

INTERNAL MINI-MBA 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

**B
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N**

P. Drucker (founder of modern management)

+

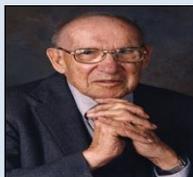
P. Kotler (founder of modern marketing)

+

Two Nobel Prizes on behavioral economics

+

Practices of some of the **best managers in the world**



Peter Drucker



Philip Kotler



Steve Jobs



Bill Gates



Jack Welch



Alfred Sloan



Andy Grove



Helmut Maucher



A.G. Lafley



D. Kahneman



R. Thaler

VS

Vasconcellos e Sá Associates, S.A.



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*The feedback I received from the participants in the Mini-MBA is **excellent** and we agreed to expand the Mini-MBA to other participants right away.*

J. M. (CEO at UnitedHealth Group)

*I received a **very positive** feedback from all the participants in the Mini-MBA.*

A. M. (CEO at Base Diagnostic Group)

1.

WHAT IS UNIQUE ABOUT THE MINI-MBA?**I.****Attitude**

Bill Gates

I do **not care** how much you **know**, until I **know** how much **you care**.

II.**(Learning how to) Think**

Peter Drucker

In **knowledge organizations** to **teach people to think** must move further and further down the line.

WHAT IS UNIQUE ABOUT THE MINI-MBA?

III. Knowledge

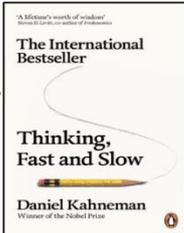
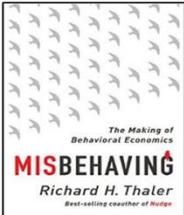
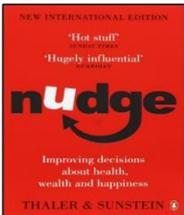
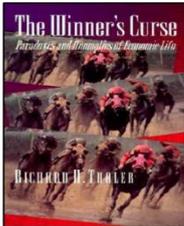
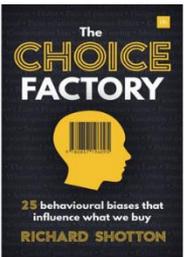
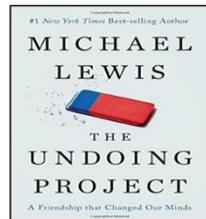
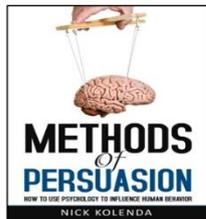
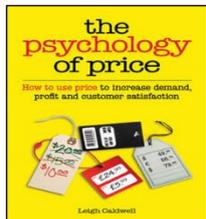
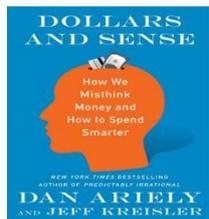
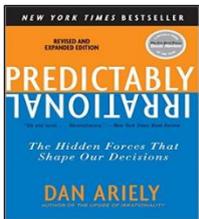
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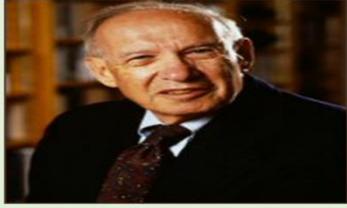
Al Gore

The **main problem** is what we think that we know and **it isn't so.**

Create awareness for the new **most important developing areas**



WHAT IS UNIQUE ABOUT THE **MINI-MBA**?

3.2.	Centered on the contribu- tions of:	Management	Peter Drucker	
	Plus	Marketing	Philip Kotler	
		Behavioral economics	Two Nobel prizes	  R. Thaler D. Kahneman

3.3.	Pragmatism	Presentation (by Professor Sá and the participants) of the concepts and techniques (focused on brainstorming through slides)	Morning
		Coaching: individual, one-on-one	Afternoon
		Groups preparation of their presentations for the next morning (participants divided in groups will suggest concrete new organizational policies)	

3.4.	Diversity of topics	Competitiveness	
		Globalization (eleven trends)	
		Strategy	Corporate
			Business
		Leadership	
		Staffing	
		Battle ready culture/Work ethics	
		Time management	
		Client analysis	
		Promotion	
		Pricing	
		Negotiation	
Other areas of marketing and management			

3.5.	Intensity	8, 12 or 18 days
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2.

STRUCTURE AND OPTIONS

STRUCTURE:

T O P I C S (all or some to be chosen)	I	The competitiveness of the world major economic blocks (USA, EU, Japan and China): causes and quantitative forecasts		
	II	The eleven world economic trends and how battle-ready organizations adapt to these trends	Externally	Internationalization?
				Glocalization?
				Globalization?
			Internally	Regionalization?
				Vertical disintegration?
				Robotization?
	Etc.			
	III	Corporate strategy: How best multibusiness organizations go about defining their strategy		
	IV	Business strategy: The fourteen strategic moves (6 of attack and 8 of defense), the rules to follow in implementing and the 13 types of alliances		
	V	Leadership: There is no leadership; only effective management - the 10 steps in the decision making; how to manage the inverted pyramid; and the two personal characteristics to develop		
	VI	Staffing based on Shakespeare (Henry V): Forget weaknesses, focus on strengths: why skills and the (right) temperament are more important than intellect and knowledge; focus on task performance, not team building		
	VII	Churchill and how to create a strong organizational culture (attitude is a small thing which makes a great difference: how to create an organizational culture based on work ethics)		
VIII	Focus and time management: the methods of Eisenhower and Drucker (if you can't manage time, you can't manage anything)			
IX	Client management: how to manage clients (the five fundamental questions of Peter Drucker and how to collect non expensive data)			
X	Philip Kotler and Maucher (President of Nestlé for 20 years) on promotion : the rules of both content and media plans			
XI	Pricing		The impact of the two Nobel prizes on behavioral economics	
XII	Sales/negotiation			
XIII	Other areas of marketing and management			

OPTIONS:

Alternatives	MBA	Micro	Mini	Standard
Topics				
I	The competitiveness of the world major economic blocks			✓
II	The eleven trends in the global economic environment and how battle-ready organizations adapt to these trends	✓	✓	✓
III	Corporate strategy		✓	✓
IV	Business strategy	✓	✓	✓
V	Leadership	✓	✓	✓
VI	Staffing based on Shakespeare	✓	✓	✓
VII	Churchill and how to create a strong organizational culture	✓	✓	✓
VIII	Focus and time management		✓	✓
IX	Client management		} ✓ 2 of 5	✓
X	Promotion			✓
XI	Pricing			✓
XII	Sales/negotiation			✓
XIII	Other areas of marketing and management			✓

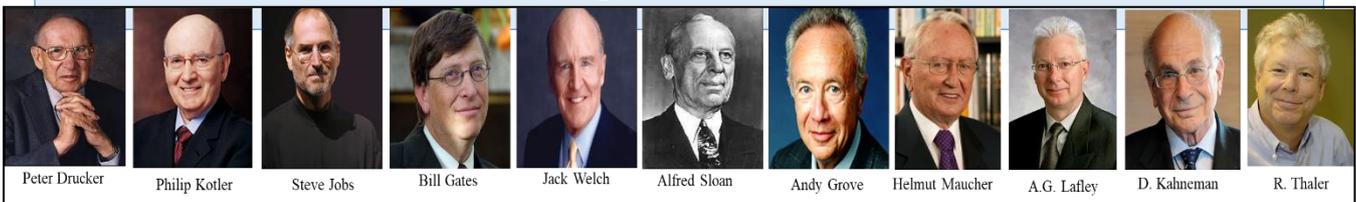
WORK METHOD	Morning	Presentation (by Professor Sá and the participants) of the concepts and techniques (focused on brainstorming through slides)	
	Afternoon	Coaching	Groups preparation of their presentations for the next morning (participants divided in groups will suggest concrete new organizational policies)
			Individual: applying the concepts and techniques to one's department
	Material	Books (on the several topics)	
		File with: hundreds of powerpoint slides, articles and practical case-studies	
	Optional	Final exam	
Diploma			

TO WHOM	Managers	Middle
		or/and
	Top	
	Clients (eventually)	
From 10 to a maximum of 20 participants		

CALEN- DAR	Alter- natives	Two fixed contiguous days every	Three weeks (ideal)
			or
			Fortnight
			or
		Week	
A set of contiguous days (number depending on topics chosen)			

3. Description

Internal Mini-MBA based on books endorsed by Professors 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



1. The **method** consists of:

1.1. In the **morning**:

1.1.1. **Presentation** (by Professor Sá and the participants) of the concepts and techniques (focused on brainstorming through slides);

1.2. **In the afternoon**: individual **coaching** (with who wishes and applying the concepts and techniques to one's department) or to support the preparation of the presentations by the groups;

1.3. It will be **distributed** to the participants:

1.3.1. Books (mostly in English) of Professor Sá on the several topics of the sessions;

1.3.2. A file with hundreds of pages containing powerpoint slides, articles and practical case-studies to be discussed in groups in the sessions; and

1.3.3. Diploma (optional).

2. This Mini-MBA is offered worldwide to institutions that use it to:

2.1. update their middle managers;

2.2. or top managers;

2.3. sometimes extending it also to their clients; and being

2.4. the ideal number of participants between 10 and 20.

4.

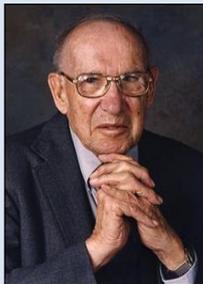
DETAIL OF THE TOPICS OF THE SESSIONS BY JORGE SÁ

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

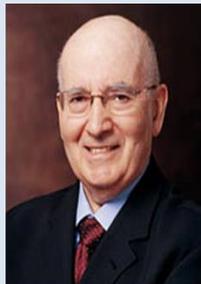


Jorge Sá

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



Peter Drucker



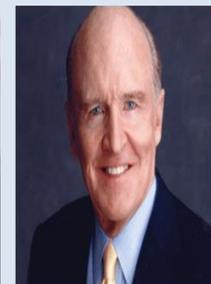
Philip Kotler



Steve Jobs



Bill Gates



Jack Welch



Alfred Sloan



Andy Grove



Helmut Maucher



A.G. Lafley



D. Kahneman



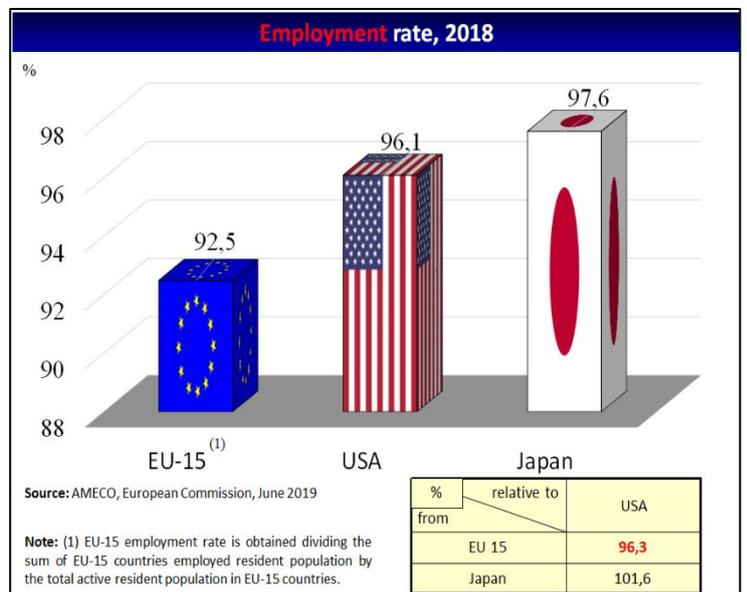
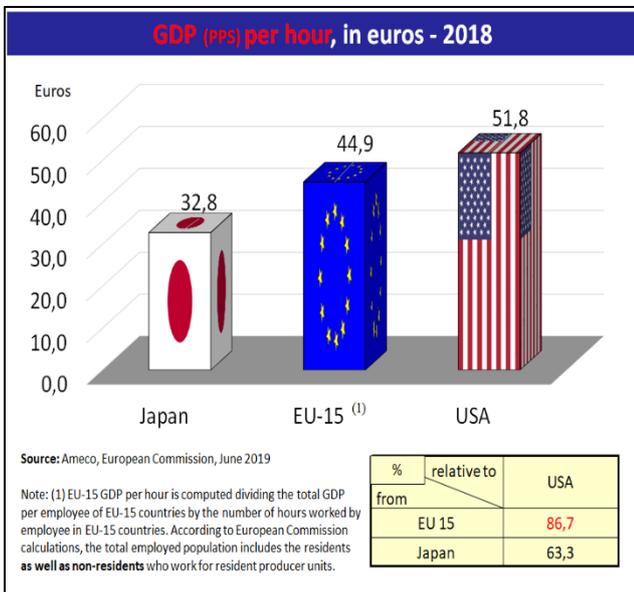
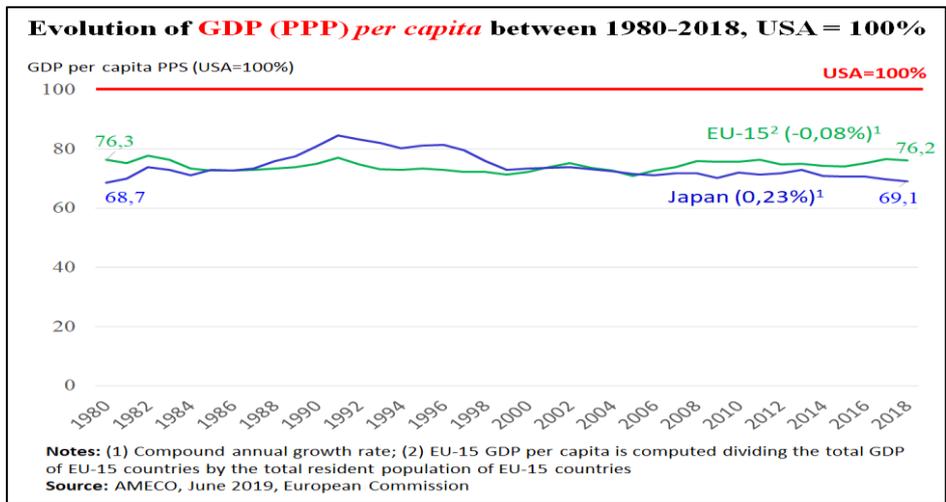
R. Thaler

4.1.

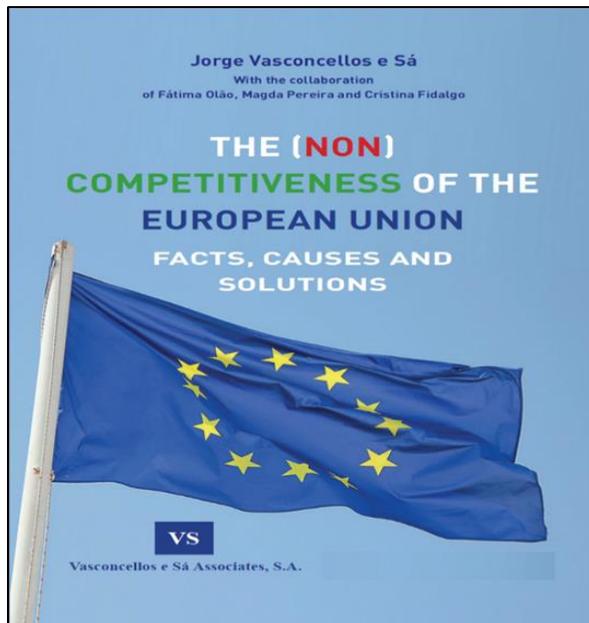
THE COMPETITIVENESS OF THE MAJOR WORLD ECONOMIC BLOCKS

- ✚ 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."*

Paulo 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)

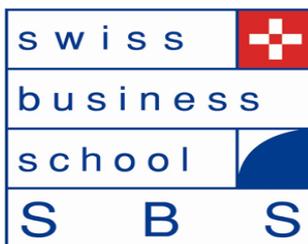
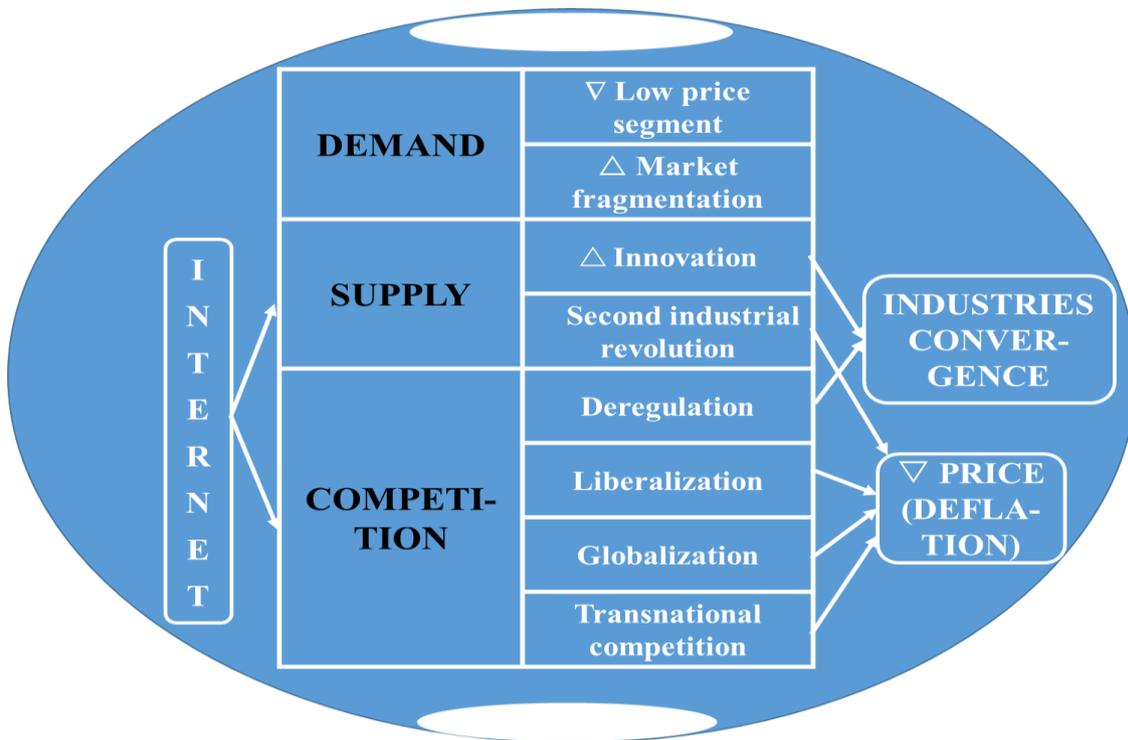
*"Professor Sá, gave a **powerful** lecture in Tallinn, which compared economic challenges in Europe and the United States. It **awakened** the audience about the loss of competitiveness in the European Union. At the same time, Professor Sa's presentation was a **source of great inspiration and hope**."*

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

4.2.

THE ELEVEN TRENDS IN THE GLOBAL ECONOMIC ENVIRONMENT AND HOW BATTLE-READY ORGANIZATIONS ADAPT TO THESE TRENDS

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.

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?

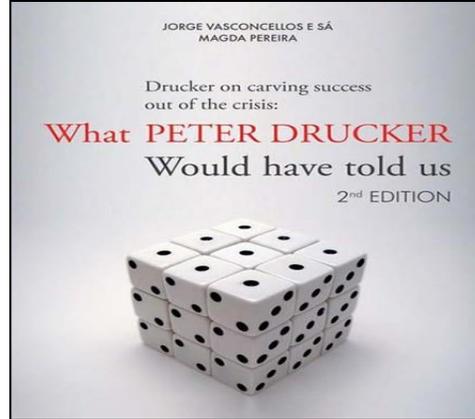
3 – Third question: What is our business and what should it be?



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

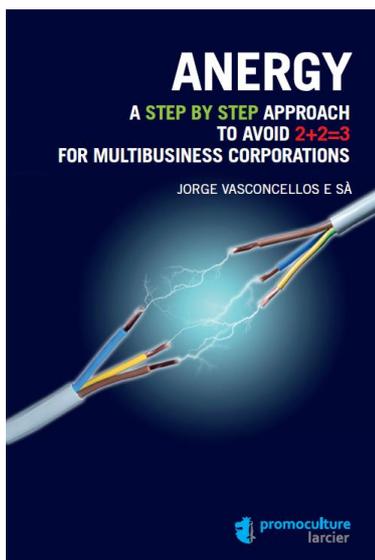
4.3.

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)

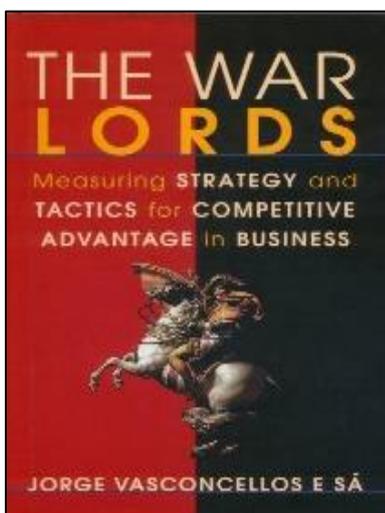
"Peter Drucker created the theoretic framework that continues to be used in all world class modern corporate management. And will prevail as long as corporations, managed by humans, exist.

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"

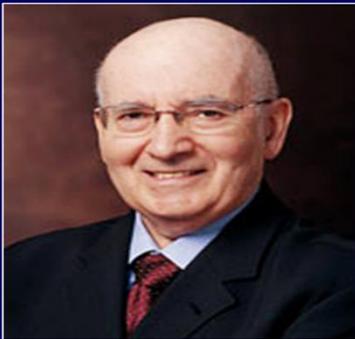
Professor Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)

4.4.

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

1.

Importance:



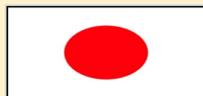
**PHILIP
KOTLER**

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.*



**PHILIP
KOTLER**

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

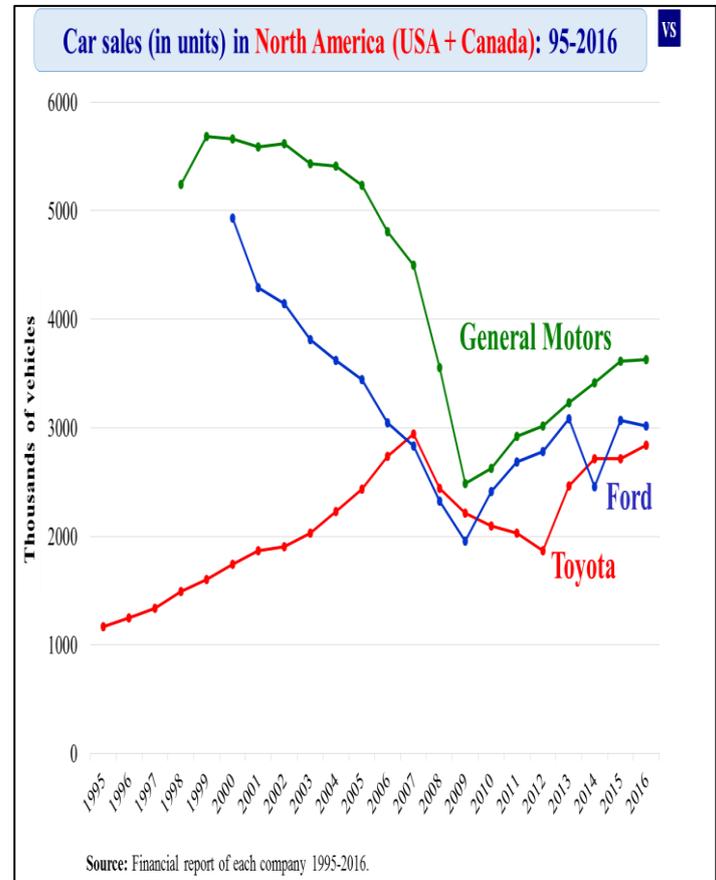
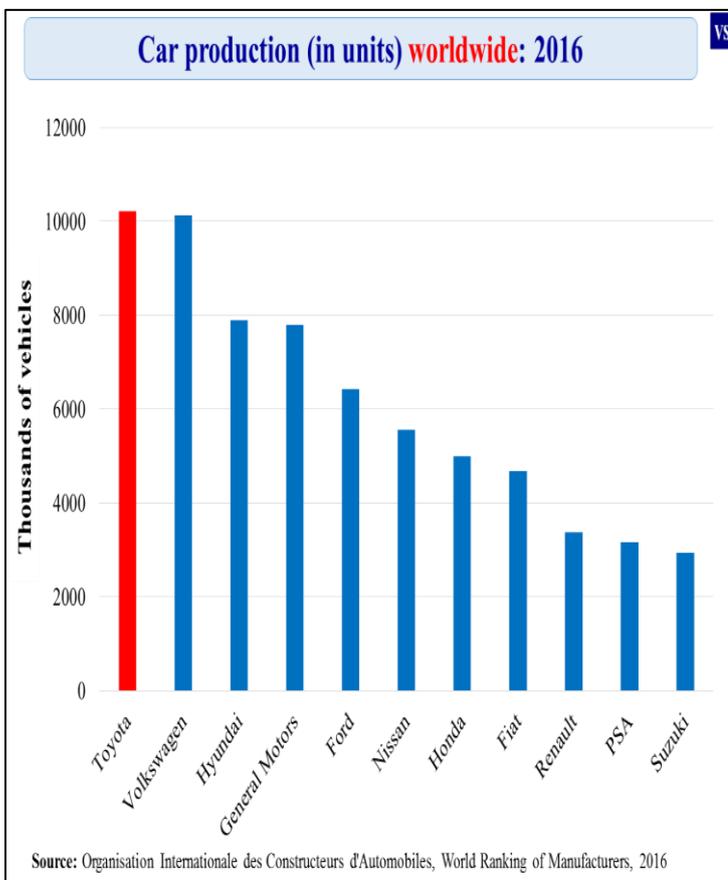


Not all this **success** can be explained either by special government support, or by **tactical aspects** such as human resources, production, marketing and financial techniques. There is a **missing link**: **strategy** was also essential; without it, many other disadvantages would have disappeared.

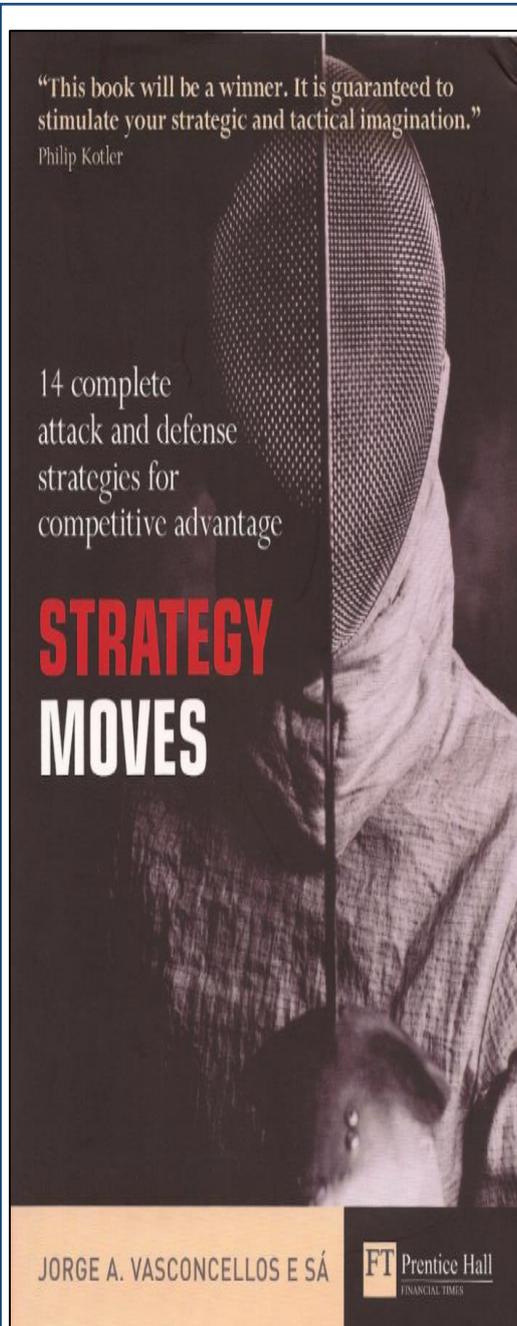
2.

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)

4.5.

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)



Latest students **evaluations** in the **top executive program** (from a scale of **1-very poor** to **5-excellent**)¹:

4.5

(on the course of Drucker's teachings)

4.7

(on the course of leadership)

¹ Evaluation of the course as a whole by students who are on average 45 years old.

4.6.

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.

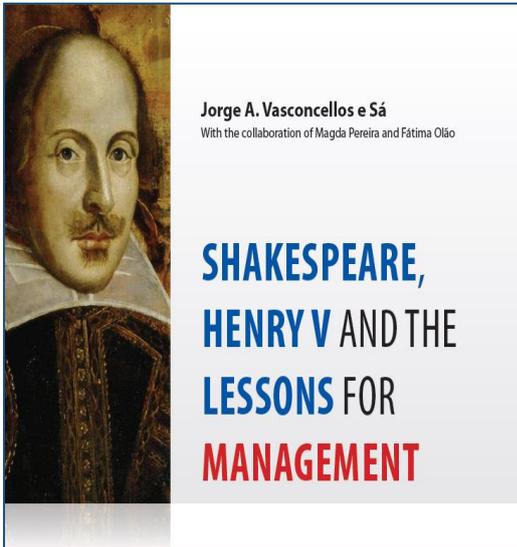
These are **three staffing myths**, to be undone:

- ✚ **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 Olíio

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.)

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)

4.7.

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)

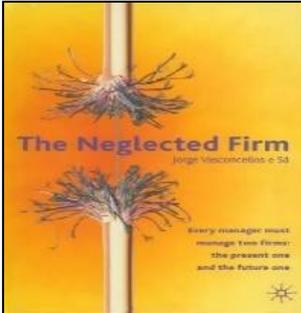
“To improve is to change; to be perfect is to change often”

Winston Churchill

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

4.8.

FOCUS AND TIME MANAGEMENT



Publisher: Palgrave Macmillan

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

Examples of endorsements:

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

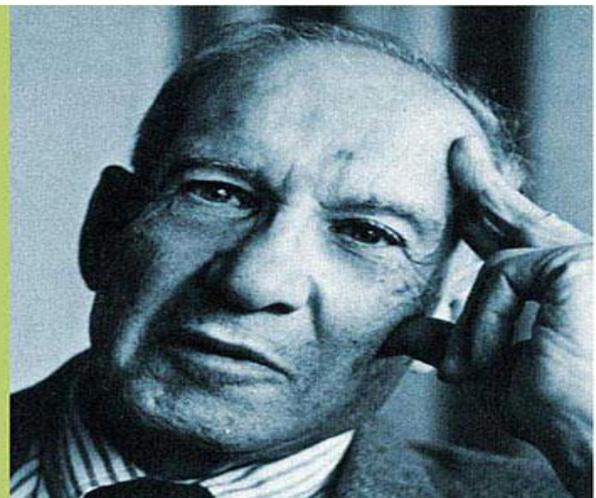
Mark Kirby (CEO of Mutual Corporation)

*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)

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

Peter Drucker

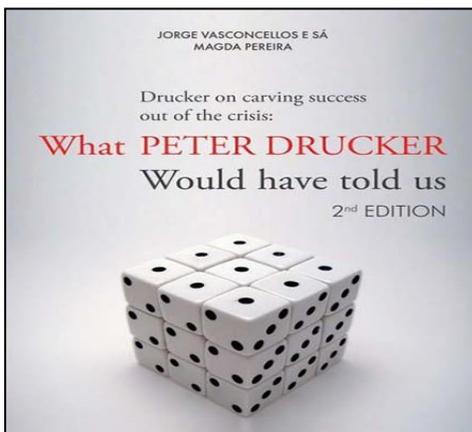


4.9.

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.”

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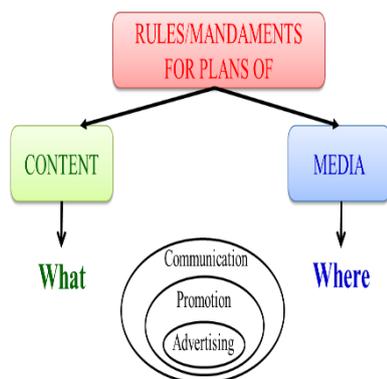
4.10.

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)



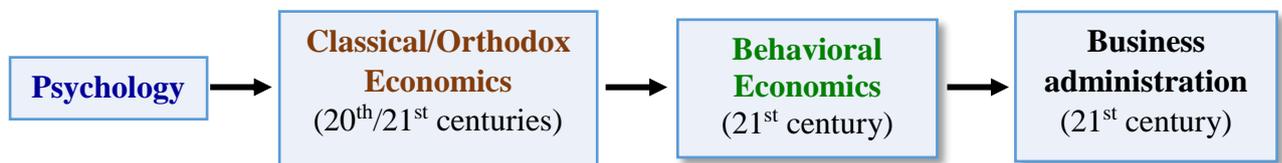
John Wanamaker
 departments store
 business man

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

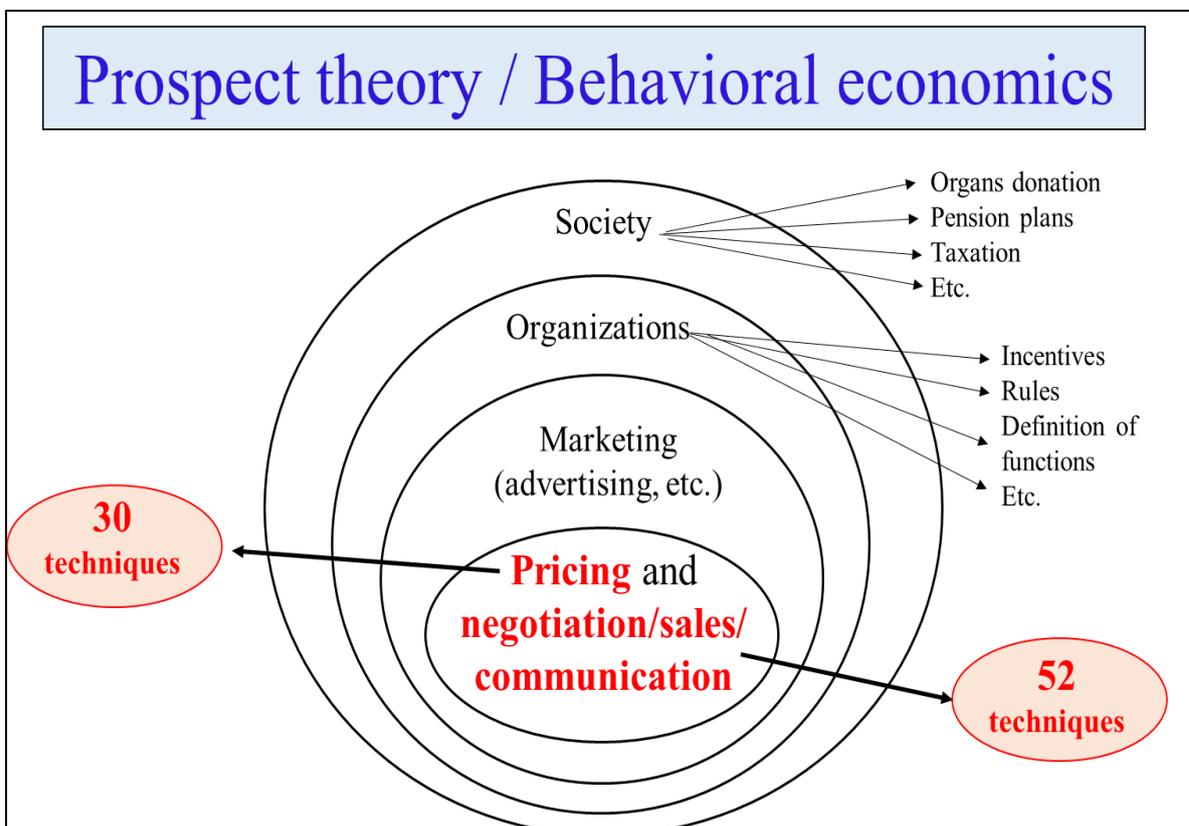
4.11.

THE TWO NOBEL PRIZES ON BEHAVIORAL ECONOMICS: THE REVOLUTION ON PRICING, SALES/NEGOTIATION AND OTHER AREAS OF MARKETING AND MANAGEMENT

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.)

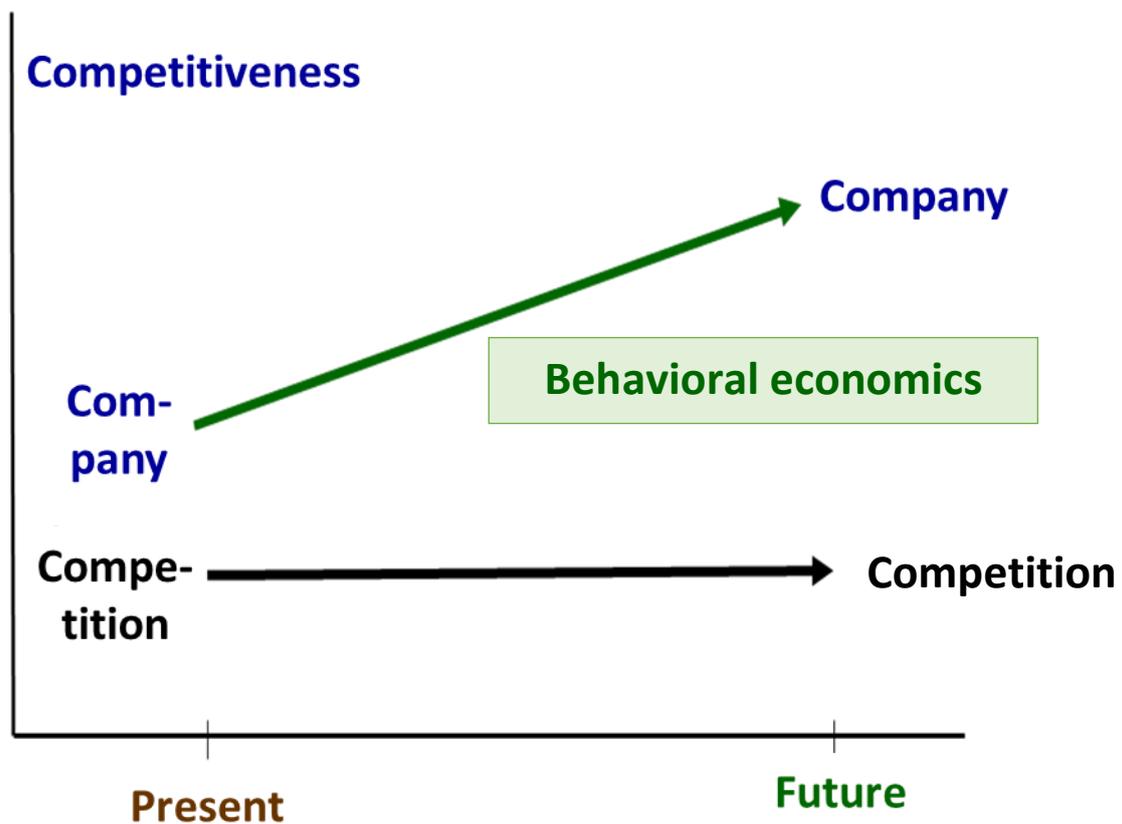


2. As an example just in the areas of **pricing** and **negotiation/sales/communication**, behavioral economics created **30** and **52** new techniques, respectively.

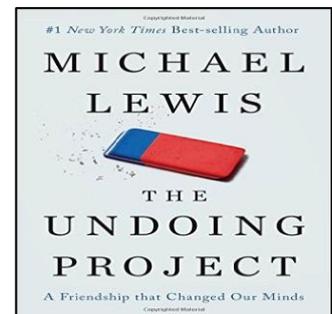
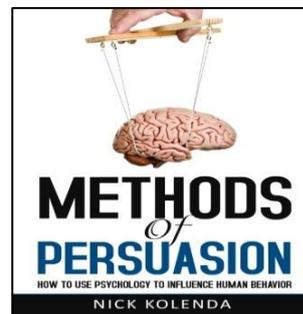
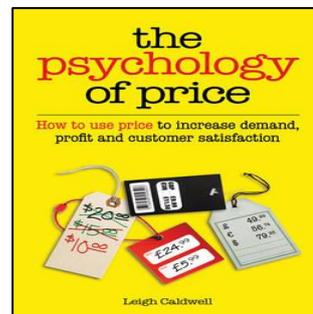
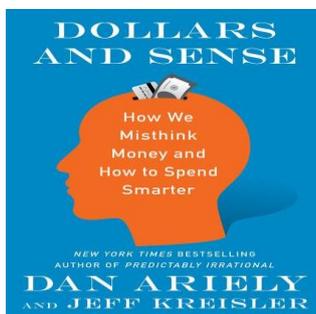
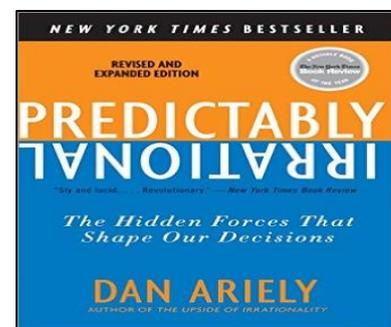
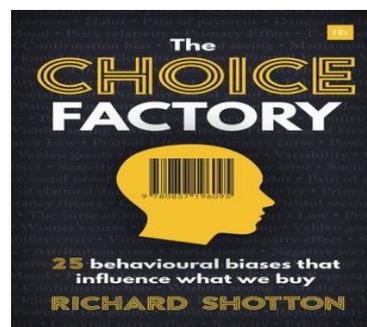
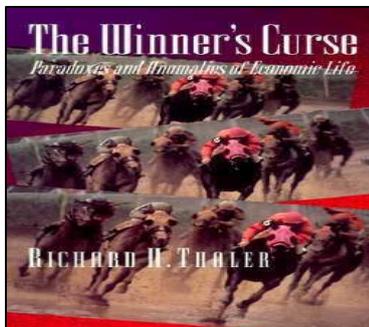
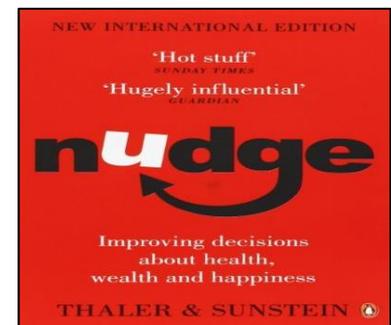
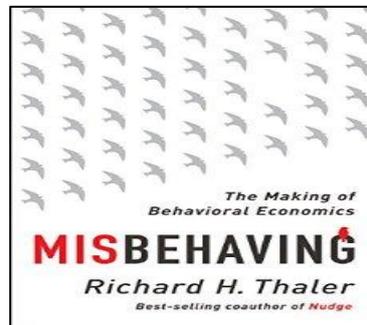
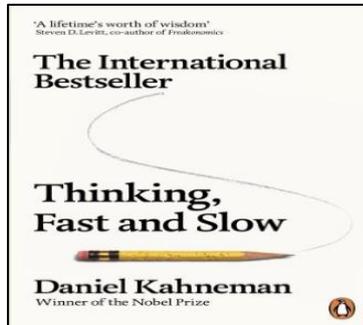


4. This revolution today creates a **huge opportunity**: the institution that makes it better and faster will gain overall/global advantage over the competition.

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)

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."

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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)

*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)

A very important book with great practical value.

Professor Karl Moore, McGill University, Canada



Donald Hambrick



Peter Starbuck

*“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,

*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 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)



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)

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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!**"*

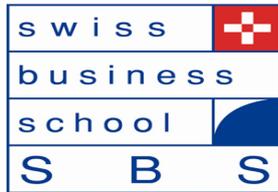
José Sousa (Liberty Insurance)

*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>
		<p>English Portuguese Spanish Russian Ukrainian Norwegian</p> <p>German Lithuanian Korean Thai Chinese (Mandarin) Iranian</p>
		<p style="text-align: center;">Half a hundred academic/blind referee articles</p>
		<p style="text-align: center;">Institute for Economic Freedom Site: www.institutoliberaldadeeconomica.blogspot.pt/</p> <p style="text-align: right;">Libertas</p>
	Public speaking + Consultancy	<p>Speakers agencies:</p>
	22 countries	<p>You can check Professor Jorge Sá latest conference at TED USA at: https://youtu.be/SOKjPVi1Fts</p>
		<p>JORGE SÁ</p> <p>DRUCKER'S QUESTIONS TO CREATE COMPETITIVE ORGANIZATIONS ARE ETERNAL</p>

Twitter: @VasconcelloseSa

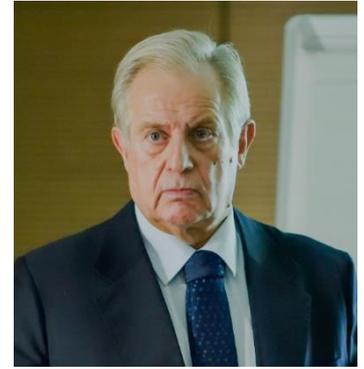
LinkedIn Jorge Sá: <http://www.linkedin.com/in/vasconcellosea>

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. (-)



Tel: (+351) 21 482 1544

(+351) 21 482 1563

(+351) 21 484 1028

Fax : (+351) 21 482 1566

Email: associates@vasconcellosesa.com

Website: www.vasconcellosesa.com

LinkedIn: <http://www.linkedin.com/in/vasconcellosesa>

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

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

• Blog: www.institutoliberaldadeeconomica.blogspot.com