



Living as a
SFAI Global Partner
and **to the action!**



SFAI
GLOBAL

Living as a partner in SFAI GLOBAL

To action no matter how the wind blows

Note: SFAI GLOBAL, in its ongoing renewal, has adopted bees as its symbol for their perseverance, efficiency and wisdom. These creatures are an icon of strength and vigor, which identify us as a hive in turmoil where the most incredible, creative and captivating ideas are born with the aim of providing a level of excellence to our partners 🐝

In March 1997, three vice presidents of the SANTA FE INSTITUTE¹, an academy founded in the USA in 1984 to research and develop responses to understand complex systems (known to this day as the cathedral of complex thinking) decided to found what is today SANTA FE ASSOCIATES INTERNATIONAL – also known as SFAI GLOBAL.

Today, almost 30 years after that date, this organization houses more than 300 offices around the world in 114 countries with a professional staff of more than 14,000 souls.

What is the project?

To implement professional actions around the world through its partners to understand and provide solutions to the problems of corporate entities, which are ultimately complex systems.

Complexity arises in any system in which many agents interact and adapt to each other and to their environments. Examples of these complex systems include the nervous system, the Internet, ecosystems, economies, cities, and civilizations that act through corporations, businesses, governments, and non-profit organizations.

As these individual agents interact and adapt within these systems, evolutionary processes and often surprising emergent behaviors emerge at the micro level. Administrative, financial, and economic processes are generated that require excellent professional analysis and the obtaining of solid responses that allow these systems to grow and transform to mutate in accordance with the permanent change exhibited by the societies that inhabit our planet.

What is the objective of SFAI GLOBAL?

- To be a leader in terms of professional responses and solutions for the more than 300 members that make up the organization

¹ Santa Fe Institute (SFI) is an American institute founded in 1984 with the intention of creating a community based on a new kind of science (primarily concerned with theories of complexity), emphasizing participation and collaboration in a multidisciplinary manner in the search for understanding and comprehension of common issues that arise from social, artificial and natural systems.

- o To this end, it has implemented the requirements to be admitted as an active member of the **Forum of Firms at IFAC** (International Federation of Accountants), an organization to which only 30 professional networks are recognized and whose obligations include, among others, the unrestricted application of professional standards in all SFAI GLOBAL offices.

- o The organization as a specialized entity **SANTA FE BUSINESS SCHOOL** in whose scope these topics are developed

Being such a structured profession, simply because we are the custodians of public faith, SFAI GLOBAL publishes and advises its members on these aspects on regulatory aspects that are mandatory.

- To promote new professional practices that arise in the administration, economics and finance scenarios and their different ecosystems as a consequence of the permanent mutation and transformation of these practices.

Examples of this are the growing robotization of administrative tasks, or globalization that produces the expansion of national companies and the need (rather than the possibility) of accessing foreign markets, in the form of associations, purchases, sales, export and import of goods and services, commercialization of intangible assets and similar or the growing national tax diversities that require an in-depth understanding of their implications for national operations.

- Providing the essential content to generate new transnational clients for partners who, for all the reasons stated above, need to develop activities outside their own national borders. To do so, they have the professional support in countries with economic activity around the globe and the professional staff of the central offices that operate in Malta, Paris-France, Montevideo – Uruguay and Buenos Aires-Argentina.

What is the role of SFAI GLOBAL partners?

Something that is significant to mention is that because SFAI GLOBAL is a **network** and not an association – which is the simple addition of members to an informal structure not registered in professional organizations – its members are **PARTNERS** and not merely members. They are a fundamental part of the organization and must act in front of their respective clients as such.

That is, they have stopped being a national firm to become a partner of an international organization.

In this way, the answers that clients require from their consultants, advisors or auditors have a global meaning, where the questions or concerns of these clients have a global response and not just a national one.

When professional groups grow by hundreds and thousands, it is impossible for the best to be recognized and for them to directly identify a leadership.

How can we then make the group of service seekers who inhabit an extensive area recognize the same professional values and hierarchies and find the values they seek and have a sense of identity and belonging to the group?

Through the myth, the milestone and the common totem that gives meaning to the symbols that represent the group.

- Consequently, it is important to understand that the history or myth (story and meaning) is a SFAI GLOBAL is also a tool of power.

So, what is the myth? It is the set of symbolic stories that represent and transmit ideas, identity, ideologies and values.

In our case, the myth is the identity of professional principles, values, great diversity and creativity that extend to the 300 offices of our organization.

- The milestone is the action that marks a stage or a significant change in the project. The constitution of SFAI GLOBAL and the incorporation of each of the partner firms into the organization represent the milestone on this path to the recognition of professional quality where commitment and attitude generate recognition and customer loyalty.

- And the totem? It is the symbol through which this group of firms feels part of the same collective, part of the same society. It is SFAI GLOBAL isotype under which you feel cohesive, identified and protected. It is the symbol that gives you a sense of protection and identity.

For all these reasons, our brand is the set of elements that identify and differentiate our products, services, and organization in the market.

The brand not only represents the visual or verbal identity of a company, but also the perceptions and emotions that those seeking services associate with it.

In essence, our brand is the representation of SFAI GLOBAL's reputation and promises to its clients and plays a crucial role in building loyalty and recognition in the market.

Its use in the publications of the partner firms is not limited to their exposure. The global meaning of the services and their hierarchy in the world professional scene must be explained and duly published.

What is the objective of SFAI GLOBAL partners?

The objective of the partners is then focused on the use of all the resources of SFAI GLOBAL in the technical and professional aspects in order to perfect their activity with the support of the international organization and consequently grow through new local and international clients demanding their activity.

Seith Godin² tells us that groups are organized into tribes when they have

- a common interest,
- a leader
- and a way of communicating.

² Godin, Seith (July 10, 1960), United States is an American businessman and author. Graduated in Computer Science and Philosophy from Tufts University in 1982, he earned his Master of Business Administration degree in Marketing from Stanford Business School

Consequently, the sense of belonging is one of the most powerful survival mechanisms that characterize human being

In the present 21st century, the growth of the demand for global professional services, due to its special characteristics, has a very defined path that must be part of a program in each local office.

But is essential to recognize clients are not normally generated by sudden appearance. It is necessary to create a new demand for services through a permanent, recurring and continuous attraction program, marked by some specific activities:

- The incorporation as partners to our international organization must be **advertised** through the possibilities that social networks offer today. The website, platforms such as LinkedIn, Instagram, Facebook and similar generate a more than feasible option with low operating cost to make potential markets aware of the existence of global services that each partner can provide.

Today, those who manage these platforms report on the level of access that publications generate in the readers of such actions, which makes it relatively easy to know the impact that each publication produces and to adopt the necessary measures to modify it.

According to data provided by the main search engine on the web, that is, Google, there is currently an increase of at least 10% of users interested in finding information about consulting companies, with the intention of receiving their specialized services to facilitate and transform the operation of their usual activities.

For this reason, it is important to carry out integrated actions within the framework of digital marketing that guarantee the positioning of each consulting firm on the various digital platforms.

Therefore, it will be important that

- digital marketing plans integrates the target audience³ that it hopes to reach,

³ The target audience refers to a specific group of people who are most likely to be interested in the particular product or service.

The target market, on the other hand, refers to the broader group of people that the SFAI GLOBAL partner is trying to reach with its products or services.

- platforms where advertising will be available
- and tools that will allow the execution of the strategy to promote the existence of the firm in the global order.

One of the digital marketing actions that has gained the most relevance in recent years is organic positioning in search engines, better known as “SEO”⁴, a method that seeks to place a company's information at the top of the results available in the main web search engines.

In the case of a consulting company, it is necessary to establish certain actions that indicate to the search engine algorithm the need for the consulting firm to expose itself to its users when they perform a search related to the services they offer to their clients.

The fundamental principle is to generate in the local and global environment the awareness of the existence of a service firm that not only operates in the local environment, **but also extends its arms to the rest of the globe**, thereby reiterating its difference from the rest of the service offering.

It is appropriate to reiterate the words written by Peter Drucker⁵:

“The objective of marketing is to know and understand the consumer so well that the product or service fits him like a glove and can sell itself”

- The national internal market is the best source of obtaining recognition of the existence of a firm that offers global services and proposes sustainable solutions. It is an internal marketing program that must be permanently made viable through some already experienced forms:

The target market includes not only the target audience, but also other groups of people who may be interested in your products or services.

⁴ SEO stands for Search Engine Optimization. It is the set of optimization strategies and techniques that are applied to a website so that it appears organically in Internet search engines such as Google, Yahoo or YouTube.

⁵ Peter Ferdinand Drucker, Peter Ferdinand (Vienna, November 19, 1909 - Claremont, November 11, 2005) was a business consultant and professor, a writer and lawyer by profession, considered the greatest philosopher of administration of the 20th century.

- Digital publications mentioned above,
- The organization of seminars on topics of general interest that arouse the interest of existing clients or new potential service seekers
- The incorporation into professional colleges or councils where visibility can be generated
- Generating papers of general interest that could be distributed to client and non-client bases in which interest is generated in continuing to delve deeper into the topic
- Advertising successes in topics of general interest that promote the name of the firm
- Registration in binational chambers of commerce in which foreign clients with interest in the country are identified and in turn national projects that seek contacts with foreign entities
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Seith Godin himself advocates “permission marketing” as a marketing task in which the consumer is not interrupted and is either expected (people want to listen to us), or personal (messages are directly related to the individual client), or and relevant (marketing is related to something the potential client is really interested in).

Permission marketing implies a long-term relationship and not a short-term marketing strategy

- The international market is obviously of important interest as the firm is a partner of an international organization. Clients do not emerge spontaneously, and it is necessary to have the dissemination support in each country that expresses the possibilities of international action.

- Clients with an already established international presence have offices, branches or local representatives, from the original or local headquarters, to make the daily decisions required by work in the headquarters abroad.

They also interact with local professionals, that is, agents who are not part of the company, but collaborate in the development process of the corporation abroad.

This is the case of tax issues, local regulations, development audits, mergers and acquisitions, transformation and marketing in general.

It is necessary to have a deep knowledge of this type of companies.

Seth Godin uses the simile of a purple cow to convince marketing managers that their products have to be different from those of the competition. Just as a purple cow is something that draws attention, that forces us to stop, look and even marvel, the products of companies should stop being “perfect” to become different and transformative.

Precisely the services that SFAI GLOBAL partners offer are

- **Different**, because they originate in a space that has originated in the academy (Santa Fe Institute) and that is based on non-traditional, disruptive and modern principles

It must be kept in mind that the brand to which the partners belong is the set of promises that are made to a client, what they expect from each one when they commit to providing a service.

- **Transformative**, because their professionals advocate for a permanent mutation and for companies to adapt to the permanent change of the world scenario.

We must think that when Neil Armstrong landed on the moon (July 20, 1969), NASA's computer system was worse than the one we all have in our pockets right now, with fewer resources.

In this sense, the key to success lies, first, in knowing how to predict what customers are looking for, long before they even know it themselves. And, secondly, in developing a creative, disruptive and competitive marketing strategy that awakens the illusion of potential customers, making them feel unique with the product that our partners offer.

Remembering Armstrong, we repeat his words:

“So when you think about everything you have against you to achieve your goal, look at the sky and contemplate the opportunity that you have before you and that can be

achieved if you make good decisions and lean them towards what is possible. After all, becoming the best version of yourself”.

It is important to emphasize that success is not achieved by trying to sell services in which each office has the better knowledge or have been better trained but mainly in offering the service that the client needs and is looking for, sometimes without knowing exactly how it is implemented.