
Associates, S.A.**

OUR WORLD, OUR IGNORANCE: EMPIRICAL EVIDENCE THAT WE DO NOT KNOW THE WORLD WE LIVE IN – REASONS AND CONSEQUENCES FOR ORGANIZATIONS

One of the **most important** books I've ever read – an **indispensable guide** to thinking clearly about the world.

Bill Gates



Factfulness does much more than that. It also explains why progress is so often secret and silent and teaches readers how to **see it clearly**.

Melinda Gates

Examples of some of the slides of the presentation

OUR WORLD, OUR IGNORANCE: WHY WE DON'T KNOW THE WORLD WE LIVE IN

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Email: associates@vasconcelosesa.com

LinkedIn: <http://www.linkedin.com/in/vasconcelosesa> • LinkedIn USA: <https://www.linkedin.com/company/vasconcelos-e-sa-associados/>
Twitter: @VasconcelosSa • Wordly articles and diagrams: <http://economiadavermana.blogspot.pt/> • Blog: <http://www.institutoiberiadaeconomia.blogspot.com/>

7. How did the number of deaths per year from natural disasters change over the last hundred years?

A More than doubled
B Remained about the same
C Decreased to less than half

8. There are roughly 7 billion people in the world today. Which map shows best where they live? (Each figure represents 1 billion people)

Most people answer worse than chimpanzees

Mistakes	Causes	Explanation	Psychological consequences	
We know the world worst than chimpanzees	Laziness	New information implies extra work	We live in the past (in a world which no longer exists)	
	Resistance to change	Safety		
We have a catastrophic vision of the world (worse than really is)	Loss aversion	1 loss = 2,25 gains	Things are better than we think	
	How our memory works	Media bias (news = owner bites dog)		
Dichotomy	Experts bias	Experts crying wolf	Distorted view	
	Simplicity	Black and white		
Others	Stereotypes	Simplicity	Distorted view	
	Blame			
	Urgency	Loss aversion		
	Destiny	If <table border="1"> <tr> <td>Good – Safety</td> <td rowspan="2">Secu- rity</td> </tr> <tr> <td>Bad - Vanity</td> </tr> </table>		Good – Safety
Good – Safety	Secu- rity			
Bad - Vanity				

WORLDWIDE

Examples of endorsements of Professor Sá's books and latest conferences:

Congratulations Professor Sá on your wonderful career.

Peter Drucker (Founder of modern management)



Peter Drucker

I am impressed with Sá's offer of these rich lessons for management leadership and competitive business maneuvering. I only wish that he continues to write more.

Philip Kotler (Professor at Northwestern University, founder of modern marketing)



Philip Kotler

This book will be a winner as Sá offers the most comprehensive treatment and assessment of attack and defense business strategies. It is guaranteed to stimulate your strategic and tactical imagination.

Philip Kotler (Professor at Northwestern University, founder of modern marketing)

Every business leader can learn a lot from Jorge Sá's brilliant analysis and exceptionally well written lessons for business.

Al Ries (author of the bestsellers Marketing Warfare, Positioning, etc.)



Al Ries

This book is great. There's no better analogy for marketing than warfare... Sá does a superb job in outlining the many strategic choices involved in fighting an effective war.

Al Ries (author of the bestsellers Marketing Warfare, Positioning, etc.)

"Exceptionally well written and all business books should be this way."

Al Ries (author of the bestsellers Positioning, Marketing Warfare, etc.)

The presentation really captured the key points of the Drucker Forum and was an incredibly rich and rewarding experience.

Cecily A. Drucker (daughter of Peter Drucker and CEO of Start-Up Strategies)



Cecily Drucker

Absolutely enjoyed it, thank you for sharing. Brilliant... Thank you!

Dr. Jeffrey Magee (Publisher of the Performance Magazine)

No executive can afford to miss this book. Sá developed a highly pragmatic set of ideas for today's leaders on the global battlefield.

Professor Donald Hambrick (Evan Pugh and Smeal Chaired Professor of Management, Pennsylvania State University)

Wonderful. Enlivened by numerous examples, engaging graphics, grounded in serious scholarship and rigorous historical analysis. A real treat. Tremendous.

Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)

*“This book provides one of the **clearest**, most engaging discussions I’ve ever seen of how to balance the here-and-now of a business with the future. Managers who are dealing with these difficult, uncertain times will benefit from reading it. Professor Sá has done it again!”*

Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)

*“A **great joy**. Loaded with clear examples, and backed up by rigorous theory, a fundamental book for the multibusiness firm strategist”*

Professor Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)



Donald Hambrick

*This is the **best book on leadership** since Drucker’s recommended Xenophon, even in the company of John Adair and Warren Bennis.*

Peter Starbuck (Chairman of the Peter Drucker London Society)

*Professor Jorge Sá’s book **Anergy** is one of those **occasional milestones in management history** that we’ve all been **waiting** for. Much has been written on strategy but no one has produced it in the same **disciplined** scheduled form that can be applied in **practice**. The prime importance of strategy was identified by **Peter Drucker** as early as 1954 in his *The Practice of Management* where he stressed the essentials, but as Jorge correctly records, he never scheduled the steps.*

No doubt Drucker would have commended Jorge’s extension of his life’s work.

Peter Starbuck (Chairman of the Peter Drucker London Society)



Peter Starbuck

A very important book with great practical value.

Professor Karl Moore, McGill University, Canada

*“Professor Sá is a **great public speaker. Engaging, erudite, witty and to the point. He brings abstract concepts of business and the economy to life**”.*

Fredrik Erixon (President of the European Centre for International Political Economy in Brussels)



Fredrik Erixon

“Dear Professor Sá,

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Marc Wagener (Director, Idea Foundation/Chamber of Commerce Luxembourg)



Marc Wagener

*The presentation that you gave to our association’s leaders was **outstanding** and I am confident our members will **remember for long** your thoughts, ideas and visions.*

Hans Hanegreefs (Executive Vice-President of EPTDA – European Power Transmission Distributors Association)

*Professor Sá was the **highest rated presentation** of the meeting, which also included two other professional inspirational speakers. He was extremely energized and a very dramatic and provocative speaker. Several of the executives attending the meeting have since purchased the Professor’s books on various subjects.*

ASPI would strongly recommend Professor Sá as an inspirational speaker to a body of senior managers. He has a passion for thinking and organizational and product line transformation. He is very engaging and an extremely interesting person.

Eric Fletty (Executive Director of ASPI)



*It conveys a number of really **powerful** and **important** concepts that my entire team got.*

Mark Kirby (CEO of Mutual Corporation)

*Professor Sá presentation was **much appreciated** by the audience and I have received **many positive comments**. Indeed, he offers both a **vivid and in-depth description of Europe's poor growth and new insights for both experts and the general public**. As a result the lecture provides both a sense of urgency and ideas about how to improve Europe's performance.*

Jesper Ahlgren (Chief Economist at Timbro, Stockholm)

*“Professor Sá, gave a **powerful** lecture in Tallinn, which compared economic challenges in Europe and the United States. It **awakened** the audience about the loss of competitiveness in the European Union. At the same time, Professor Sa's presentation was a **source of great inspiration and hope**.”*

Meelis Kitsing (Adviser at the Strategy Unit of the Estonian Government Office,
President, Estonian Economic Association
Associate Professor, Estonian Business School)

*I very much enjoyed your presentation at the Global Drucker Forum in Vienna. I found it **very wonderfully comprehensive and very, very informative**.*

Dr. Arthur Rubens (Professor at Lutgert College of Business, Florida Gulf Coast University)

*“Another **winner** for Sá and a loss for those decision makers who miss this book”.*

Professor Luiz Moutinho (Foundation Chair of Marketing, University of Glasgow)

*“Strategic mind-stretching at its **best! Excellent** tome, full of challenging strategic insights and thought-provoking!”*

Professor Luiz Moutinho (Foundation Chair of Marketing, University of Glasgow)

*A **masterfully** researched work, **exceptionally well written**, making the reading a real pleasure and a lively interaction with the author's uncommon and privileged brain. A **fascinating new book** on a polemic subject for discussion in all major professional and academic forums.*

José Sousa (President & CEO of Liberty Insurance)

*This book will definitely become one of those few elected that (together with Samuelson, Keynes, Drucker, Porter and Kotler), will **remain in the History of management as a lighthouse reading**.*

José Sousa (Liberty Insurance)

*"Peter Drucker created the **theoretic framework** that continues to be used in all world class modern corporate management. And will prevail as long as corporations, managed by humans, exist.*

*Professor Sá is Drucker's disciple that **more accurately understands, teaches and applies** the teachings of the master, and adds critical value by deepening and amplifying the concepts with his own characteristic mark, always remaining faithful to the foundational concepts.*

*This book is a **masterpiece** badly needed in the top floor of all multinational corporations. Never as today get tactics and strategy conceptually so mixed up, even by very bright top managers. I **strongly endorse** the reading of this book to set the **record straight!***

*It is, by the way, as all books by Professor Sá, a **fascinating reading**, because it is well documented with a number of interesting practical examples. A **must read!**"*

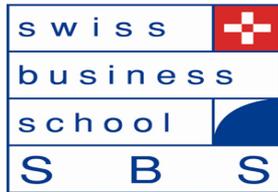
José Sousa (Liberty Insurance)

*With an **effective writing**, the clear and resourceful mind of Professor Sá makes of, an otherwise complex subject, an **absolute must of reading**.*

Raul Diniz (Dean of AESE/IESE)

*"Professor Sá used his **vast knowledge of Drucker's work**, to distil the fundamental paths for business leaders to grow their companies in these turbulent times."*

José Ramalho Fontes
(Executive Dean of AESE/IESE)



Vasconcellos e Sá Associates, S.A.
 (website: www.vasconcellosea.com)

JORGE SÁ

MBA Drucker School / PhD Columbia University / Jean Monnet Chair
 Professor Swiss Business School / AESE(IESE)

ACTIVITIES	Research	<p>Twenty four books in twelve languages:</p>  <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">English</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Portuguese</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Spanish</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Russian</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Ukrainian</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Norwegian</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">German</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Lithuanian</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Korean</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Thai</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Chinese (Mandarin)</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Iranian</div> </div>
		<p>Half a hundred academic/blind referee articles</p>
		<p>Institute for Economic Freedom Site: www.institutoliberdadeeconomica.blogspot.pt/</p>  <p>Libertas</p>
	Public speaking + Consultancy <div style="border: 1px solid red; padding: 2px; display: inline-block; color: red;">22 countries</div>	<p>Speakers agencies:</p> 
	 <div style="border: 1px solid gray; padding: 5px; display: inline-block;"> <p>You can check Professor Jorge Sá latest conference at TED USA at: https://youtu.be/SOKjPVi1Fts</p> </div>	<div style="background-color: black; color: white; padding: 5px;"> <p>JORGE SÁ</p> <p>DRUCKER'S QUESTIONS TO CREATE COMPETITIVE ORGANIZATIONS ARE ETERNAL</p> </div>

Twitter: @VasconcelloseSa

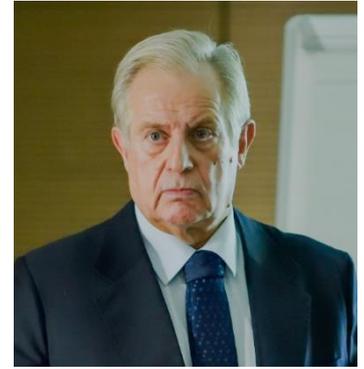
LinkedIn Jorge Sá: <http://www.linkedin.com/in/vasconcellosea>

LinkedIn Vasconcellos e Sá Associates: <https://www.linkedin.com/company/vasconcellos-e-sa-associates/>

Weekly articles and diagrams: <http://economiasemana.blogspot.pt/>

Jorge Sá

A short bio



1. Jorge Sá is a Drucker expert, a former Drucker student (who offered letters of recommendation and endorsements for his books) and Professor at the Swiss Business School in Zurich, New University and Catholic University and AESE/IESE of Barcelona. Jorge Sá has a **master's degree** from the Peter F. Drucker Graduate School of Management in California and a **doctorate (PhD)** in Business Administration, from Columbia University, in New York, where he was a student, research and teaching assistant. Also holds *two undergraduate* degrees (in business administration and economics) and a *graduate degree* in Macroeconomics.
2. Awarded the **Jean Monnet Chair** by the Jean Monnet Foundation in **Brussels**, received several distinctions including Fulbright fellowships, Beta, Gamma, Sigma, and published **twenty four books in twelve languages: English, Chinese (Mandarin), Russian, Ukrainian, German, Spanish, Portuguese, Lithuanian, Thai, Korean, Norwegian and Iranian** which received **endorsements**, among others, from Peter F. Drucker, Cecily Drucker, Philip Kotler, Al Ries (author of the bestsellers Marketing Warfare and Positioning), Don Hambrick (Professor at Columbia University and at The Pennsylvania State University), Karl Moore (Professor at Oxford and McGill University), Luiz Moutinho (Professor at Glasgow University), Peter Starbuck (President of the London Drucker Society), etc.
3. Has addressed **conferences and given seminars** at several institutions including TED USA (<https://youtu.be/SOKjPVi1Fts>), Drucker University, London Business School, IESE, Glasgow Business School, ESSEC (France), ESSAM (European Consortium of Business Schools), Oxford, Manchester Business School, George Washington University, University of São Paulo School of Economics, Institute of Experimental and Technological Biology, Liberty Forum (Brazil), University Jorge Amado, American Chamber of Commerce Luxembourg, Foundation Idea/Chamber of Commerce Luxembourg, European Centre For International Political Economy, Timbro, European Commission, Marketing Institute Estonia, Enterprise Ireland, etc. Has also addressed conferences and presented articles in several academic meetings, such as Academy of Management, Western Economic Association, Peter Drucker Society of Europe, etc. and published over thirty academic papers.
4. Worked as **private consultant, non-executive director** or taught in the **executive programs** of **multinational companies** such as: Coca-Cola, SHELL, Unisys, IBM, Price Waterhouse, Klynveld Peat Main Goerdeler, Glaxo, British Petroleum – BP, Dun & Bradstreet, Deloitte & Touche, Makro (Metro group), Système U, I.F.A, Intermarché, Mini Prix Bonjours, Accenture, Watson Wyatt, Cap Gemini, Cesce, Scottish & Newcastle, Sara Lee, Microsoft, Total, Johnson & Johnson, Pfizer, Logica, Indra, Grandvision, Jafep, Euler Hermes, Cosc, Pestana Group Hotels, Tivoli Hotels & Resorts, Millennium Bank, Julius Baer, SGG, Henkel, Abencys, Broadbill, Volkswagen Group, McDonald's, MiTek, United Steel Products, Base Group, UnitedHealthcare, Inapa, Vodafone, IDC, Merck, BPI Bank, Milestone, etc.
5. Professor Sá founded the Institute for Economic Freedom and his hobbies are History (wrote several books on the lessons of military campaigns for management) and football (degree as a professional coach). He speaks and writes (by alphabetical order) English, French, German, Portuguese and Spanish.

“Congratulations Professor Sá on your wonderful career.”
(Peter Drucker, founder of modern management)



TED

You can check Professor Jorge Sá latest
conference at TED USA at:

<https://youtu.be/SOkjPVi1Fts>

JORGE SÁ

**DRUCKER'S QUESTIONS TO CREATE COMPETITIVE
ORGANIZATIONS ARE ETERNAL**



Vasconcellos e Sá
Associates, S.A.

Opus artificem probat

To act upon one's **convictions**, while **others** sit on the sidelines.

To create a **positive** force, when **cynics** do nothing.

To offer a **choice**, to those who **languish**.

To make things **better**, by venturing into the seemingly **impossible**.

To do that and bring **understanding** where **discord** reigns.

That is to make a **difference**: to leave **footprints** in life. (-)



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Twitter: [@VasconcelloseSa](https://twitter.com/VasconcelloseSa)

• LinkedIn VSA: <https://www.linkedin.com/company/vasconcellos-e-sa-associates/>

• Blog: www.institutoliberaldadeeconomica.blogspot.com