

## Case Study Malo Clinic

### Essay issues

Some general topics for discussion:

**Question 1. Malo's origins - Identify the key features of the company's origin.**

It is a general question and please think about of the following issues:

- Paulo Malo's background in Portuguese speaking Africa;
- Paulo Malo's psychological traits as an entrepreneur;
- The sophistication of his treatments to the most difficult patients;

Theoretical points and conceptual observations:

- Discuss the Schumpeterian notion of "entrepreneur". Technical expertise is not enough, persuasion is also needed;
- Entrepreneurship can also be a sustained process. Malo's kept pushing the frontier after his initial breakthroughs;
- There was an ability to exploit his opportunities, in spite all the difficulties, etc. Some psychological traits may be inferred, in view of the literature;

**Question 2. Malo's evolution - Identify the salient aspects of the company's evolution.**

**Question 3. Shumpeter injected innovation into economic analysis but he is also a representative of the Austrian school of economics. Discuss the following passages of his book Theory of Economic Development (originally published in 1911) in the context of the Malo Case:**

"Only a few people possess the quality of leadership, the quality of actually introducing and undertaking new combinations which is quite a different thing from inventing them. However, if one or a few have advanced with success, many of the difficulties disappear."

"Others can then follow these pioneers, as they will clearly do under the stimulus of the success now obtainable. Their success again makes it easier ... for more people to follow suit, until finally the innovation becomes familiar and the acceptance of it a matter of free choice. ... The successful appearance of an entrepreneur (one who carries out new combinations) is followed by the appearance, not simply of some others, but of ever greater numbers, though progressively less qualified."

**Question 4. Ian Miles (2004, p. 438) wrote: "One way in which services have emulated manufacturing is in the adoption and development of an organizational innovation — quality control procedures." Discuss the ways in which quality is assured in medical services and how Malo developed ways to raise the bar for itself continuously.**

**Question 5. To what extent Malo's business model may be subverted or undermined by new disruptive technologies? Please discuss the likely impact of 3D printing and how the company can respond to it. Use the following FT piece to underpin your discussion.**

**Question 6.** *In 2010 Paulo Malo gave an interview, in which he complained about the Portuguese companies' difficulties in internationalisation:*

*"What companies which are abroad need is visibility. Most of our work is not building the operation, nor is the quality of the staff - is to make known our existence known." <http://bit.ly/1NO3Kyd>*

*In light of Malo's strategy provide some comments on the importance of international communication strategies.*