

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
Visiting Professor at IESE associated
AESE, ISG Business & Economics School

**B
A
S
E
D

O
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. Magalhães (CEO at UnitedHealth Group)

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

A. Moreira (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



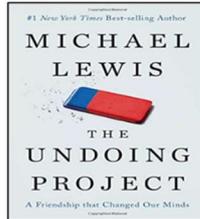
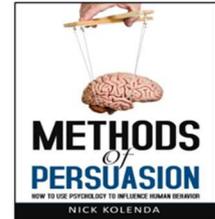
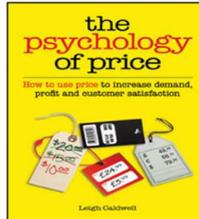
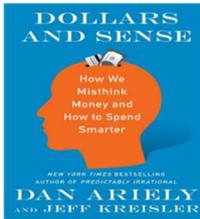
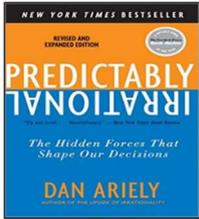
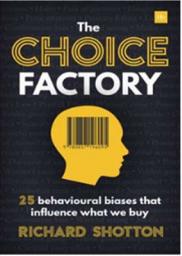
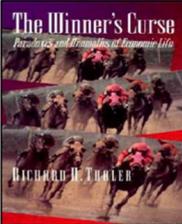
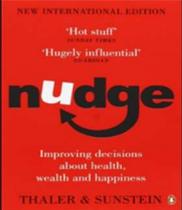
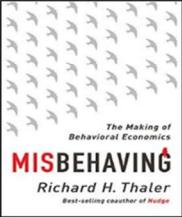
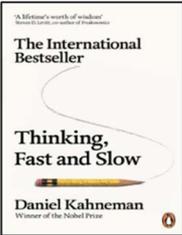
3.1.

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

Al Gore



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 20 days		

2.

STRUCTURE AND OPTIONS

STRUCTURE:

T O P I C S (all or some to be chosen)	1. European competitiveness : comparing the competitiveness of the European Union, the USA, Japan and other economic blocks – causes and forecasts		
	2. The non competitiveness of southern Europe: a numerical analysis of Greece, Portugal and Spain – statistics, causes and consequences		
	3. Economic Myths : five mistakes we are told every single day (e.g. the importance of industrialization, economic blocks convergence, etc.)		
	4. Economic Realities : the causes of economic growth – what if countries were companies?		
	5. The eleven trends in the global economic environment and how battle-ready organizations adapt to these trends	Externally	Internationalization?
			Glocalization?
			Globalization?
			Regionalization?
		Internally	Vertical disintegration?
			Robotization?
	Etc.		
	6. Corporate strategy : How best multibusiness organizations go about defining their strategy		
	7. Business strategy : The 14 strategic moves (6 of attack and 8 of defense), the rules to follow in implementing and the 13 types of alliances		
	8. Internationalization : key success factors; lessons from the best Japanese, European and American companies		
	9. 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		
	10. 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		
	11. 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)		
	12. Focus and time management: the methods of Eisenhower and Drucker (if you can't manage time, you can't manage anything)		
	13. Client management : how to manage clients (the five fundamental questions of Peter Drucker and how to collect non expensive data)		
	14. Philip Kotler and Maucher (President of Nestlé for 20 years) on promotion : the rules of both content and media plans		
15. Pricing	The impact of the two Nobel prizes on behavioral economics		
16. Sales/negotiation			
17. Brexit as an opportunity for business : finding the best niches among 140.400 alternatives (5400 niches x 26 European countries) for deals and list of importers			
18. Success in the middle of the crisis : which among the 615 segments in the economy accelerate their growth during any type of crisis? (subprime, Covid, Ukraine war)			
19. Entrepreneurship and innovation (Peter Drucker and prospect theory)			
20. Our world, our ignorance : why we don't know the world we live in (based on the bestseller Factfulness)			

OPTIONS:

Alternatives		MBA	Micro	Mini	Standard
Topics					
1	European competitiveness				✓
2	The non-competitiveness of southern Europe				✓
3	Economic Myths				✓
4	Economic Realities				✓
5	The eleven trends in the global economic environment and how battle-ready organizations adapt to these trends	✓		✓	✓
6	Corporate strategy			✓	✓
7	Business strategy	✓		✓	✓
8	Internationalization				✓
9	Leadership	✓		✓	✓
10	Staffing based on Shakespeare	✓		✓	✓
11	Churchill and how to create a strong organizational culture	✓		✓	✓
12	Focus and time management			✓	✓
13	Client management				✓
14	Promotion				✓
15	Pricing				✓
16	Sales/negotiation				✓
17	Brexit as an opportunity for business				✓
18	Success in the middle of the crisis				✓
19	Entrepreneurship and innovation				✓
20	Our world, our ignorance				✓

Choose

2

of

8



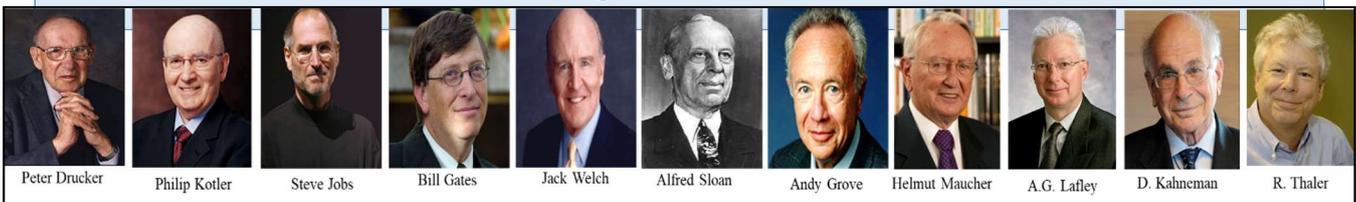
WORK METHOD	Morning	Presentation (by Professor Sá and the participants) of the concepts and techniques (brainstorming through slides)	
	Afternoon	Coaching	Groups preparation of their presentations for the next morning (participants divided in groups will suggest concrete new organizational policies)
			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 (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.

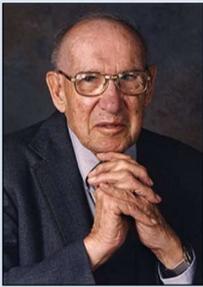
4.

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 MARKETING -, **NOBEL PRIZES RICHARD THALER** AND **DANIEL KAHNEMAN**, AND THE PRACTICES OF SOME OF THE **BEST MANAGERS IN THE WORLD**)



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Peter Drucker



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Bill Gates



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A.G. Lafley



D. Kahneman



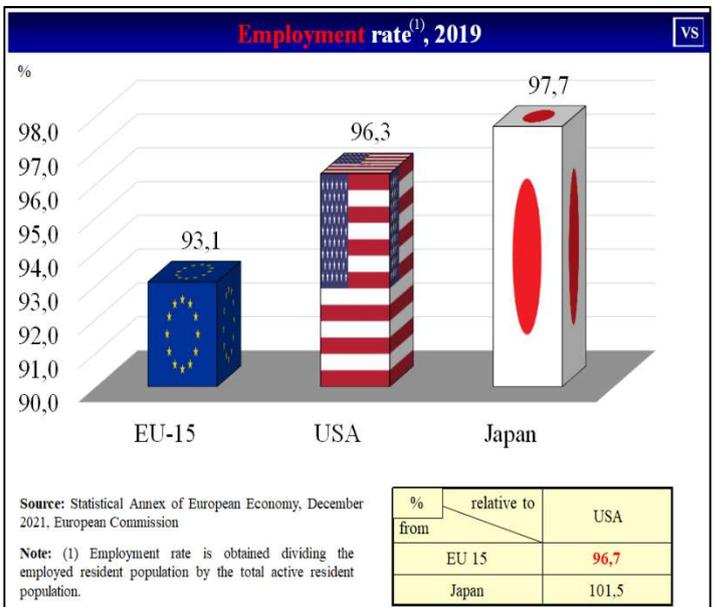
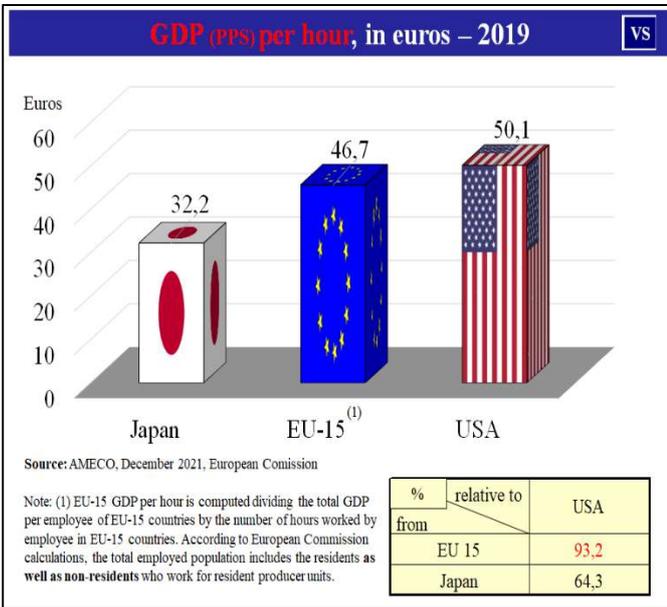
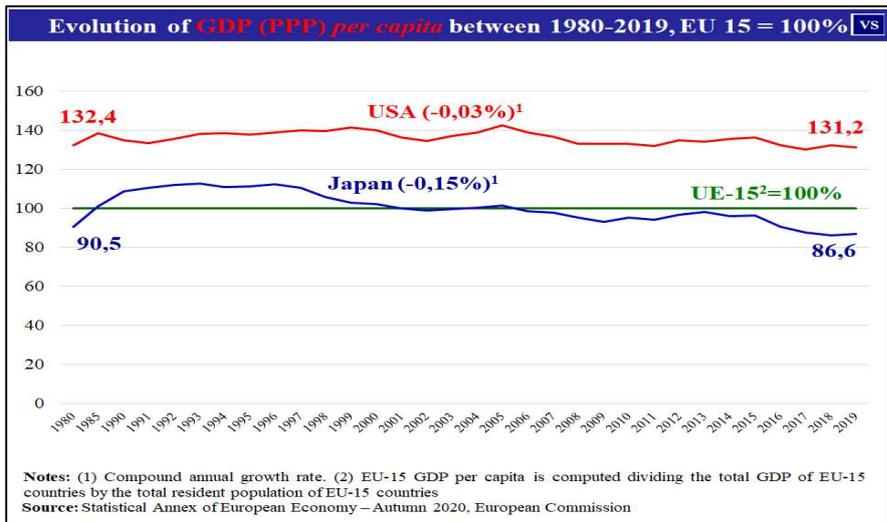
R. Thaler

4.1.

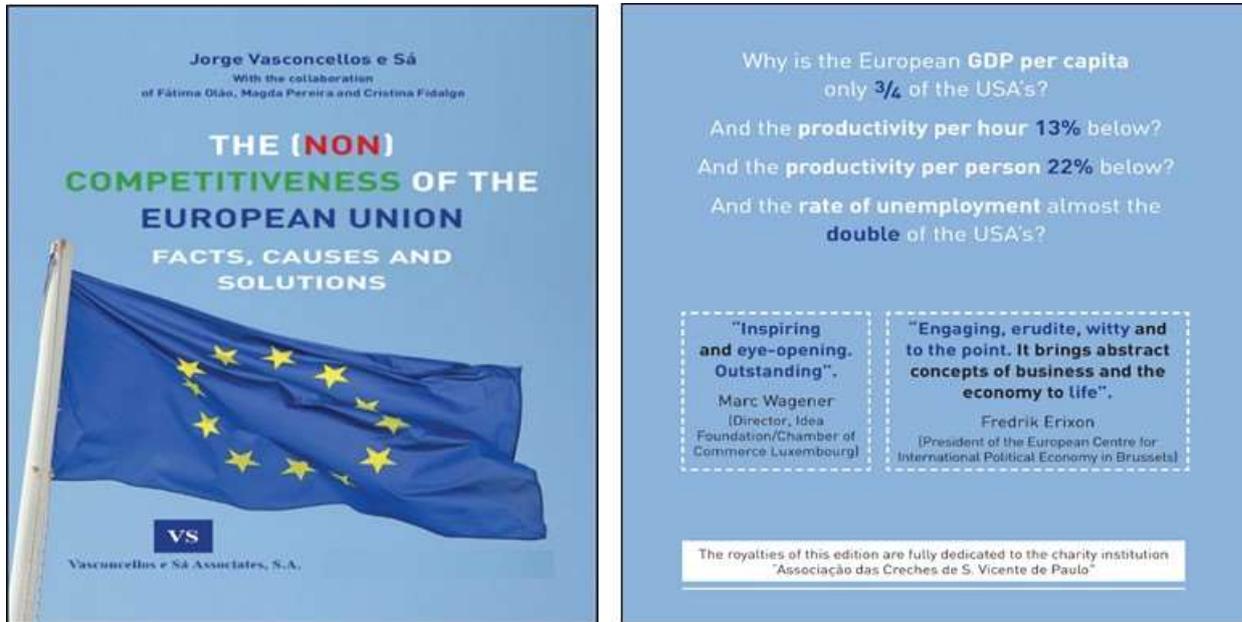
EUROPEAN COMPETITIVENESS

- ✚ Comparing the competitiveness of the European Union, the USA, Japan and other economic 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:



*“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)

4.2.

THE NON COMPETITIVENESS OF SOUTHERN EUROPE: A NUMERICAL ANALYSIS OF PORTUGAL, SPAIN AND GREECE – STATISTICS, CAUSES AND CONSEQUENCES

What is the situation of the **southern countries within Europe**?

In a context with unfavorable conditions, it is increasingly difficult for companies of the southern European countries to be competitive.

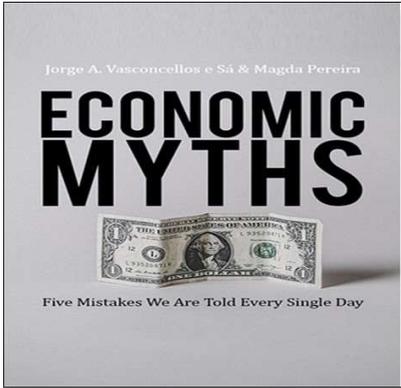
THE NON COMPETITIVENESS OF SOUTHERN EUROPE

1. **The facts:**
 - 1.1 In **static** terms;
 - 1.2 Historic **evolution**;
 - 1.3 **Sector** comparison;
 - 1.4 **Geographic** comparison; and
 - 1.5 **Implications**
2. **Causes** of the non-competitiveness
3. The **consequences**

4.3.

ECONOMIC MYTHS: FIVE MISTAKES WE ARE TOLD EVERY SINGLE DAY

This conference demonstrates with a few simple diagrams (from official sources such as EU, IMF, etc.) that **five ideas** we are daily told are just plainly wrong (in some cases), or there is no data whatsoever to support them (in other cases). So, they remain dubious, at best.



Idea	Myth	Reality
First	Gross domestic product is a good measure of a country's wealth	GDP is an <i>obsolete concept</i> . National income should be used instead. Most economists and institutions do not. The World Bank is an exception. Examples from Luxembourg, Ireland, Portugal, etc. explain why.
Second	Within economic blocks (European Union, USA, etc.) there is a trend towards the convergence of countries/federal states	It is the opposite that happens. Countries belonging to economic unions tend to diverge : their standard of living becomes more different. The wealthier countries become wealthier. Poorer ones, become (relatively) poorer. The same applies to the federal states within the USA.

Idea	Myth	Reality
Third	Strong funding from the richer to the poorer countries promotes competitiveness	Funding not only does not avoid that, as may very well foster corruption and hamper economic competitiveness, economic freedom and growth.
Fourth	Keynesian public programs promote wealth	The impact of public investment programs is irrelevant in a country's short term growth.
Fifth	(Re)industrialization , that is to increase the manufacturing sector, is the source to create wealth	Aside exceptional cases, there is no (mathematical) relation whatsoever, between a country's wealth and the importance of industry in its economy.

4.4.

**ECONOMIC REALITIES:
THE CAUSES OF ECONOMIC GROWTH: WHAT IF COUNTRIES
WERE COMPANIES?**

This conference conveys the message that **90%** of the difference in income per capita growth (for a sample of 33 countries during the five years in between the subprime and Covid crisis) can be explained by the quality of their **business administration areas**: strategy; marketing; human resources (training, work and personal ethics); information systems; R&D; and management (objectives control and coordination).

That constitutes a **strong added value** on previous research of Nobel Prize winners.

R. Solow's work (1987 Nobel) explains 37% of economic growth (10% number of man-hours full time and 27% capital stock) and the remaining 63% (TPF) Solow designated as the measure of our ignorance.

P. Romer (2018 Nobel) stressed the importance of the knowledge dissemination among the population (and consequently R&D, patents and entrepreneurship) which he called endogenous growth but failed – according to many – to produce decisive empirical evidence.

The present empirical research presented in the conference considers countries as firms whose competitiveness depends on the **quality of the business administration areas**: strategy, marketing, etc., being these areas operationalized by data supplied by official statistics (e.g. the World Bank) and NGOs indexes.

A linear regression analysis was performed and the model is solid in terms of statistical tests.

As has been said by Peter Drucker: **there are no underdeveloped countries; only undermanaged ones.**

SAMPLE SLIDES OF THE PRESENTATION




**ECONOMIC REALITIES:
THE CAUSES OF ECONOMIC GROWTH: WHAT IF
COUNTRIES WERE COMPANIES?**





RATIOS VS

59
(191 countries)

?

24
(33 countries)

We economists **do not** know the **sources** of **economic growth.**



Paul Krugman






INDEED... VS

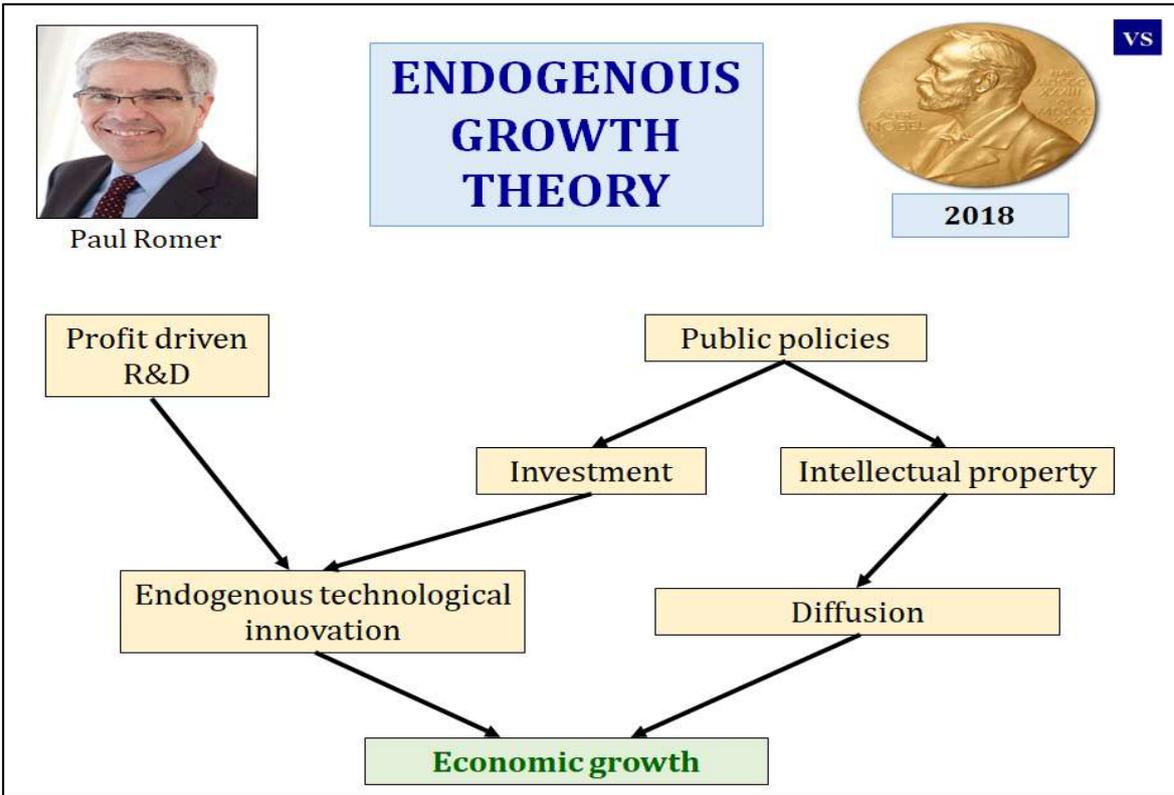


Robert Solow



Number of man-hours full time = 10%	37%
+	
Capital stock = 27%	
+	63%
TFP (total factor productivity) =	

Measure of our ignorance



Second: Ordinary least squares

Variable	Operationalization	Parameters	Significance	
Strategy	Trade	89	0%	
Management	Bloom et al	8468	5%	
Marketing	Economic freedom	163	No	
Human resources	Training	Instruction	165	No
	Work ethics	Entrepreneurship	151	5%
	Personal ethics	Corruption	37	No
Information systems	ICT adoption	346	1%	
R&D	Innovation	279	5%	

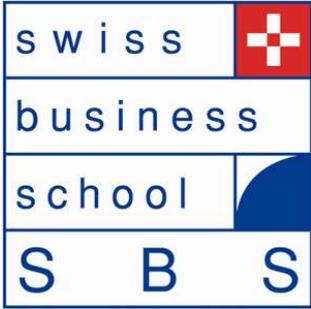
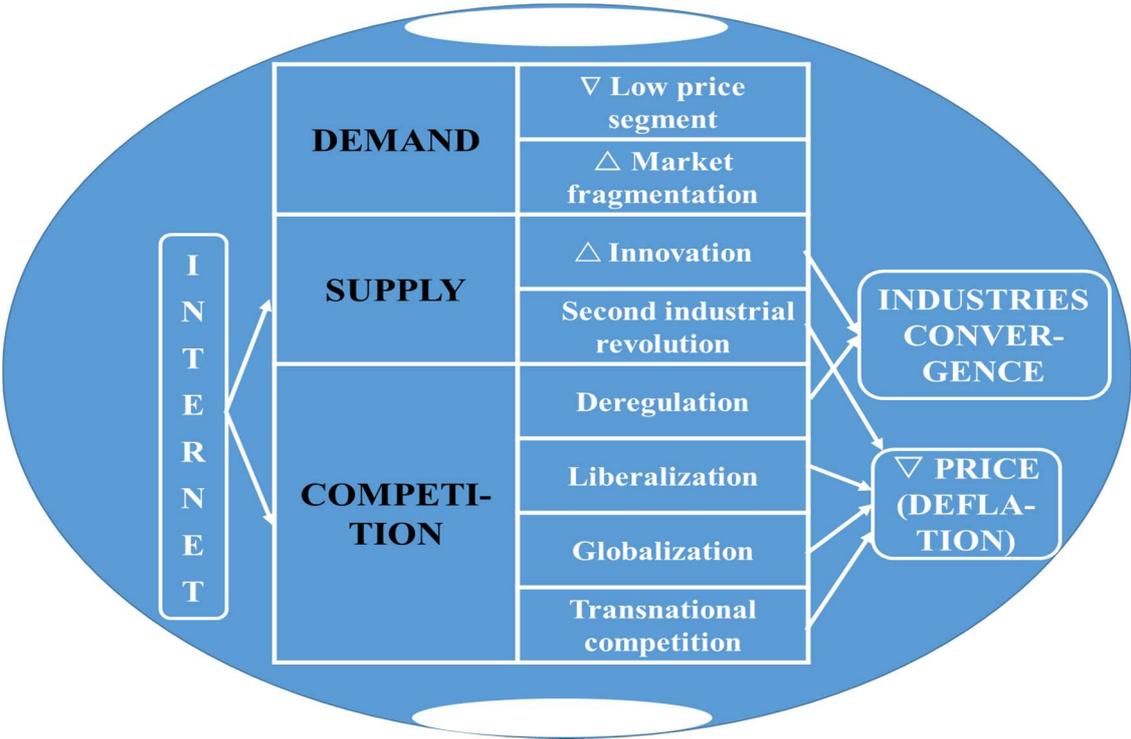
All positive

$R^2 = 90\%$

4.5.

THE ELEVEN TRENDS IN THE GLOBAL ECONOMIC ENVIRONMENT

The **eleven trends** in the **global economic environment** and how **battle-ready organizations adapt** to these trends: 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.

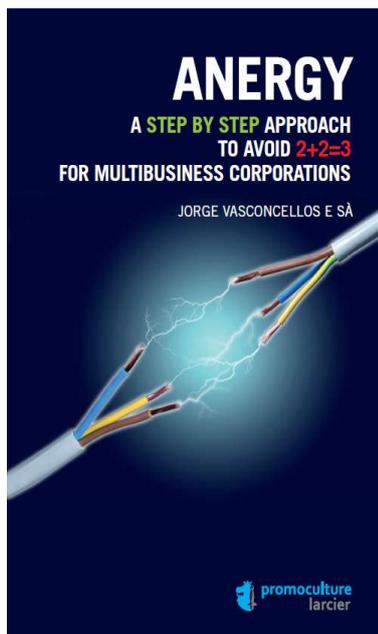
4.6.

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)

"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)

"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)

4.7.

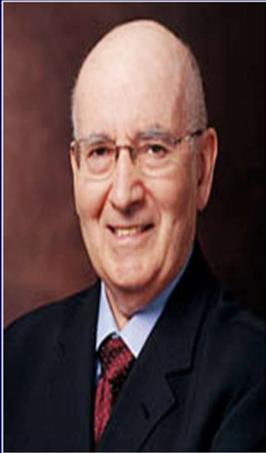
BUSINESS STRATEGY: THE 14 STRATEGIC MOVES, THE RULES TO FOLLOW IN IMPLEMENTING AND THE 13 TYPES OF ALLIANCES

1. **Importance:**



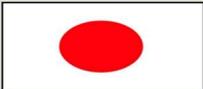
PHILIP KOTLER

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, cameras, optical instruments, steel, shipbuilding, snowmobiles, bicycles, pianos, zippers, radios, televisions, audio equipment, calculators, copying machines, and so on.*

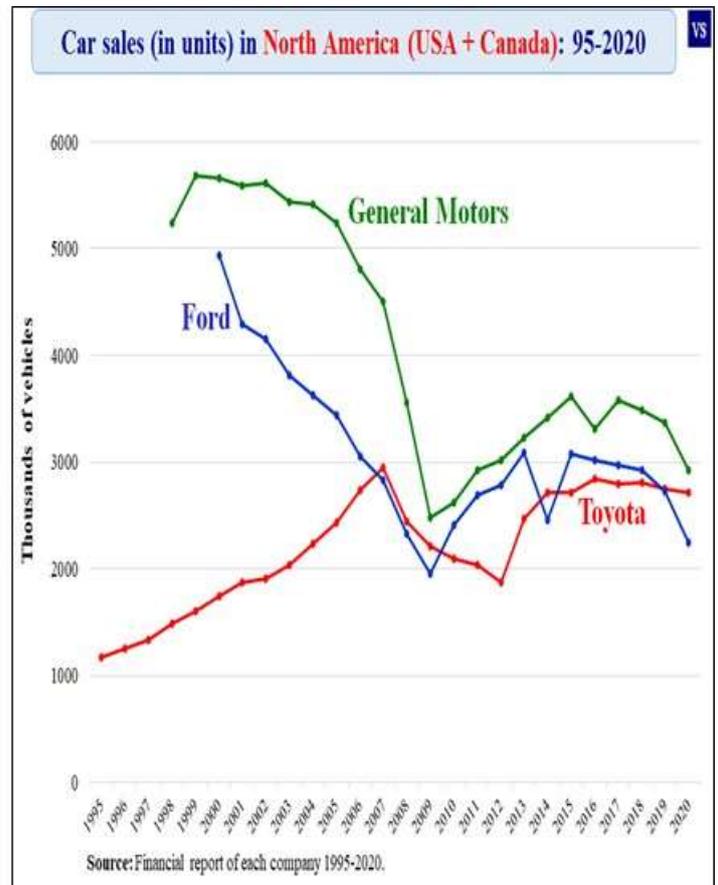
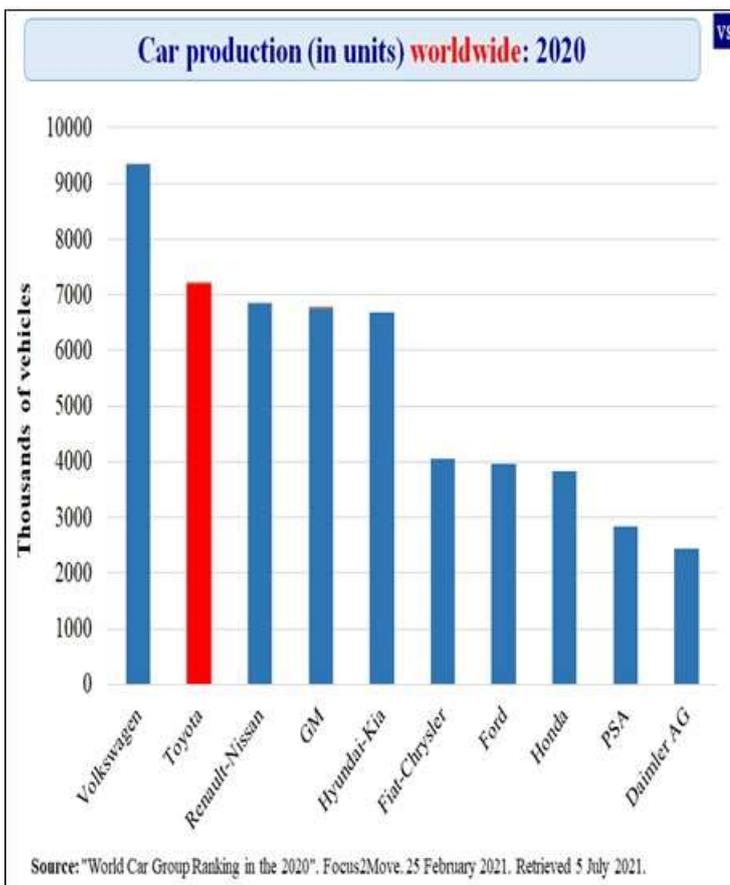
 **And then** 

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.

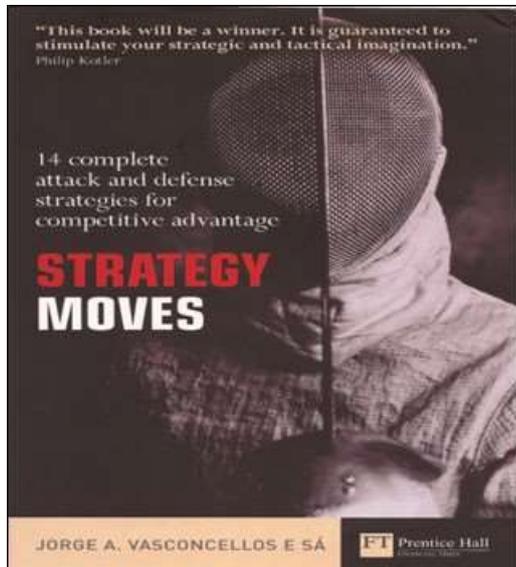
2.

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 books below:

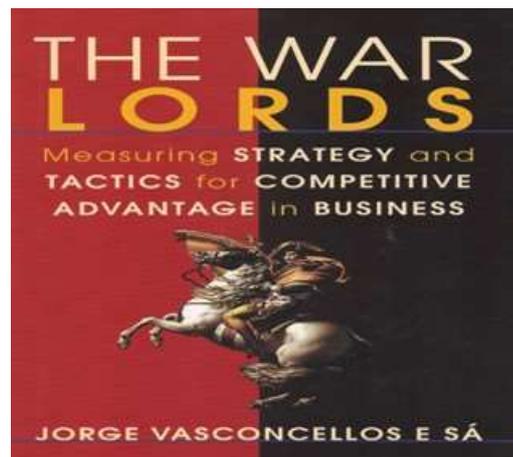


Publisher: Financial Times / Prentice-Hall

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.”*

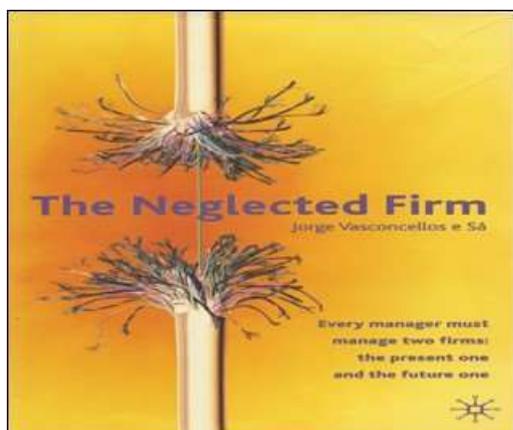
Philip Kotler (Professor at Northwestern University)



Publisher: Kogan Page

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.)



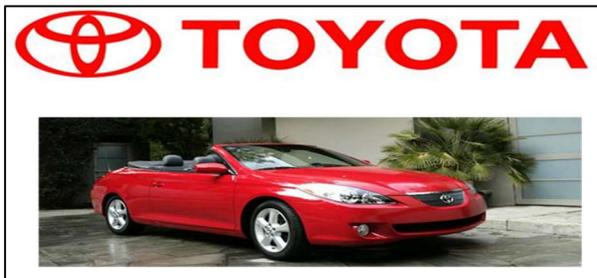
Publisher: Palgrave

*“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)

4.8.

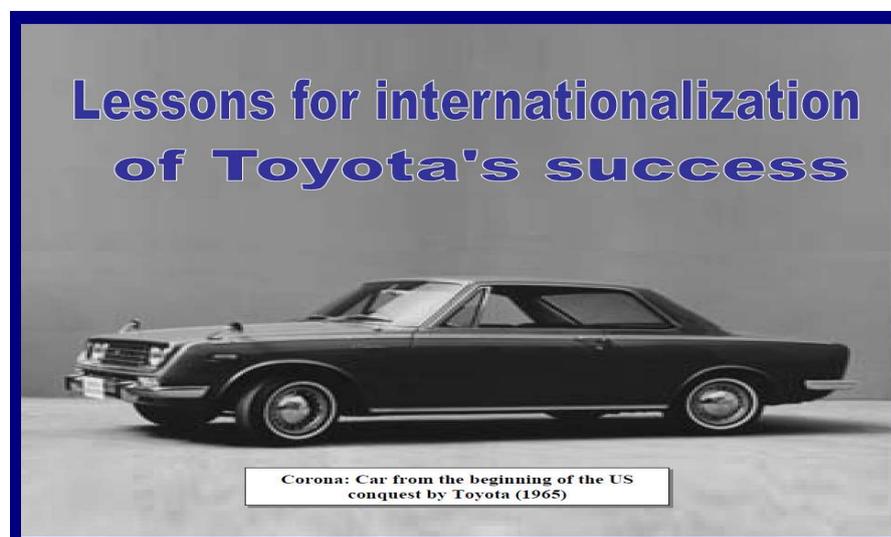
INTERNATIONALIZATION: KEY SUCCESS FACTORS; LESSONS FROM THE BEST JAPANESE, EUROPEAN AND AMERICAN COMPANIES



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.)

1. **Philip Kotler**, founder of modern marketing, remarked that the Japanese came from nowhere to achieve global leadership in industries formerly dominated by western companies which seemed impregnable: automobiles, motorcycles, watches, optical instruments, and so on.
2. Then in their path followed companies from other Asian countries.
3. And recently we have seen a resurgence by several European and American industries in the global markets.
4. What is **common** to all the above successes? What were the **rules** they followed?
5. After all, as **Truman** said, the only thing new is the past we ignore.



4.9.

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)

4.10.

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.

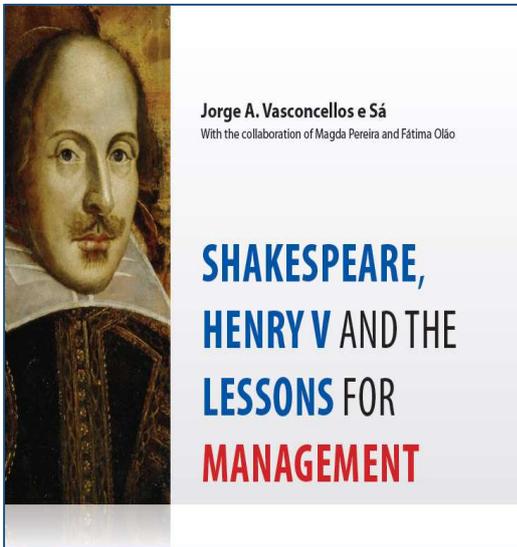
These are **three staffing myths**, to be undone:

- ✚ **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



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, etc.)

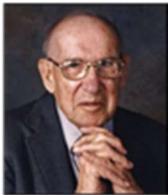
*Absolutely enjoyed it, thank you for sharing. **Brilliant...** Thank you!*

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)

4.11.

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

4.12.

FOCUS AND TIME MANAGEMENT

THE ZULUS AGAINST THE BRITISH EMPIRE



Scene reporting the death of Louis Napoleon, son of Napoleon the III heir to the French throne, and at the time an officer in the British army.

THE EVERYDAY PRACTICAL READER: LESSONS FROM GREAT BATTLES FOR BUSINESS STRATEGY

"I am impressed with Vasconcellos offer of these rich lessons for management leadership and competitive business maneuvering, through his exciting accounts of great military battles. I only wish that he continues to write more battles."

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 from great battles of military history."

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

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

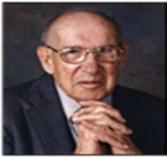
It conveys a number of really powerful and important concepts that my entire team got.

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)

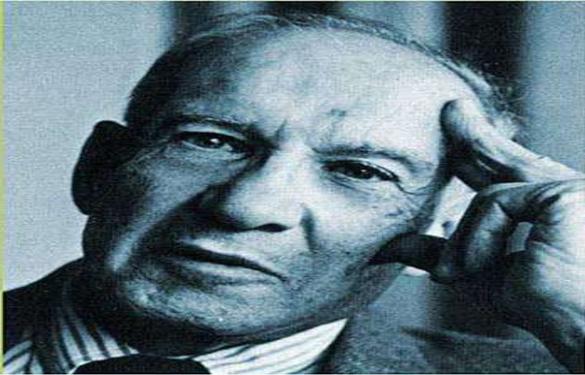
Congratulations Professor Sá on your wonderful career.



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

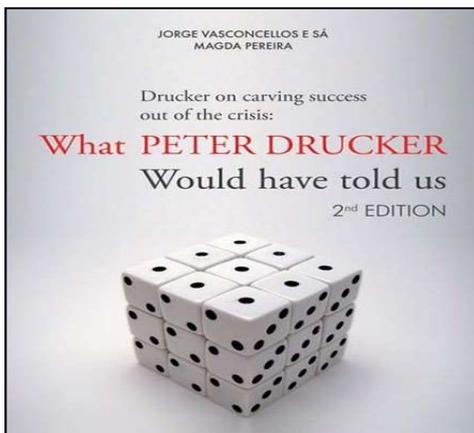


4.13.

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)

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.
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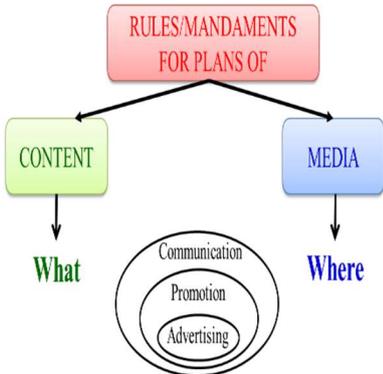
4.14.

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)



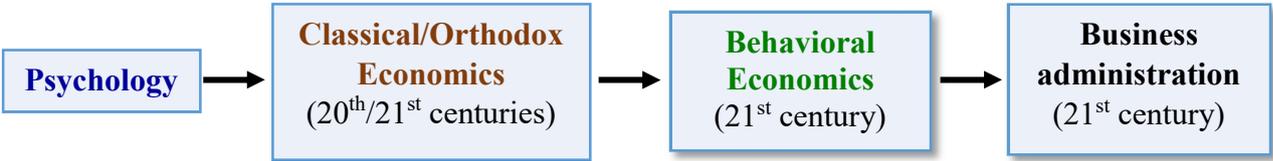
John Wanamaker
departments store
business man

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

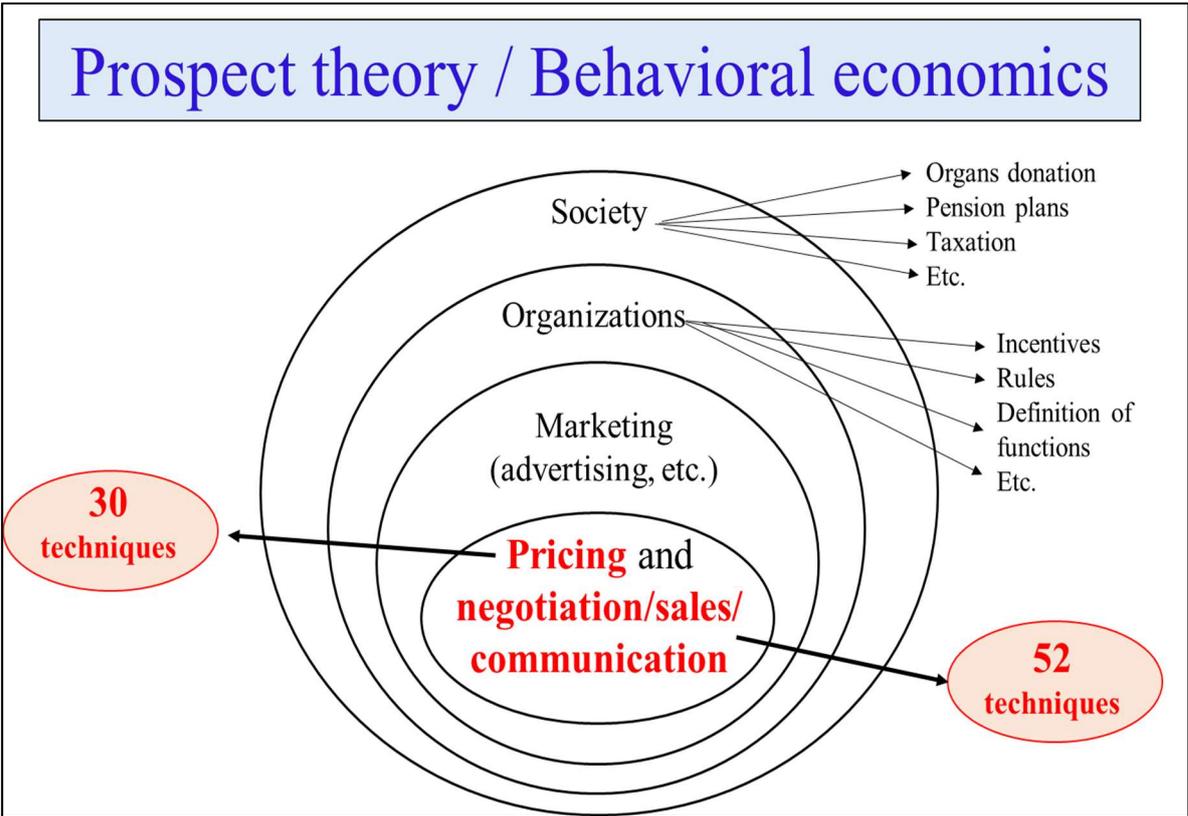
4.15 and 4.16

LESSONS FROM NOBEL PRIZES WINNERS KAHNEMAN AND THALER (PROSPECT THEORY) ON MANAGING CLIENTS IRRATIONALITY (THE REVOLUTION ON PRICING AND SALES/NEGOTIATION)

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** but most specially in **marketing** (in and off line).

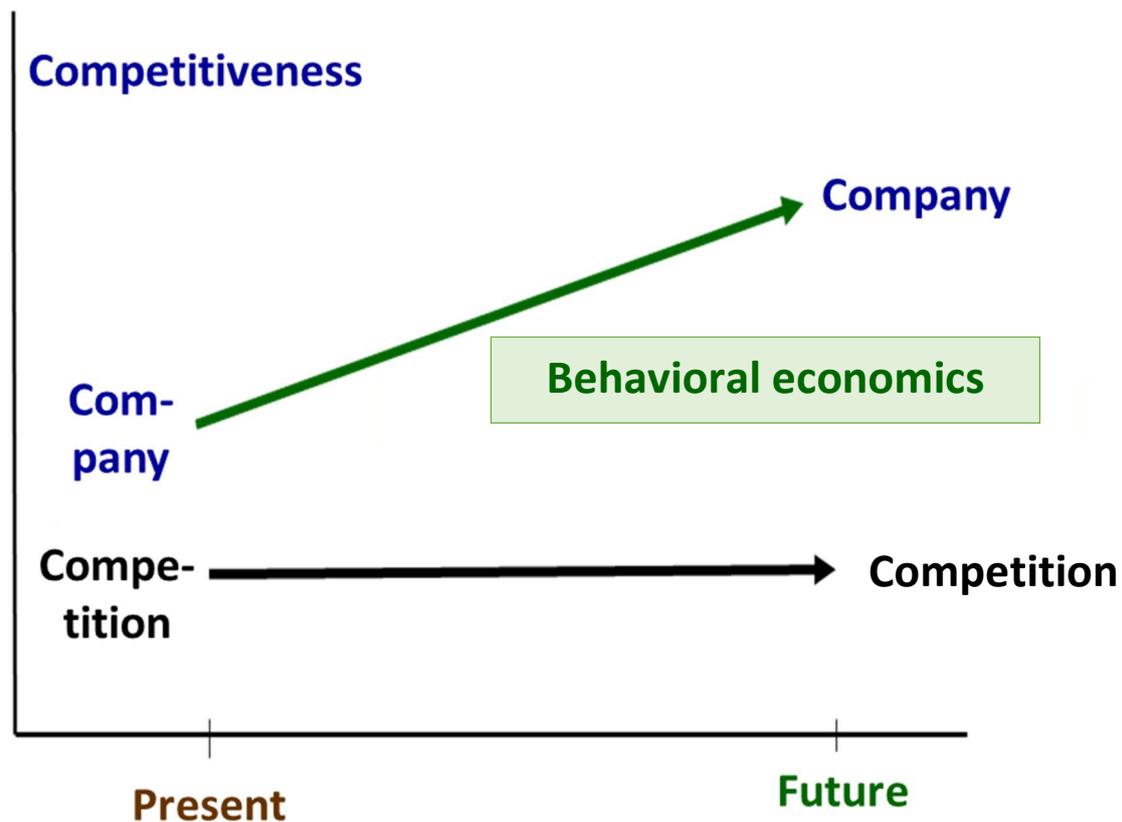


2. As an example just in the areas of **pricing** and **negotiation/sales/communication**, behavioral economics created **30** and **52 new techniques**, respectively.

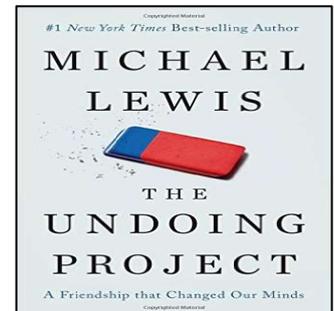
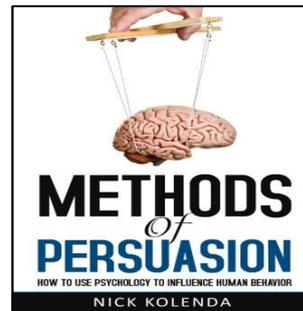
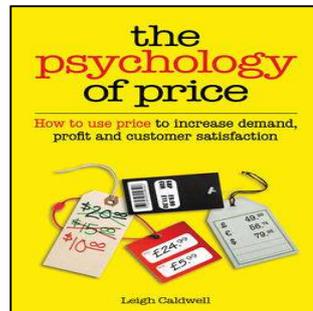
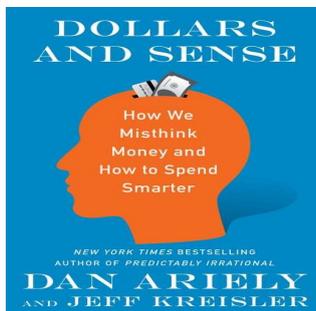
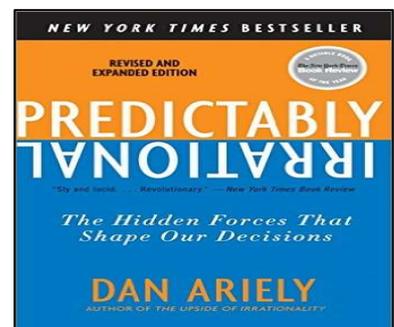
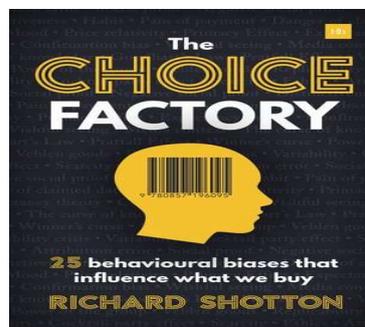
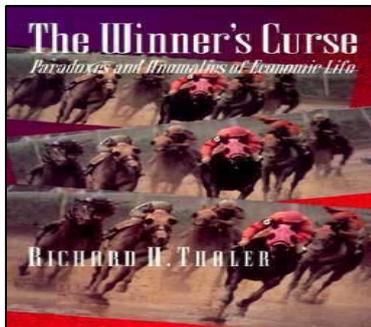
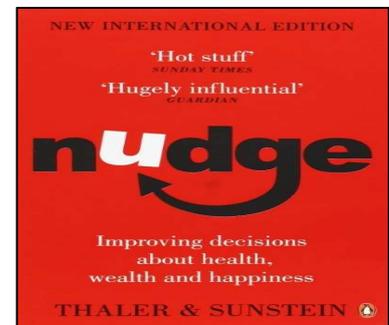
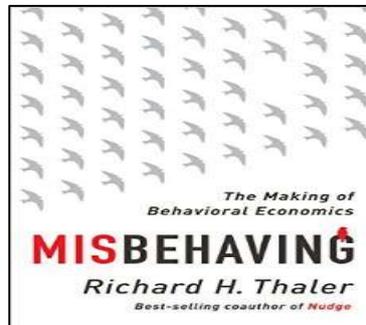
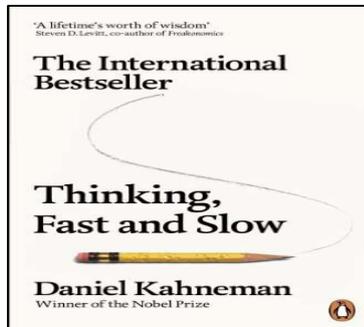


3. This revolution today creates a **huge opportunity**: the institution that makes it better and faster will gain overall/global advantage over the competition.

4. And applying the two Nobels (R. Thaler and D. Kahneman on behavioral economics) lessons on managing clients irrationality 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. Coimbra (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.”

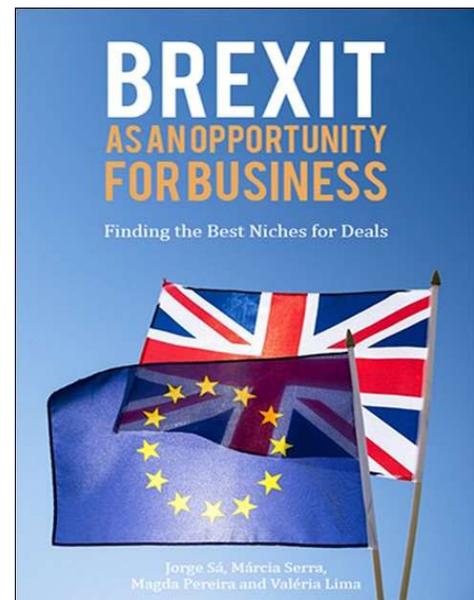
J. Sequeira (President of the Association of Ceramics and Glass Industries)

4.17

BREXIT AS AN OPPORTUNITY FOR BUSINESS: finding the best niches among 140.400 alternatives (5400 niches x 26 countries) for deals and list of importers

1. The conference on Brexit as an opportunity for business deals has two distinctive characteristics:

- 1.1. First: it focus on Brexit as an *opportunity*, not a risk; and
- 1.2. Second: for firms *in detail*: business deals.



2. The *opportunities* created by Brexit for businesses are twofold:

2.1. **First:** *substitution of UK exports to the EU*, being the question: which products (niches) the UK 1) exports a lot 2) to which EU-26¹ countries, but 3) our company exports (coincidentally) little to them 4) although a lot to other parts of the world?

2.2. **Second:** *substitution of a firm's exports to the UK*, being the question: which EU-26 countries 1) import a lot from the world, 2) excluding the UK, 3) the same products (niches) that our firm exports a lot to the UK, 4) but those EU-26 countries import very little from our company?

¹ EU28 less UK less our country.

3. And by *detail* is meant:

3.1. Rather than working at industry level or segments (and there are 88 industries defined at two digits and 615 segments defined at four digits by the Eurostat), one works at **niche level** (six digits of the Eurostat) of which there are 5.400 in each economy; that is, very narrow defined activities.

3.2. And given that each country's economy has 5.400 niches and there are 26 EU countries (EU28 less UK less the country of our company), every firm has 140.400 alternatives (5.400 niches x 26 countries) to select from for both types of opportunities;

3.3. Thus the **goal**: which are the 10/15 best opportunities for a company to focus on among 140.400 alternatives regarding the two types of opportunities above: substitution of UK exports to the EU and/or substitution of our exports to the UK.

4. The **output** of this conference's methodology is a list with the *name of the main importers / potential clients*, niche by niche, country by country, regarding the best 10/15 opportunities for a company to focus on and the value in euros of each opportunity.

5. The output varies depending upon a firm's characteristics but the **methodology is always the same**.

FEEDBACK

IMMEDIATE FEEDBACK AFTER THE ZOOM CONFERENCE ON **BREXIT AS AN OPPORTUNITY FOR BUSINESS DEALS** BY JORGE SÁ

1

From Isabel Page to all:

Amazing presentation. So much **great** information!

2

From 839 9740 6062 to all:

Thank you very much, **brilliant presentation!**

3

From Lisa to all:

Great presentation!! Thanks!!

4

From 540 8563 4286 to all:

Thanks for sharing this **great work.** **Amazing presentation.**

ARTICLE PUBLISHED IN THE IRISH LARGEST CIRCULATING
MAGAZINE, BUSINESS PLUS/DMG MEDIA

EXPORTING

Brexit Opportunities

Management guru Peter Drucker used to say that there are no risks, only opportunities. Scratch the former and you will find the latter. Veteran academic Jorge Sá and some colleagues recently set out to prove this point by exploring the implications of the UK's departure from the EU. The starting point for the academics is that Brexit creates two types of opportunities: substitution of UK exports to EU countries, and substitution of each country's exports to the UK. "The former is a pure opportunity," says Sá. "The second changes a risk into an opportunity, and the values of these opportunities are enormous, regardless of the size of the countries."

Identifying these opportunities starts with delving through the voluminous trade data produced by Eurostat, the European Union's statistical agency. In this dataset – replicated at national level – there are 88 industries defined at two digits, and 615 segments defined at four digits. Within these, there are 5,400 niche segments defined at six digits.

Given that each country's economy has 5,400 niches and there are 26 EU countries (EU28 less UK less the exporting country), every firm has potentially 140,400 alternatives (5,400 niches x 26 countries) to select from for both types of opportunities.

For instance, within the metal products industry (NACE code 25), there are the segments of structures (2511), doors and windows (2512), and so on, and the latter is further divided into iron or steel (730830), aluminium (761010) etc.

Jorge Sá explains: "Since the first type of opportunity created by Brexit is substitution of UK exports to the EU, we must look at which product niches are served by UK exports to which EU countries. Then you look at whether our company or country exports very little to those countries, although product capability is evidenced by exports elsewhere.

"The value of each opportunity is the difference between UK exports to a given EU country in a specific niche,

A major opportunity for Irish exporters created by Brexit is substitution of UK exports to EU markets. Digging into Eurostat trade data is a good place to start, writes **Doug Casey**



and that country's imports in that same niche from our company or country. The exports from the UK indicate that there are clients, our exports signal experience, and the overlap indicates the opportunity for exports substitution."

As an example of this granular analysis, Sá instances Green Isle Foods, owner of the Donegal Catch and Green Isle brands, which operates in six segments. Within these segments are 19 niches of fish and seafood; fruits and vegetables; bread, pastries, cakes and biscuits; and prepared meals and dishes. These 19 niches multiplied by the 26 EU countries create 494 alternatives for Green Isle, either to substitute UK exports to the EU or to shift its present exports to the UK into other European destinations.

In Sá's analysis, Green Isle's largest opportunity as an alternative to UK imports in EU member states is in food preparations (NACE 210690). Across the ten largest EU markets for these UK exports, the value is €540m. In theory therefore, this is a niche worth targeting by companies in other EU member states. However, the UK competition hasn't disappeared. After Brexit there are no

tariffs or quotas for UK exporters of food preparations, though there is more red tape surrounding customs bureaucracy and rules of origin.

It's also the case that topline Eurostat inter-country trade data doesn't take account of multinational realities. In the case of food preparations, for example, the Netherlands is by far the largest market for UK exporters (€115m). This may or may not be related to the fact that Unilever, one of Europe's largest food companies, is an Anglo/Dutch company.

Due to Brexit, exports from EU member states to Britain may become more challenging too, in which case it makes sense to dig down into the data to find alternative EU markets. In the food preparations niche, it is possible to identify the largest EU markets for these products. These mostly correlate to country population, though in this niche the market size in Belgium is larger than for Spain. Therefore it might make more sense to concentrate market development efforts in Benelux rather than Iberia.

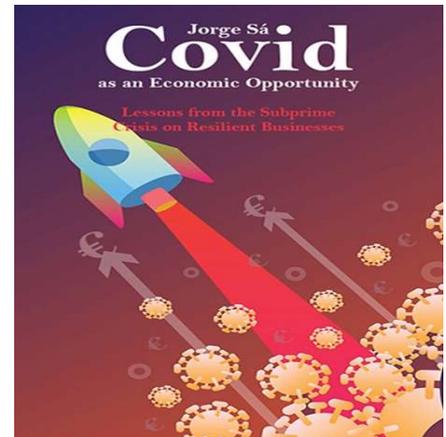
Jorge Sá's methodology is probably beyond the resources of most Irish SMEs to do themselves, but they can find out more about the process by visiting vasconcellosesa.com.

4.18

SUCCESS IN THE MIDDLE OF THE CRISIS: which among the 615 segments in the economy accelerate their growth during any type of crisis? (subprime, Covid, Ukraine war)

This conference presents **five basic facts** (based on Eurostat data):

First: during the last (subprime) economic crisis (from 2008 to 2014) some business activities (both industries among 88 of them in the economy and industry segments among a total of 615) were highly **resilient**;



Second: their resilience was of two types: 1) some **kept** on growing during the crisis (first type) and other even 2) **accelerated** their growth (second type).

Third: that happened **across** the economy. For instance:

Photographic equipment (e.g.) increased its growth year rate from +3,4% (before the subprime crisis: years 2000-2007) to +4,6% (during the subprime crisis: years 2008-2014). But computers and peripheral equipment went downhill from -3,3% to -11,8%.

Also (e.g.) poultry meat augmented from zero growth (before the subprime crisis) to +1,1% (during the crisis), but vegetable juices went from +1,8% to -2,9%. And ice cream from +2,5% to -5%.

Fourth: the available (Eurostat) data for the year 2020 (Covid crisis) **confirms** that the resilient industries and segments are the same of the subprime crisis years (2008-2014).

So (**fifth**), during recessions:

- 5.1. In spite of economic decline;
- 5.2. It is possible for any firm, in any industry, to find safe heavens: resilient businesses to move into, with marketing or/and technical synergy.

A FEW OTHER EXAMPLES OF RESILIENT BUSINESSES (BASED ON THE EUROSTAT)

1. Within the **fruits industry** (which the Eurostat divides in more than 10 segments):

- some kept on growing at the same year rate before and during the crisis (olives);
- while others even accelerated their growth: tropical fruits went from -1,2% (in years 2000-2007 before the crisis) to +1,2% (during the crisis: 2008-2014).
- However the consumption of many types of fruits decreased sharply (citrus, dessert grapes, etc.).

2. The **manufacture of machinery** is composed by more than 20 segments. Before the subprime crisis (2000-2007) the industry was growing at an year rate of +4%, but during the crisis (2008-2014) it decreased at -1,5%.

However, some types of machinery (e.g. for metallurgy) **accelerated** their growth: from -1,5% (before the crisis: years 2000 to 2007) to +2% (during the subprime crisis: years 2008-2014).

3. The average year growth of the **beverages** industry decreased from (before the crisis) +1,5% to -1% (during the crisis). And all segments within the industry declined sharply: wine, mineral waters, etc. The single exception was after meal beverages such as liquors and vermouths which increased at +13,41% year after year, during the crisis.

4.19

ENTREPRENEURSHIP AND INNOVATION

1. Peter Drucker defined entrepreneurship as transferring resources from where they are **less** productive to where they are **most** productive.
2. And entrepreneurship has **four advantages**. For the individual is a source of **self-realization** and **personal wealth**. Then to the society, entrepreneurship and innovation are the source of **progress**. Finally, entrepreneurship and innovation also contribute to the **social wealth** through creative destruction (Schumpeter) and the multiplier effect (Keynes).
3. How to make a solid plan to succeed in creating a company?: both on what to do (the steps to be followed) and how to do it (the techniques to implement each step).
4. The entrepreneurial spirit is not a personality trait, but a behavior.

Based on a book published by Jorge Sá and on Peter Drucker's material



Examples of endorsements:

*The conference by Professor Jorge Sá was a **memorable experience**, having presented the entrepreneurship theme on a **never seen way**. Thank you Professor for the brilliant lecture on your book which I **recommend to everyone**.*

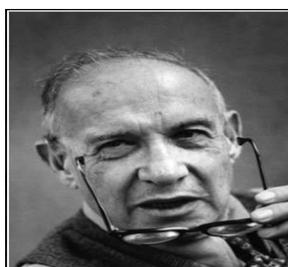
Guilherme Marback Neto (Dean of Jorge Amado University)

*An **excellent book** to encourage innovation, entrepreneurship, creative and critical spirit and interest in new areas of knowledge; being it to make new things or same things in a different way.*

Fernando Monteiro (Executive Director of SIVA – Distributor of Volkswagen, Audi, Skoda, Bentley and Lamborghini)

*This book is the **source of courage** for all those who dream of being entrepreneurs.*

Antonio Coradinho (President of the Chamber of Commerce in Brazil)



The entrepreneur always searches for change, responds to it, and exploits it as an opportunity.

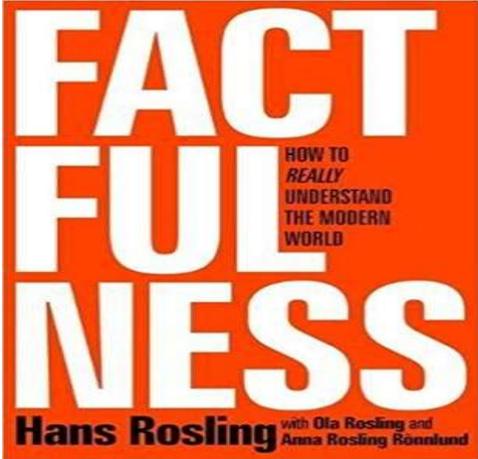
— Peter Drucker —

4.20

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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Twitter: @VasconcelosSa • Weekly articles and diagrams: <http://www.institutodadereconomia.blogspot.pt/> • Blog: <http://www.institutodadereconomia.blogspot.pt/>

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.

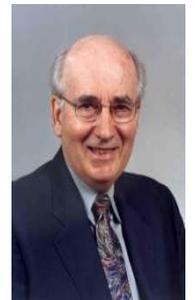
Peter Drucker (Founder of modern management)



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

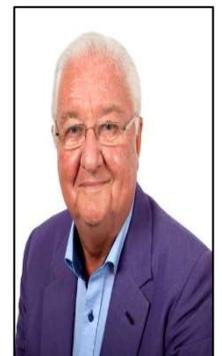
*This is the **best book on leadership** since Drucker's recommended Xenophon, even in the company of John Adair and Warren Bennis.*

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,

*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)

*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.vasconcellosesa.com)

JORGE SÁ

MBA Drucker School / PhD Columbia University / Jean Monnet Chair
 Visiting Professor at IESE associated AESE, ISG Business &
 Economics School and Drucker University

A C T I V I T I E S	<p>Research</p>	<p>Twenty five books in twelve languages:</p>
		<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">English</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Portuguese</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Spanish</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Russian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Ukrainian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Norwegian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">German</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Lithuanian</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Korean</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Thai</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Chinese (Mandarin)</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; margin: 5px;">Iranian</div> </div> <p style="text-align: center; border: 1px solid gray; border-radius: 10px; padding: 10px; margin-top: 10px;">Over twenty academic/blind referee articles</p>
	<p>Public speaking + Consultancy</p> <p style="border: 1px solid red; padding: 2px; display: inline-block; color: red; font-weight: bold;">22 countries</p>	<p>Speakers agencies:</p>
		<div style="display: flex; align-items: center;"> <div style="border: 1px solid gray; border-radius: 15px; padding: 10px; flex-grow: 1;"> <p style="text-align: center;">You can check Professor Jorge Sá latest conference at TED USA at: https://youtu.be/SOkjPV1lFts</p> </div> <div style="background-color: black; color: white; padding: 10px; flex-grow: 1; margin-left: 20px;"> <p style="font-size: 24px; font-weight: bold; margin: 0;">JORGE SÁ</p> <p style="font-size: 12px; margin: 5px 0 0 0;">DRUCKER'S QUESTIONS TO CREATE COMPETITIVE ORGANIZATIONS ARE ETERNAL</p> </div> </div>

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 Twitter: @VasconcelloseSa • Instagram: @jorge.v.sa • Facebook: Jorge Sá

Jorge Sá

A short bio



1. Jorge Sá is an expert on Peter Drucker and Philip Kotler, founders of modern management and modern marketing, respectively (with whom he studied and who offered letters of recommendation and endorsements for his books) and a former professor at IESE associated AESE, where he remains as a visiting professor, as well as at ISG Business & Economics School and Drucker University.
2. 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.
3. At present he dedicates himself to academic research, which is also disclosed to the public at large in two of the largest European business media groups: Finanz Verlag/Tichys Einblick (in Germany) and DMG media/Business Plus (in Ireland).
4. Was awarded the **Jean Monnet Chair** by the Jean Monnet Foundation in **Brussels**, received several distinctions including a Fulbright fellowship and published **twenty five books in twelve languages: English, Portuguese, Spanish, Chinese (Mandarin), Russian, Ukrainian, German, Lithuanian, Thai, Korean, Norwegian and Iranian** which received **endorsements**, among others, from Peter F. Drucker, Cecily Drucker, Al Ries (author of the bestsellers Marketing Warfare and Positioning), Don Hambrick (Professor at Columbia University and The Pennsylvania State University), Karl Moore (Professor at Oxford and McGill University), Peter Starbuck (President of the London Drucker Society) and Philip Kotler.
5. Besides **over twenty articles published in blind refereed** reviews and journals of economics, business administration and medicine, he 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, Marketing Institute Estonia, Enterprise Ireland, etc. Has also addressed conferences and presented articles in academic and non-academic meetings, such as Academy of Management, Western Economic Association, Peter Drucker Society of Europe, European Commission, etc.
6. 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, KPMG, 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, Total, Johnson & Johnson, Pfizer, Logica, Indra, Grandvision, Jafep, Euler Hermes, Cossec, Pestana Group Hotels, Tivoli Hotels & Resorts, Millennium Bank, Julius Baer, SGG, Henkel, Abencys, Broadbill, Volkswagen Group, McDonald's, MiTek, United Steel Products, Base Group, UnitedHealth group, Inapa, Vodafone, IDC, Merck, BPI Bank, Milestone, Fijowave, Foxpak, ND Sports, LLR-G5, Horan, Prodieco, Dennison, Grid Finance, Bluemetrix, Microsoft, etc.
7. 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**



VS

Opus artificem probat

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

Amat victoria curam

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 **linguish**.
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) • Instagram: [@jorge.v.sa](https://www.instagram.com/jorge.v.sa) • Facebook: [Jorge Sá](https://www.facebook.com/JorgeSa)