



BANCO DE
PORTUGAL
EUROSISTEMA

Como a Gestão Conta

José Santos

Affiliated Professor of Practice in Global Management, INSEAD, Fontainebleau

Professor Catedrático Convidado, UCP – CPBS, Porto

Lisboa, 19.11.2018

CCVIL.

THE ENGINEER AS AN ECONOMIST.

BY HENRY R. TOWNE, STAMFORD, CONN.

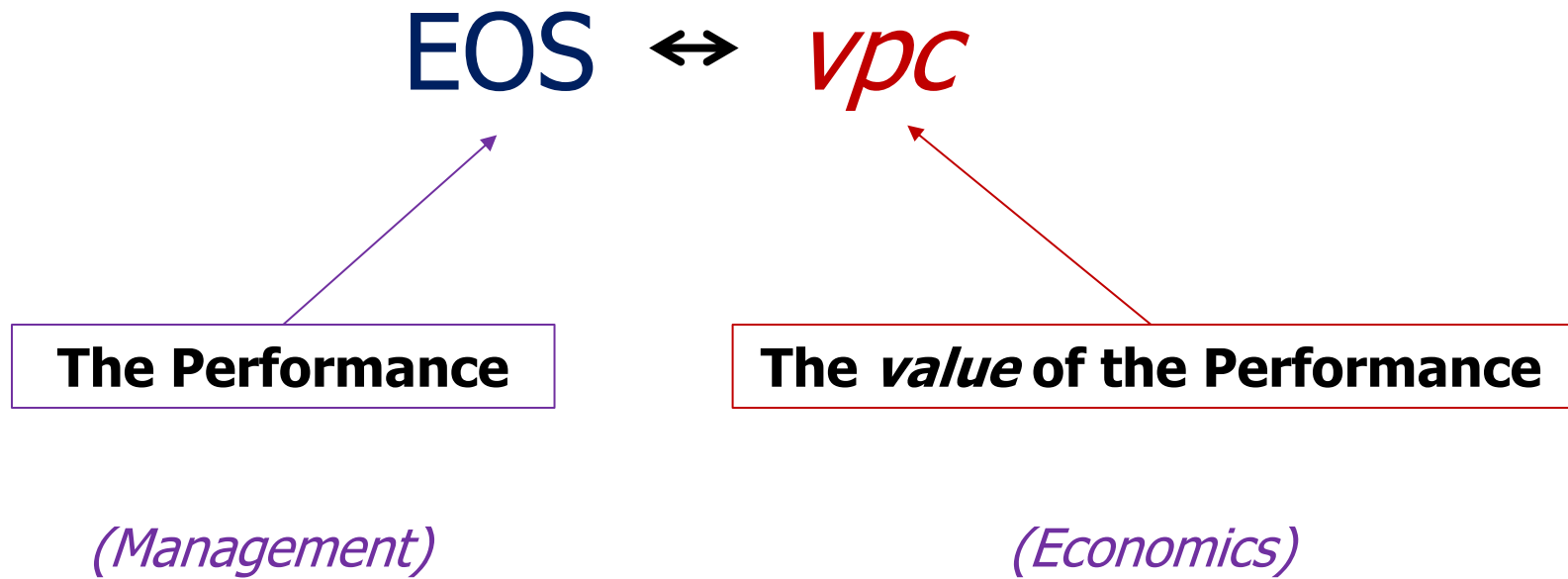
(Source: Transactions of the American Society of Mechanical Engineers, 1886)

In the lexicon of management, the CEO is the epitome of leadership. Yet surprisingly little is known about this unique role. While CEOs are the ultimate power in their companies, they face challenges and constraints that few others recognize.

(Source: Porter and Nohria, HBR, Jul/Aug 2018)

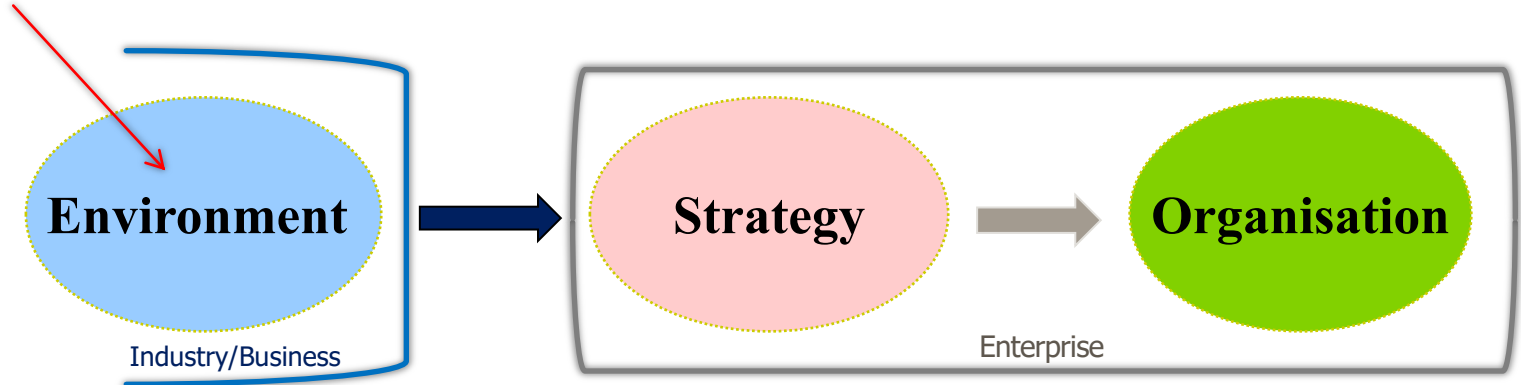
*Improve Management Research and Management Education
(by embracing complexity as method)*

An Enterprise Performance



The Classic Notion of (General) Management

Exogenous.



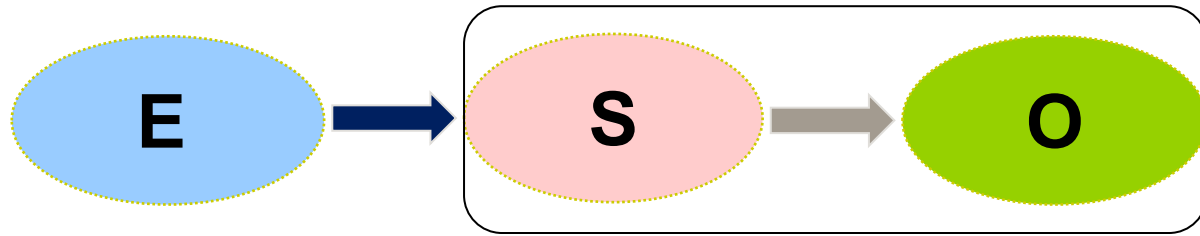
Forecast, Plan ... Organise, Command, Coordinate, Control
(Fayol, 1916)

Plan ... Organise, Staff, Direct, Coordinate, Report, Budget
(Gulick, 1937)

Set objectives ... Organise, Motivate and Communicate, Measure, Develop People
(Drucker, 1954, 1973)/(WSJ 2018)

Formulate Strategy and Design the Organisation
(Waterman et al, 1980)

Craft a Strategy ... Create an Organisation
(through which such Strategy can be executed/implemented successfully in the chosen Environment)
(Roberts, 2007)



?



Discovering a new Performance

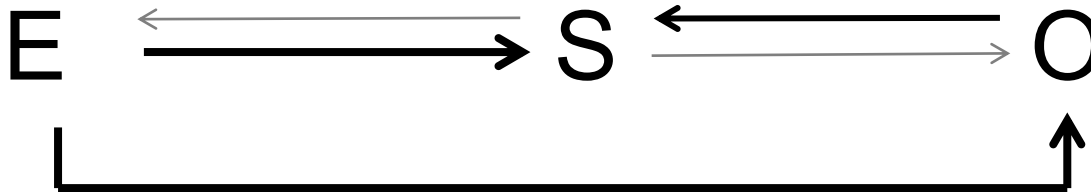


Furniture - Sweden



The "Ikea Concept"
(a revolutionary business model)

Young managers, on-the-job training
Thrift, Hardworking, Egalitarian
Flat structure
Simple, informal org. processes



~1950, ~1975

The role of serendipity. The role of the Ingvar Kamprad.

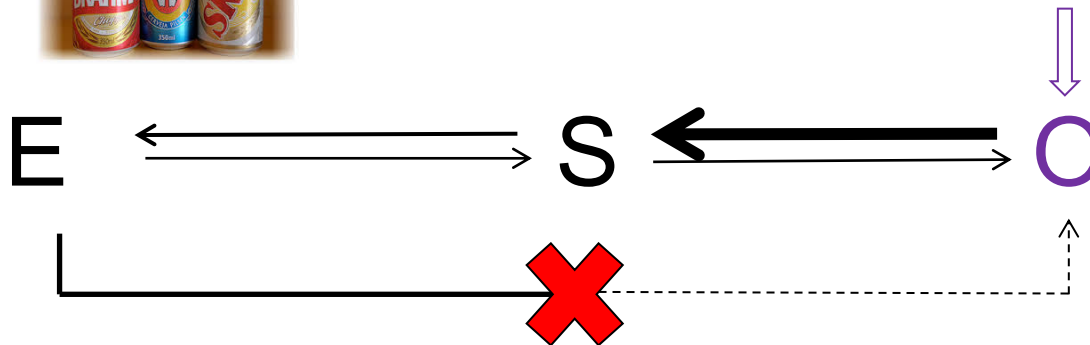


Ingvar Kamprad, 20 December 1976

Discovering (and Scaling) a new Performance

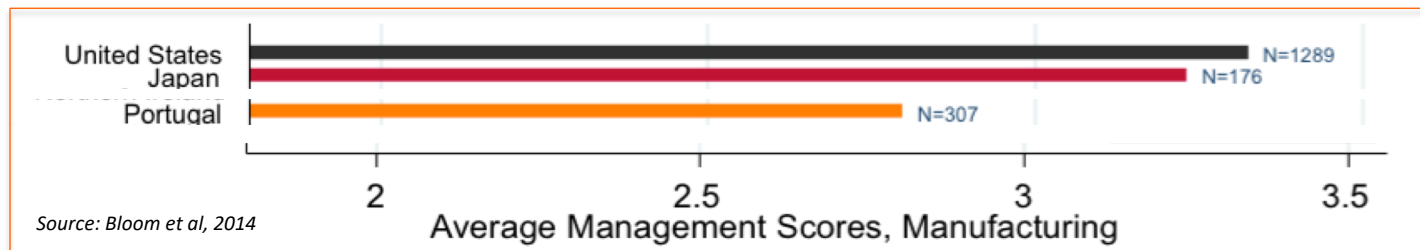
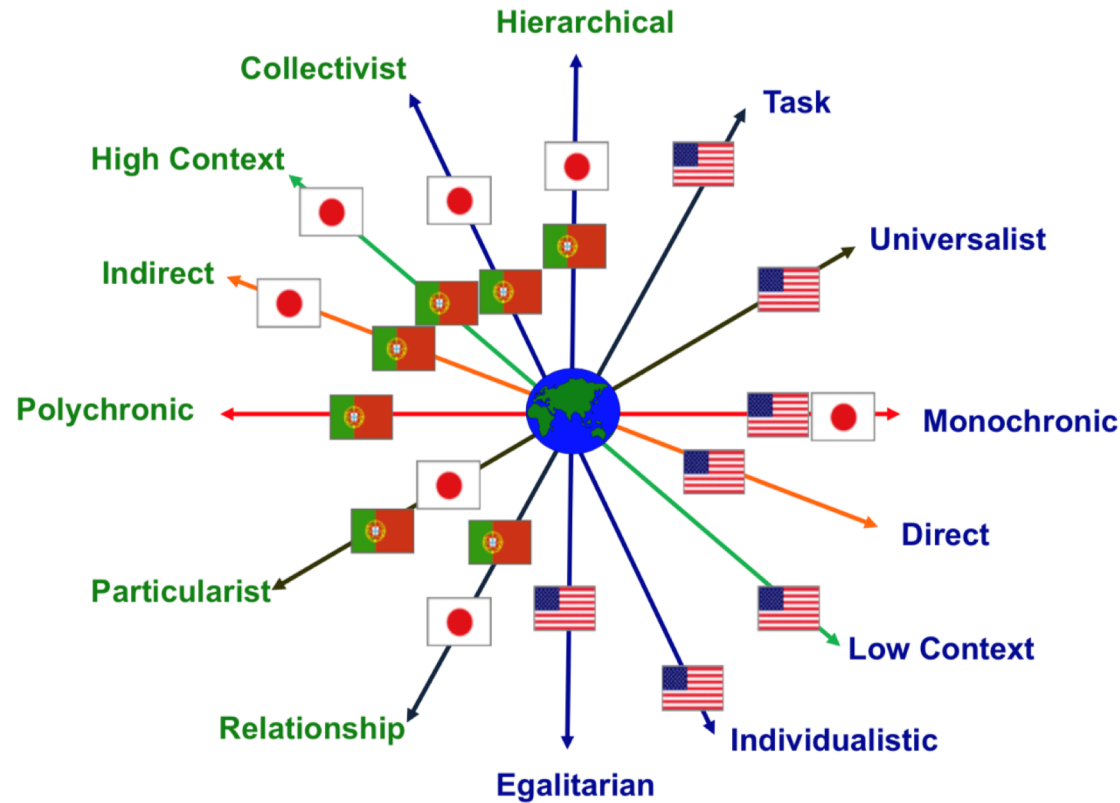


The AmBev Way:
“DPC”



Limiting “E” shaping “O” while creating an “O” ...
... from outside the “E” (US/Wall Street, JP/TPS, ...)!

National Culture Differences

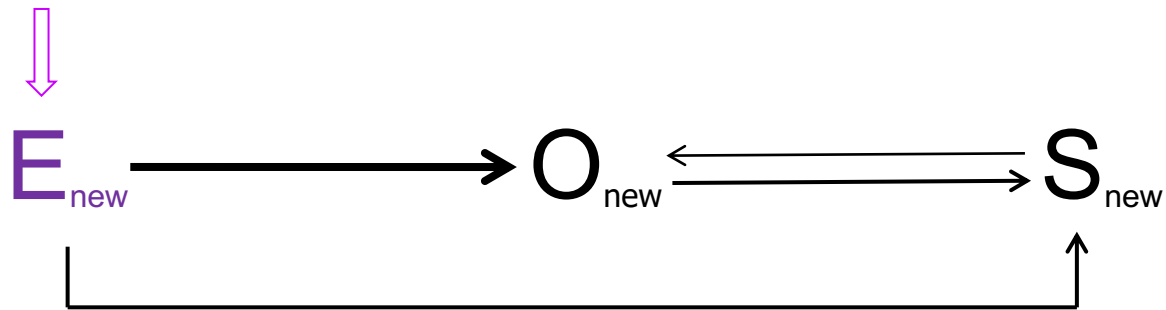


N.B. For qualitative comparison: The cultural dimensions above are not orthogonal and depict data from different studies.
(Sources: Hofstede, Meyer, Schneider and Barsoux, Trompenaars)

Turning Around Performance

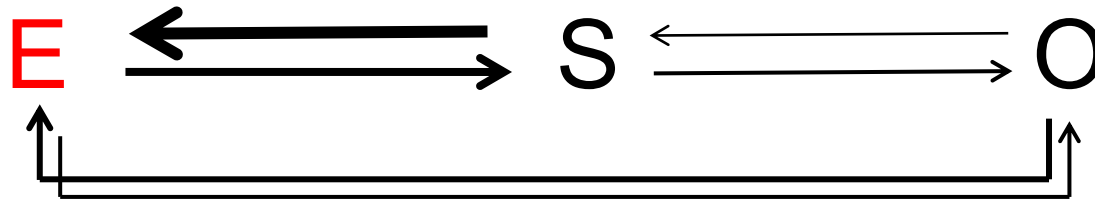


NRP, 1999-2002



*Most of the interventions in “O”,
but it all started (with interventions) in “E”*

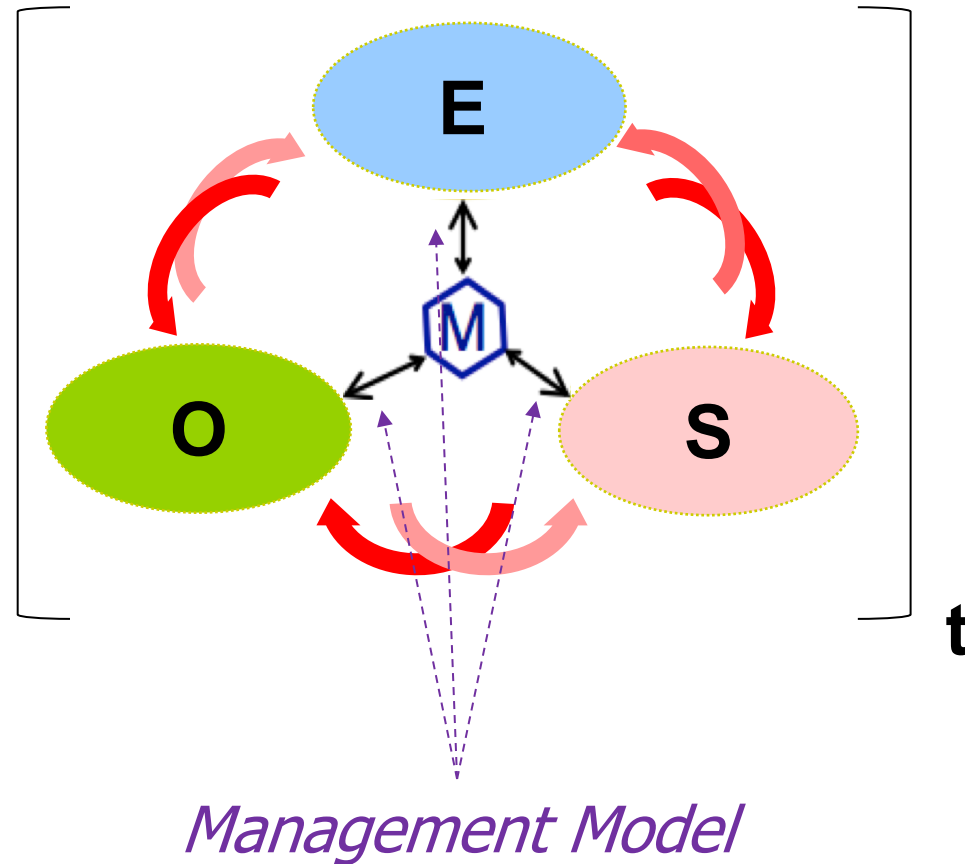
Creating Enterprise Performance ... when E is emerging



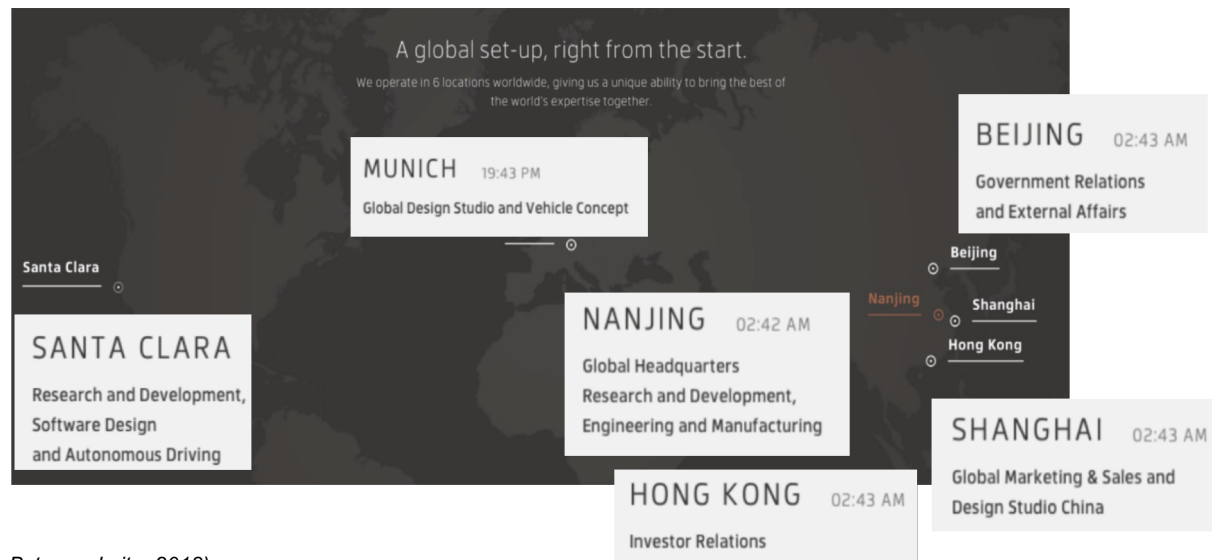
1. Developing (training, ...) distributors, customers, users
2. Partnering and co-creating with local suppliers
3. Fostering development of local talent
4. Shaping the regulatory and institutional environment
5. Participating in the broader development of society

(Source: Santos & Williamson, 2015)

Managing Enterprise Performance: EOS, Time, and the General Manager (CEO)



Managers can startup in a “garage” the size of the World



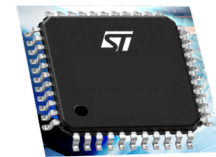
(Source: Byton website, 2018)

Creating a new Performance ... from the World

(An "O" dispersed in various local "Es", creating a new "S")



A global innovation is not an innovation for the World,
but an innovation *from* the World.



Global innovation *must* be managed!

(Source: Santos, Doz & Williamson, 2004; Doz, Santos, Williamson, 2001)

General Management is the disciplined art
of realising a collective performance
superior to that which would naturally occur.

Management is ... “counterculture”

Management is ... method

Management is ... process



Obrigado.

Para algum comentário, questão, ou sugestão:

jose.santos@insead.edu