

MANUEL TELES FERNANDES

Date of Birth: 05-01-1957

Nationality: Portuguese and Australian

Languages: Portuguese and English

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QUALIFICATIONS

Education:

- “MBA” in International Business and Administration, European University, Lisbon, 2003.
- “Diploma in Business Studies” (Bachelor in Management), European University, Lisbon, 1999.
- Architectural course (3 years), ESBAL (Lisbon University), Lisbon, 1980.

Long-life learning:

Major training courses:

- Post Graduation in “Value Management”, *APAV, Lisbon, 2006*
- “Strategic Maps and Balanced Scorecard”, by David Norton, *IRR, Lisbon, 2004*
- “Team Role Accreditation” (certified professional), *Belbin and Associates, Cambridge (U.K.), 2003*
- “EFQM assessor” *IPQ, Lisbon, 2001.*
- “Advanced course in Value Management”, Certified PVM and TVM, *APAV, Lisbon, 2000.*
- Training the trainers (certified trainer), *Gestão Total/IEFP, Lisbon, 1998.*
- “Neuro-linguistic programming”, *Novos Recursos Lda, Lisbon, 1997.*
- “Advanced Operations”, *IMPAC®, Integrated Control Systems Inc. – Punta Gorda (U.S.A.) 1993.*
- “Sales Techniques and Leadership”, *Capita Financial Group - Melbourne (Austrália), 1986.*
- “The Fundamentals of Management”, *Council of Adult Education - Melbourne (Austrália), 1985.*

PROFESSIONAL QUALIFICATIONS

Major professional qualifications supported by third parties certifications:

- Certificate of Professional (PVM) and Trainer (TVM) in Value Management, by EGB – European Governing Board for Value Management Training and Certification.
- Consultant in the areas of: Strategy, Marketing and Sales, Reengineering, Value Management, innovation, Total Quality Management (TQM), Human Resources Management (NP 4427 - SGRH).
- Certified Trainer by IEFP in the areas: Strategy, Marketing, Reengineering, Innovation, Management Systems, Human Resources and Balanced Scorecard.
- Certified trainer and consultant by Belbin Associates (UK) for Team Roles profiling.

PROFESSIONAL CAREER

Major job positions in the last four decades:

- GESTÃO TOTAL, Portugal – Consulting and training: founder and co-owner, CEO, R&D Director, Researcher, HR leader, Consultant and Trainer (1994-2017).
- APAV – Portuguese Society for Value Analysis, Portugal – Board Member (1999-2003) and President of the Board (2003 - 2014).
- ANEF – Portuguese Association for Training Entities, Portugal – founder and President of the Board (2008-2013).
- IMPAC- Integrated Control Systems Inc., Florida, U.S.A. – Consulting in Reengineering: project Director (1993-1994).
- ZURICH GROUP (Australia). Melbourne, Australia – Investments and insurance: independent agent (1989-1992).

- Mansfield Bunney and Associates Melbourne, Australia – Investments: Consultant (1988-1989).
- AZTEC- Office Systems Pty Ltd. Melbourne - Australia - Office equipments and ICT: Sales and Marketing Director (1987)
- CAPITA FINANCIAL GROUP. Melbourne, Australia. – Investments: independent agent (1985-1986)
- THE FRENCH FOOD COMPANY. Melbourne, Australia – Fresh baked food products: Independent distributor (1984-1985).
- ARQUITESE- Estudos e Projectos Lda. Portugal – Building and construction design: co-owner and Technical Director (1980-1983)
- TECNOLAGE- Industrias de Betão Lda. Portugal – Manufacturing of pre-casted materials for construction: co-owner and General Manager (1980-1983)
- NEOCASA- Construção Civil e Obras Públicas Lda. Portugal – Building Construction: co-owner and Technical Director (1978-1979).

PROFESSIONAL ACHIEVEMENTS/EXPERIENCE

Research

As a researcher, MTF has developed extensive work in the fields of “value”, “innovation” and “economic return”, as following:

- MAP ® - Moving along Alignments and Paradoxes model – research and development of theoretical model (tangible and intangible value) for analysis and formulation of products and business strategies, based upon the product value, the organization effort to produce product value, the product relative market positioning and the adequate strategic market approach.
- VBI ® - Value Based Innovation model – research and development of theoretical innovation model (technological and cultural innovation), based on the value concept and upon market qualitative requirements and external context needs.
- EVR © – Economic Value Return model – research and development of theoretical economic return model (economic value added – EVA™), based upon the cost of capital (interest and risk) and the potential profit to be returned by a business.

Note: those three models (as one single application) have more than 200 practical applications in firms, mainly SME's, via the use of software applications developed for that purpose (DynamicMAP and DynamicMAP Assessment) and coaching support via implementation processes.

Also, as part of his research in the field of management, MTF has created and developed a standard for Human Resources Management, applied firstly in his own organizations and later adopted as the basic framework for the current Portuguese Standard NP 4427:2004 – Human Resources Management System.

Project Director

Major projects in which MTF worked as project director:

- Coordinator of over one hundred training courses in the areas of Strategy, Sales, Value Management, FMEA, Quality, Health and Safety, Food Safety (2000-2013), sponsored by the European Social Fund in Portugal (POEFDS and PORLVT)
- Coordinator of the portuguese participation in the project “Skills for Future” – Erasmus program (2009-2011).
- Project Director of three major Value Management Projects: Inovalor (2002-2004), Valorar (2005-2007) and Inovadores (2007-2009), promoted by APAV – Portuguese Association for Value Management, involving 120 firms, in industrial, construction and services areas.
- Project Director of "Valor-In" - Equal program (training-action project implementation of the standard NP-4427 - Human Resources Management Systems) (2005-2007), sponsored by Equal program (ESF funds).
- Coordinator of the national study “Portugal Estratégico” (2004), promoted by the University of Évora (Portugal), the Jack Temer Institute (USA), and Gestão Total (Portugal), and author of the final report.
- Project Director of “Programa PME XXI” (2004), project to audit/assess managerial needed competences, in one hundred SME in Portugal, in the fields of marketing, production, business strategy, quality assurance, health and safety, and ICT, sponsored by ESF funds.

Coaching/consulting

MTF has worked directly with top and intermediate private and public companies management, using many

consulting and managerial methods and tools, but mainly the DynamicMAP assessment application and DynamicMAP scenario creation application (he is the solo author of both applications), in many different types of projects, as following:

- Portway Handling Portugal – Value Network Mapping and Strategy Analysis applied to ISO 9001:2015;
- Prosonic – Value Network Mapping and Strategy Analysis applied to ISO 9001:2015;
- Tecnici Industriais (Cape Verde) – Value Network Mapping and Strategy Analysis applied to ISO 9001:2015;
- Petroleum Safety Authority (Norway) – Value network analysis, seminar and workshops.
- Normax – strategic business value analysis and product reformulation and innovation (scientific glassware), including strategic plan for internationalization and development of international events.
- Frontwave – strategy business value analysis and product value analysis and innovation (scientific software and pre-manufactured stone elements for construction)
- OMoura – strategic business value analysis and creation and innovation of premium product (jewelry).
- Celbi – analysis of business strategic activities and formulation of EFQM evaluation system (paper mill)
- Luis Silva – market analysis and product inception value analysis and innovation of premium equipments (kitchens)
- Raões Zêzere – market and business value analysis and strategy formulation with investment plan (pet foods)
- APAV – Inovadores – business value analysis and product value analysis and innovation (12 participants - value management projects: value analysis and innovation)
- Probeira – strategy and economic formulation with financial planning (producer of olive oil)
- Cevalor – Academia PME – product innovation (two projects in the stone industry)
- APAV – Valorar – business value analysis and product value analysis and innovation (9 participants - value management projects: value analysis and innovation)
- Gurreana – business value analysis and definition of new business strategy (tea producer)
- Governo Regional dos Açores – strategic analysis and reformulation of public services (Azores regional government)
- José Julio Jordão – product value analysis and innovation (refrigerating equipment)
- Granisintra – business and product value analysis and innovation (stone pavements)
- Ega – empresa Gráfica dos Açores – business evaluation and formulation of new strategies (printing)
- Electraçores – business analysis and product innovation and organizational development (electrical goods commerce)
- Vasconcelos Construções – market and business value analysis, strategy formulation and organizational development (building construction)
- Rebelo e Nunes – market and business value analysis and strategy formulation (electrical installations)
- Finupe – strategic business value analysis, market analysis and product innovation (technical pavements)
- Apercim – strategic analysis, and services reformulation and innovation (social services)
- CREMP, Centro de recuperação médica pedagógica – services reformulation and innovation (health services)
- Lab Análises Clínicas Machado – services reformulation and innovation (health services)
- F3M – strategic business value analysis and product innovation (software house)
- Farmacia Machado – services reformulation and innovation (pharmacy services)
- Diensino – services reformulation and innovation (social services)
- Faria e Mendes, Construções - business value analysis and strategy formulation (building construction)
- Horsil – business value analysis and product innovation (commerce)
- Curimo – business value analysis and strategy formulation, product innovation and organizational development (building construction).
- Fiação Covas – business value analysis and product innovation (fabric manufacturing)
- Fabolacha – business value analysis and product innovation (food producer)
- Santix – business value analysis and strategy formulation, and product innovation (clothing industry)
- Luma – services reformulation and innovation (information technology maintenance services)
- Lusa Carpintaria - business value analysis and product innovation (wood mill)
- Laborial - business value analysis and product value analysis and innovation (manufacturer of laboratorial equipment)
- Metalruda – business and organizational formulation and reengineering (heavy metal construction)
- Strapex – strategy and economic formulation (manufacturer of packaging materials)
- Promalte – business and organizational formulation and reengineering (food manufacturer)
- SIE – strategy and economic formulation (plasticware manufacturer)

- Grupo Fernando Simão – business value analysis, organizational reengineering and product innovation (car industry)
- Gresilva – business value analysis and product innovation, and organizational development (manufacturer of cooking equipments)
- Pelteci – business value analysis and organizational formulation and reengineering (leather manufacturer)
- Sitaco – business value analysis and organizational formulation and reengineering (manufacturer of wood paving)
- Vagotir – business value analysis and organizational formulation and reengineering (logistics and transportation)

Auditing

MTF has performed several audits in the following fields:

- Human Resources Management, according to the standard NP 4427:2004 – Human Resources Management System;
- Total Quality Management, according to EFQM model;

Education/training

Activity in the education field, aside from normal business activity:

- Trainer in Value Management (TVM) – trainer in value management for different EU programs (2001-current).
- Trainer in Management (Strategy, Marketing, Reengineering, Innovation, Management Systems, Human Resources, Balanced Scorecard, Sales and Negotiation – EI and NLP).
- Professor of Business Sustainability – guest professor of the University of Évora at Master Delta, Portugal (2005-2014).
- Professor of Business Strategy – guest professor at CISCAL-University (Lisbon), Portugal (2013-2014).
- Professor of TQM - Total Quality Management – guest professor at European University, Lisbon (2004-2006)

OTHER KNOWLEDGE/EXPERIENCE

Technical standardization committees

- Member of Portuguese Technical Committee - TC149 (IPQ) for Value Management, (2000-2014).
- Chairman of Portuguese Technical Committee - TC152 (IPQ) for Human Resources Management, (2002-current).
- Member of Portuguese Technical Committee - TCA25 (IPQ) for Training and Education, (2011-2013)
- Member of the European Technical Committee - TC179 (CEN) Technical Committee of CEN, (2007-2014)
- Member of International Technical Committee - TC260 (ISO) Human Resources Management of ISO, (2011-2014)

Speaker at academic and professional conferences

- "Connecting Value, Technological and Cultural Innovation" (paper), Value Summit 2017, SAVE International (2017), Philadelphia, USA.
- "Value & Network Mapping: an effective response to ISO 9001:2015 compliance" (paper), Encontro de Tróia, APQ (2017), FEUC, Coimbra, Portugal.
- "From Value to Technological and Cultural Innovation: a holistic view of innovation" (paper), "ICSI - International Conference for Systematic Innovation", Uni. Nova, (2016), Caparica, Portugal.
- "Applied innovation by SMEs for RDI Certification purposes" (paper), "ICSI - International Conference for Systematic Innovation", Uni. Nova, (2016), Caparica, Portugal.
- "The slow cultural cooking of "francesinha"" (paper), Regional HELIX Conference, IPCB, (2016) Castelo Branco, Portugal.
- "Integrating Cultural Value in VA" (paper), 2016 Value Summit, SAVE International & Value Analysis Canada (2016) Niagara Falls, Canada.
- "In search of Value in a Product" (paper), Encontro de Tróia, APQ (2016), Tróia, Portugal.
- "Cultural Value: How to integrate the “intangible” side of Value in VA" (paper), International Conference Value Management Practice - VDI (2016), Munich, Germany.

- "Cultural Value: the intangible side of value and how to integrate it in Value Analysis" (paper), conference "Next Value Direction – The 48th SJVE Conference" (2015), Tokyo, Japan.
- "Unpredictable Failure - or the danger of betting strongly on cultural value" (paper), conference "Value Management Practice -2014", VDI (2014), Stuttgart, Germany.
- "Value Scorecard – a theoretical base" (paper), 38th Quality Colloquium, APQ (2013), Lisbon, Portugal.
- "Before and after VA – from strategy to consumers", (paper) Conference on Challenges in Cost and Value Management towards Global Competitiveness – ABEAV/RPME, Universidade Federal de Curitiba", (2012), Curitiba, Brazil
- "What is Value?" (paper), Technical Conference for VIPs, University of Petrobras, (2012), Rio de Janeiro, Brazil.
- "Value Strategic Model for Public Administration" (paper), HSVA-SAVE-EGB European Conference, (2012), Budapest, Hungary.
- "Value Creation and how it relates to technological and cultural innovation" (paper), HSVA-SAVE-EGB European Conference, (2012), Budapest, Hungary.
- "The application of new value and innovation concepts in a project for the development of entrepreneurship" (paper), Conference Estados Gerais da Gestão nos Países de Expressão Latina – EGGPEL-ISEC, (2012), Estoril, Portugal.
- "Value Based Innovation" (presentation), Accounting and Management Colloquium – ISCAL, (2011), Lisbon, Portugal
- "Dynamic representation of Strategic Construct" (paper), ICSMR 2011 - International Conference on Strategy Management and Research (2011), Hong Kong.
- "From Value to Strategy" (paper), 10th International Entrepreneurship Forum (IEF Conference) (2011), Bahrain.
- Value Based Innovation" (paper), 10th International Entrepreneurship Forum (IEF Conference) (2011), Bahrain.
- "Holistic Value – and its implications in business and in the economy"(presentation), II International Conference for Value Analysis and Engineering – ASSENDER (2010), Belo Horizonte, Brazil.
- "Deadly Vision – Economically and Socially Speaking: what future can we build?"(paper), The 23rd ANZAM Conference - Australian and New Zealand Academy of Management (2009), Melbourne, Australia.
- "Mutant and Paradoxal Businesses" (presentation), I National Conference in Value Engineering and Value Analysis applied to construction (2008), Belo Horizonte, Brazil.
- "From Strategy and Innovation to Economic Value" (Keynote Speaker), "Marketing in the 21st century" Strategic Growth Initiative and The Jack Tesmer Institute – (2008), Roseville, Minneapolis, USA
- "The importance of value for strategic management" (paper), International Value Engineering Conference (2008), Budapest, Hungary.
- "The importance of value for strategic business management" (paper), Value Management Conference "Delivering Value Today and Tomorrow" (2007), Brighton, UK.
- "Survey Report and consequences for the economy" (Keynote Speaker), Conferences Cycle "Portugal Estratégico" (2004), Lisbon and Porto.
- "Applying the model of Jack Tesmer in the process approach" (paper), XXVIII APQ Colloquium, (2003), Lisbon.
- "Human Resources management system NP 4427" (paper), XXVIII APQ Colloquium (2003), Lisbon.
- "Human Resources Standardization and VM" (paper), VIII Conference in Value Management - APAV (2003), Lisbon.
- "GV and Strategy" (paper), VIII Conference in Value Management - APAV (2003), Lisbon.
- "FMEA application" (paper), VII Conference in Value Management - APAV (2001), Lisbon.
- "Value Management" (paper), VII Conference in Value Management - APAV (2001) Lisbon.
- "Standardization in human resources management" (poster), 1st Congress of Quality, IPQ (2000), Lisbon.
- "Case study of an application of the VA process in developing information systems", (paper) IV Annual Conference in Value Analysis, APAV (1998), Lisbon

PUBLICATIONS

Academic and professional publications:

- "Applied innovation by SMEs for RDI certification purposes", *International Journal of Systematic Innovation*, vol.4, n.4, pp.1-14.
- "From Value to Technological and Cultural Innovation", *International Journal of Systematic Innovation*, vol.4, n.4, pp.26-45.
- "Too Small to Innovate? Creating value with fewer resources", *Journal of Business Strategy*, Emerald, vol.36, n.2, pp.25-33, 2015. (co-author with Martins, J.)
- "Value Analysis: Going into a Further Dimension", *Engineering, Technology and Applied Science Research*, vol.5, n.2, pp.781-789, 2015.
- "Innovation: Technological and Cultural Construct Model", *International Journal of Economics, Finance and Management*, vol.3, n.7, pp. 351-370, 2014.
- "Value Scorecard", *Qualidade, APQ*, ed.3, pp. 18-19, 2014.
- "Value Dimensions", *Qualidade, APQ*, ed.2, pp. 16-19, 2014.
- "Reduce Risk Avoid Failure", *International Trade News*, Journal of Economics, n.º19, Feb. 2014. (co-author: Martins, J.)
- "A Holistic and Cultural view of Value", *Advances in Management & Applied Economics*, vol.2, no.1, pp.55-107, (2012).
- "Value Construct towards Innovation", *International Journal of Innovation, Management and Technology*, vol.3, n.1, pp.10-19, (2012).
- "Model of Value Based Innovation", *Chinese Business Review*, vol.10, n.10- in print (2011) (co-author: Martins, J.).
- "Business Strategic Model", *International Journal of Innovation, Management and Technology*, vol.2, n.4, pp.301-308 (2011).
- "VM and Strategy – from projects to policies", parts 1 & 2, - *Value* (Institute of Value Management, UK), Vol. 16 & 17, (2008).
- "The importance of value for strategic business management" – *Value World* (SAVE, USA), Vol.30, n.3, (2007).
- "Industrial Value Chains" - *Revista Tempo*, Lisboa, April (2005)
- "The Value Chain Process" - *Revista Tempo*, Lisboa, March (2005)
- "The Human Resources Standard " - *Euronoticias*, Lisboa, September (2004)
- "The application of the model of Jack Tesmer in approach by processes", *Vantagem+*, Lisboa, Nov. (2003)
- "The macro side of Jack Tesmer", *Executive Digest*, Lisboa, May (2003)

Books:

- "*Negócios Mutantes e Paradoxais*", Gestão Total, Samora Correia (2008).
- "*MAP - Moving Along Alignments and Paradoxes Model*", GT-Transnational, Samora Correia (2007)

Major Market Research Study:

- "Portugal Estratégico" (a survey on 1011 firms in Portugal, to understand individual and collective strategic market positioning) *Gestão Total, Jack Tesmer Institute and CEFAG-Evora University*, Samora Correia, 2004, (coordinator, leading researcher and author of final report).
- "RDI certified companies in Portugal" (an opinion study on types of innovation output by portuguese companies certified by the Portuguese Standard NP 4457:2007 - "Gestão da Investigação, Desenvolvimento e Inovação (IDI): Requisitos do sistema de gestão da IDI"), 2015 (coordinator, leading researcher and author of final report).