



OPINIÃO

ISEG Caught the Wave

"Sometimes it turns out that you have to do a dance with uncertainty in order to really celebrate the promise of success."

Recent times have shown a growing interest among new generations in adopting an active lifestyle and with various 'layers' of concern that differ considerably from what they were in the not-so-distant past. The world of sport has therefore proved to be a fertile ground for innovation, for developing new business models and, of course, for creating synergies with different professional and/or academic areas. Business Schools have played a fundamental role in this process in linking sport with various areas of study, such as economics, management, finance and sustainability.

ISEG, for its example, has earned a reputation for preparing its students for emerging and innovative sectors, with degrees that bring together theory and practice, focused on areas such as sports marketing, and events management, among others. Within this context a new partnership has emerged between ISEG and the World Surf League, where surfing stands out as an example of how a sporting phenomenon can become a global industry, creating a direct link with ISEG's main areas of study.

The exponential growth of the surfing market at a global level is not just limited to the sport itself, but also to the creation of new business opportunities, the development of sustainable technologies, and innovation in management models.



Frederico Teixeira
World Surf League
Project & Events Manager

Surfing as a driver of economic and social development in Portugal

The journey taken by the World Surf League in Portugal since 2009 has seen it become consolidated as an engine of economic and social development, becoming one of the main communication vectors for Turismo de Portugal. Opening up our country to the world as a surfing destination has completely changed the image that many countries have of Portugal.

In addition, surf tourism generates jobs, boosts small businesses and promotes the construction of infrastructures that benefit not only surfers, but the entire local community. In parallel, surfing has been a means of social inclusion, especially in the case of degrees that use the sport as a means of personal development.

Over the last few years, in partnership with the WSL, various organisations in Portugal have developed mentoring and coaching programmes where surfing plays a role as a driving force for inclusion and development. Through surfing, many children and young people have had and continue to have the opportunity to not only experience the sport, but also to learn inherent values, such as discipline and respect for the environment, and, at the same time, the possibility to build a solid foundation for the future.

ISEG and the future regarding the convergence of sport and business

By integrating sports-related themes into its academic degrees and programmes, ISEG demonstrates a commitment to educating future leaders and managers who are capable of understanding the complexity and importance of emerging sectors such as surfing. The major materialisation of this 'new relationship' was the development of a study into the socio-economic impact of the industry, where data processing reveals very interesting insights into this sector of activity that validated and consolidated a general perception of the players involved.

As sport, and surfing in particular, continues to develop and influence the global economy, it is essential that business schools continue to encourage study and research into this phenomenon.

ISEG has caught the wave and is part of this convergence, preparing students to be agents of change in an increasingly dynamic world.

ISEG on the crest of the wave at the World Surf League Summit



ISEG - Lisbon School of Economics & Management is an institutional partner of the World Surf League (WSL) Summit, which will take place in Peniche from 15 to 25 March as an integral part of the World Surfing Championships. This event brings together leading stakeholders to debate strategic and impactful issues in the areas of sport, economics, sustainability and innovation.

In the light of the growing importance of surfing in Portugal, ISEG is reinforcing its commitment to the intersection between economics and sport, contributing its knowledge and network of experts to a global event of considerable relevance. Through the participation of its faculty, alumni and experts, ISEG will add value to the debate and will drive reflections on key issues for the future of sport and the sustainable economy.

According to the Dean of ISEG, **João Duque**, "ISEG has established itself as a centre of knowledge and innovation, with an open-minded interdisciplinary vision. Our presence at the World Surf League Summit emphasises the role that academia can play in reflecting on the challenges of the future, be it the blue economy, sustainability, or the impact of sport on economic development".

With this partnership, ISEG assumes a central role in the dynamisation of the World Surf League Summit, promoting case studies, debates, and initiatives that reflect its values and its mission to prepare leaders for a world in constant transformation.

In this issue, we highlight:
- The partnership between ISEG and the World Surf League
- The Economic Climate Barometer for February
- The Strategic Leadership Programme brings together ISEG and Columbia Business School
- News from the Portuguese Economic Journal
- Launch of the Leader's Agenda 2025
- The MOV network Tuesday Talks'

The following are cited in this number: **Amaro Laia, Bernardo T. Chagas, Clara Raposo, Joana Santos Silva, João Duque, Pedro Almeida Fernandes and Vítor Santos.**



ISEG in the news

Portugal on the right side of history
-> **Vítor Santos** highlights the important role of the electricity sector in the process of decarbonising our economy. [see more](#)

Tesla versus BYD
-> **Joana Santos Silva** analyses which brand is best placed to dominate the electric vehicle sector. [see more](#)

Early elections in sight?
-> **João Duque** comments on the current Portuguese political chess game after the motion of censure debated in Parliament this week. [see more](#)

What is the right price?
-> **Bernardo T. Chagas** explores the link between supermarkets' price identification process and the trust relationship with consumers. [see more](#)

A look at property negotiation
-> **Pedro Almeida Fernandes** and **Amaro Laia** publish an article in *Confidencial Imobiliário* magazine on "Trade-related preferences and property valuation: the value of the deal and the value of the property". [see more](#)

20 women who lead in the banking sector
-> **Clara Raposo** was included in the list that highlights the women who sit on the executive boards of the largest banks in Portugal. [see more](#)

What's Up @ ISEG

There are reasons to believe in the Portuguese economy

The ISEG Confidence Index is one of the most important indicators for analysing Portugal's economic outlook and is one of the highlights of the **Economic Climate Barometer**, developed by CIP, in partnership with ISEG.

For the first time, the index registered a value of 47.2, representing an increase in comparison to the first month of 2025 and the same period in 2024. This trend conveys the general opinion of 16 ISEG professors, whose analysis forms the basis of the indicator, that the Portuguese economy is demonstrating more favourable conditions. However, as in January, there was also a greater dispersion of positions among the members of faculty.

[Further information here.](#)

Cinema and Decolonisation Cycle – "Uma Memória em Três Atos" (A Memory in Three Acts)

ISEG will screen the Mozambican documentary entitled "Uma Memória em Três Atos" (A Memory in Three Acts), which reflects on the impact of decolonisation. The 2016 production by Inediso Cossa won awards at international film festivals such as the **Zanzibar Festival** - one of the most important in Africa - and the **AfrikaFilm Festival** - a reference stage for African cinema in Europe.

A debate with guests invited by CEESA will be held after the screening of the film.

Date: 8 March | from 10.00 to 13.00
Venue: Lecture Theatre 2, ISEG (Queilhas, Floor 2)
Free admission

[Further information here.](#)

ISEG Research Seminars with Giacomo Corneo

The next seminar of the ISEG Research Seminars will feature Professor **Giacomo Corneo**, from the Freie Universität Berlin (Free University of Berlin), who will present his paper entitled "Lifetime income inequality and redistribution in Germany". This paper analyses almost a century's worth of data on income inequality in Germany, highlighting which factors have facilitated the reduction of income inequality and which measures could become more effective in this 'fight'.

Date: 12 March | from 13.00 to 14.00
Venue: ISEG, Lecture Theatre 3 (Queilhas, Floor 4)
Free admission

[Further information here.](#)

Seminários ISEG i2030 | Sustainable aquaculture

ISEG is organising another edition of the **i2030 Seminars**, this time exploring the world of integrated multitrophic aquaculture and exploring its implications for sustainability.

The guest speaker will be **Gonçalo Amorim**, a researcher at Food4Sustainability CoLAB, who will talk about 'AmpliAqua: Exploring the limits of sustainable integrated multitrophic aquaculture systems'.

An integral part of ISEG's Master's in Industrial Management, Operations and Sustainability, the ISEG i2030 Seminars are a space for debate and knowledge sharing, bringing together speakers from various sectors, ranging from education and telecommunications to energy and local government.

The seminar will be held in English and is open to all those interested.
Date: 12 March | 18.30
Venue: Lecture Theatre 2 (Francesinhas 1)
Free admission

[Further information here.](#)

The reality of Portuguese SMEs | 5th PME Magazine Barometer

This study is carried out by **PME Magazine**, in partnership with **MORE RESULTS** (a market research specialist), **IBERINFORM** (a risk management specialist), and **ISEG - Lisbon School of Economics & Management**.

The objective of this 5th Edition is to identify patterns in companies' strategic areas over the last five years. Designed for Portuguese SMEs, this study focuses on critical pillars that affect companies, such as **Human Resources, Sales, Finance, Sustainability, Marketing, and Digital Transformation**.

Participation in the study is **anonymous** and takes less than **10 minutes**.

- Benefits of participation:**
- The chance to tell your story in an interview;
 - Free access for 15 days to a risk reports platform for your company;
 - **10% discount** for registration for the SME Magazine 2025 Forum (October);
 - At the end, you must choose the offer that suits you best and share your e-mail address with the partner associated with it.

The results will be published in **April** and will be analysed by experts.

[Participate here.](#)

ISEG Executive Education

[A look at the Strategic Leadership Program](#)

The 4th Edition of the **Strategic Leadership Program**, a partnership between ISEG and Columbia Business School, offers a transformative experience for current and future leaders. Taught from two main hubs – one in Lisbon, the other in New York – the programme provides insights, networking opportunities and the chance to develop leadership skills.

Designed for CEOs, senior executives and managers who are looking for new tools to manage their teams at the highest level.

[Further information here.](#)

A programme for the new demands of the pharmaceutical market

The Postgraduation in **Pharmaceutical Marketing and Business Innovation** (formerly known as **Pharmaceutical Marketing and Business Development**), which is now in its 18th year, is committed to preparing professionals for the challenges of the future, with an even more integrated and innovative vision of the sector.

From **11 October 2025 to July 2026**, participants will have the opportunity to develop essential practical skills to enable them to be recognised and make an impact in an increasingly dynamic and demanding market.

[Further information here.](#)

Early Bird: 42nd Edition of the ISEG MBA with an exclusive offer

Professionals looking to accelerate their career can now benefit from a limited-time Early Bird offer for the next 42nd Edition of the **ISEG MBA**, which starts in **January 2026**.

Up until **31 March**, candidates can secure a place on one of Portugal's most prestigious MBAs by taking advantage of a **special discount** on tuition fees.

Recognised for its academic excellence, practical approach to the business world and strong professional network, the **ISEG MBA** offers a syllabus designed to develop leadership and strategic management skills. The MBA continues to attract executives and entrepreneurs who are seeking to stay ahead in a constantly evolving business market.

[Registration here.](#)

[Further information here.](#)

Last Call: "Empower" Programme

The deadline for registration for **Empower: A Journey to Career Advancement, Networking & Personal Branding** is approaching fast. This intensive programme will be held on **14, 21 and 28 March 2025**, and offers a unique opportunity for those professionals who want to be recognised in the market.

With a focus on leadership, networking and personal brand building, participants will have learned essential tools designed to boost their careers and reach new heights of success.

[Registration here.](#)

[Further information about the programme here.](#)

ISEG Research News

The Portuguese Economic Journal: what was highlighted in February

- Among the contents published online are two articles: "Economic growth and income inequality: The role of fiscal and monetary policy" by Daisuke Miyashita and "Relationship between economic growth, domestic credit and nonperforming loans: evidence from emerging economies", by Dilip Ambarikhan, Zericho R. Marak & Kuldeep Singh.
- The February edition of the PEJ newsletter looks back over the last two years of the publication, mentioning the 28 papers published and made available online.
- The 18th Annual Meeting of the Portuguese Economic Journal will take place from 4 to 6 July. Papers may be submitted up until 15 March.
- Also to be read: the new posts on the Portuguese Economic Report blog, with a wide range of topics ranging from the adoption of green technologies to the obligatory use of the IFRS accounting system in Europe, as well as an appraisal of banking stability in Portugal.

Call for Papers | Festschrift in memory of Prof. Maria Rita Duarte Raposo

We would remind you of the launch of a Call for Papers for a Festschrift in honour of Professor **Maria Rita Duarte Raposo** (1963-2024).

The publication celebrates and perpetuates the academic and intellectual legacy of the academic, whose life was dedicated to research and teaching in sociology, making significant contributions in the areas of Urban, Territorial and Spatial Studies, Critical Theory and Cultural Studies and Consumer Studies.

Researchers and academics are invited to submit proposals for contributions that reflect or dialogue with these thematic areas, in order to honour the Professors Raposo's legacy and enrich the academic debate in the areas that defined her career.

Important dates:

- Deadline for submission of abstracts: 24 April 2025
- Notification of acceptance of abstracts: 15 May 2025
- Submission of the full manuscript: 30 June 2025
- Expected publication: 30 September 2025

✦ For abstract submission or further information: socius@iseg.ulisboa.pt

✦ [Further information here.](#)

Alumni in the Spotlight

ISEG Alumni launch the 'Leader's Agenda 2025'

Following the launch event of the Strategic Leadership Board, the ISEG Alumni Association launched the **'Leader's Agenda 2025' White Paper**, a document that brings together valuable insights into the issues that will mark the leadership agenda this year.

The launch of the White Paper counted with the presence of the Minister of State and Finance, **Joãoim Miranda Saraiva**, who is also a professor at ISEG, and by prominent personalities from the business and academic world, namely **Sofia Marta** (Country Manager, Google Cloud Portugal), **Victor Barros** (an ISEG Professor), **Sara Falcão Casaca** (an ISEG Professor), **Leonor do Carmo Oliveira** (Chair of ISEG Junior Business Consulting), and **Matias Fontana** (Chair of the ISEG Students Association).

✦ [Read the complete document here.](#)

Bárbara Aranda da Silva joins the management team of AbbVie

With over 15 years' experience in the pharmaceutical industry, **Bárbara Aranda da Silva** is the new **Director of External Affairs & Market Access** at AbbVie in Portugal. With experience gained at MSD, Bayer and Novartis, she joins AbbVie at a time when the company is expanding its portfolio.

Bárbara has a postgraduation in Economic Evaluation of Medicines from ISEG.

Universidade de Lisboa

'Tuesday Talks' on the redeMOV network

As part of the "Tuesday Talks" cycle, the **Universidade de Lisboa's redeMOV** is organising a conference entitled "Evaluating alternative scenarios for reducing transport poverty on an urban scale: a case study in Lisbon", led by **Francoise Coët-Hir Piaçido**.

At the centre of the discussion will be the **Transport Poverty Index (IPT)**, which measures the degree of accessibility to public transport and the percentage of income spent on mobility. The IPT enables the identification not only of the areas most at risk of transport poverty, but also the specific improvement strategies in each area that are designed to facilitate an increase in the level of accessibility, leading to a reduction in transport expenditure.

Date: 11 March

Venue: TFC@ULisboa Auditorium

[Registration here.](#)

[Further information here.](#)

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