

Course Wrap Up

**NOVA SBE - BUSINESS SEMINAR COURSE
SPRING 2025**

EXAM STRUCTURE

FILIPA BREIA DA FONSECA



Business Seminar Exam - Structure



The Exam Consists of 3 groups:

Part I – 12 X multiple choice (9 points)

Part II – 1 X Issue Tree (3 points)

Part III – 3 X Open Questions (250 words) theoretical classes topics (8 points)

Exception: Entrepreneurship and Career Management

Group I – Examples

Question: In order to increase the likelihood of success in the digital era a company should do all the following, except:

- (a) Create ring-fenced units with all resources and required accountability and establish very clear KPIs
- (b) Think not just digital extensions but also digital transformation of the core business and make bold moves
- (c) Be constrained by current capabilities at start and plan the strategy accordingly**
- (d) Think big, take risks, test and learn, move fast

Group 2 – Issue Tree Question - Examples

2. Issue tree. Please develop an issue tree for the topic below. Please ensure at least three levels (columns) of depth.

A. How can a telecom operator increase market share in a market where it already operates?

or

B. Imagine you are the owner of a Pizza restaurant in downtown Lisbon. Your business has scale and profitability issues. What set of actions could you take to increase revenue and profitability?

In Sum:

Stage 1: Define the problem

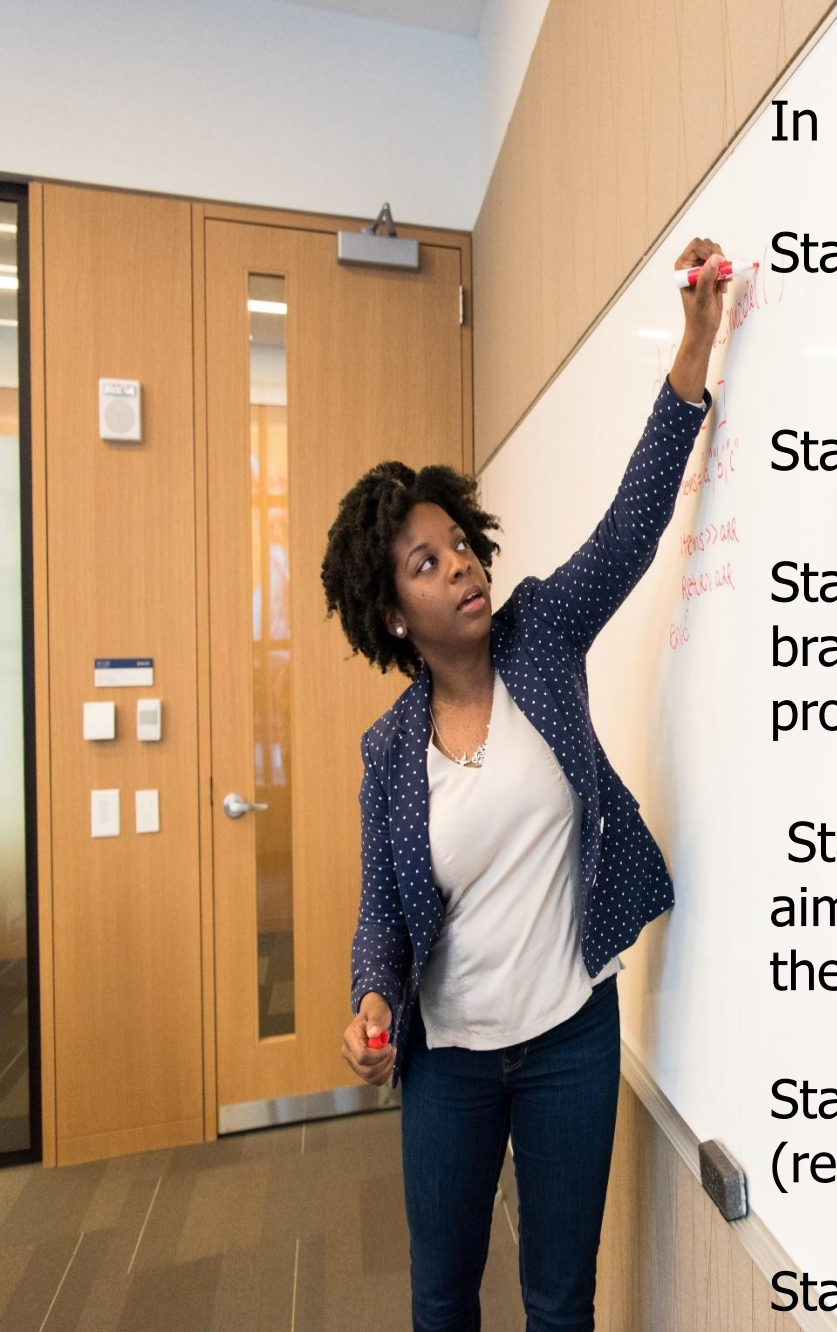
Stage 2: Structure before data

Stage 3: Prioritize identified issues (i.e., 2 branches) to determine focal drivers of the problem

Stage 4: Analyze to Derive Findings Analysis aims to reveal relationships and patterns in the data

Stage 5: Synthesize Findings Into Insight (relate insights with the big question)

Stage 6: Propose solutions



Issue tree

Solution A

How could you
reduce your
shopping
expenses each
month?

Buy fewer items

Food

Clothing

Entertainment

Travel

Pay less for same
quantity of items

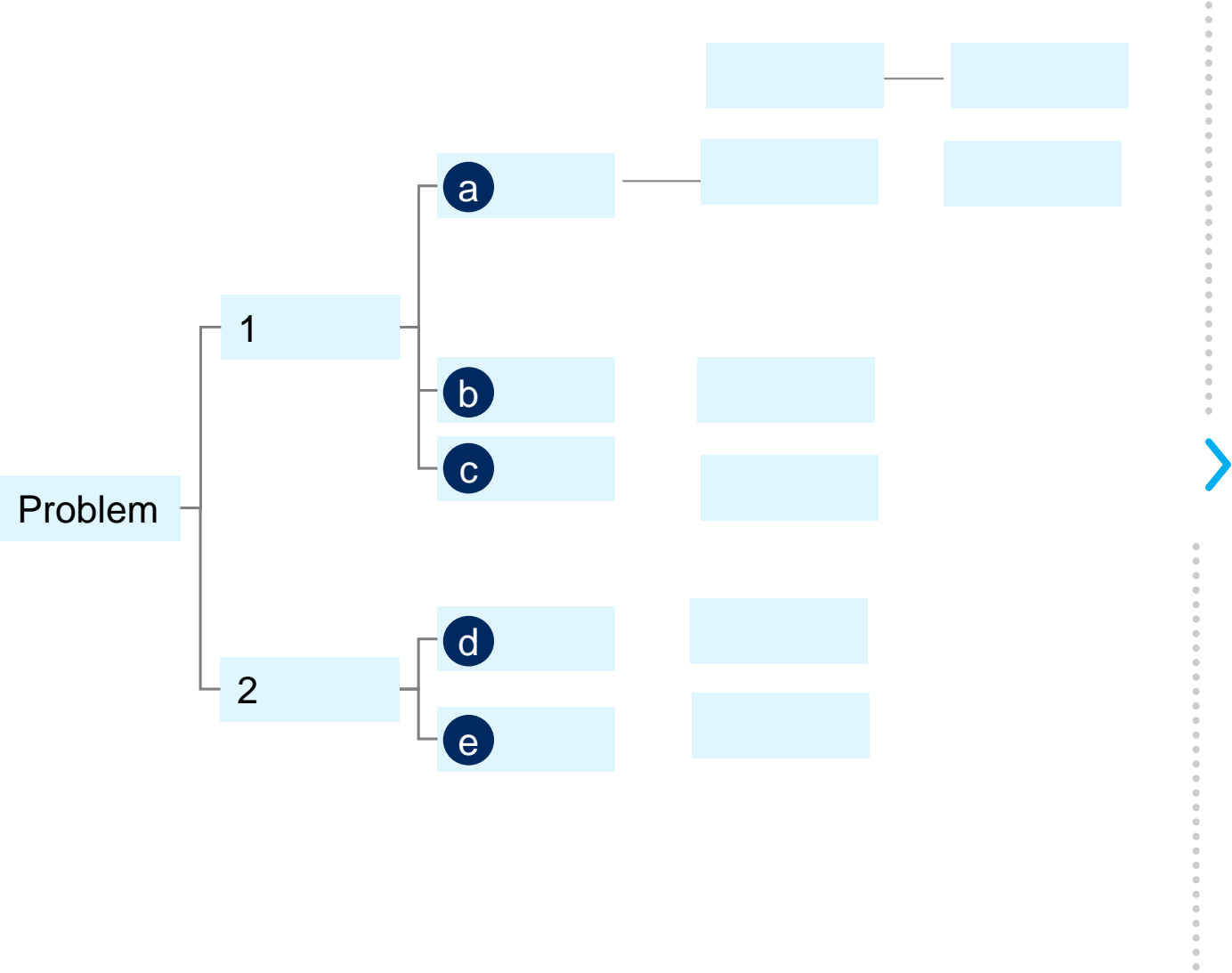
Buy lower-quality items

Buy items at discount / on sale

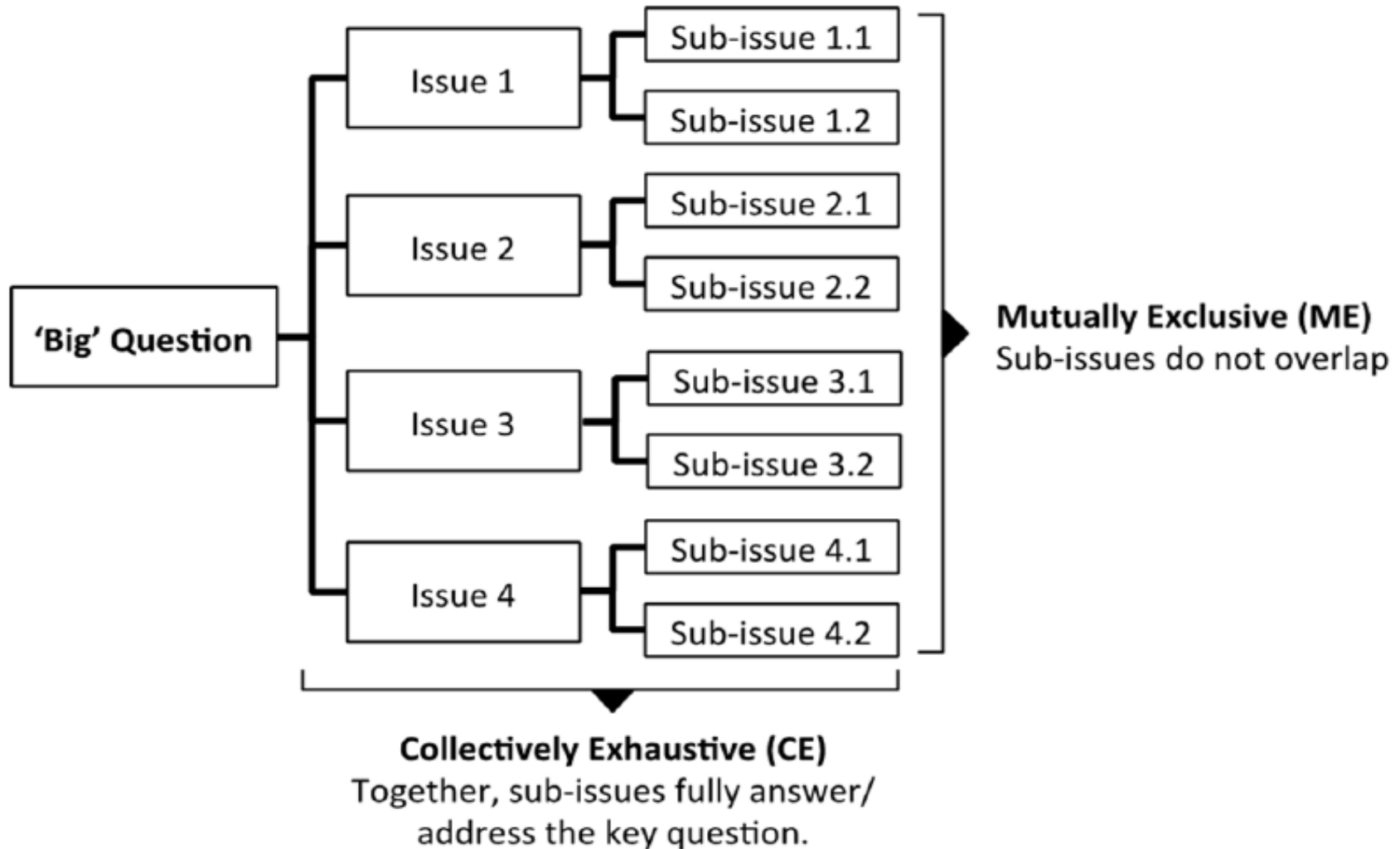
Share costs of items (e.g., split rent
with roommate, car pool)

... the prioritization matrix

Impact



ISSUE TREE STRUCTURE



GROUP III - Some examples of questions -



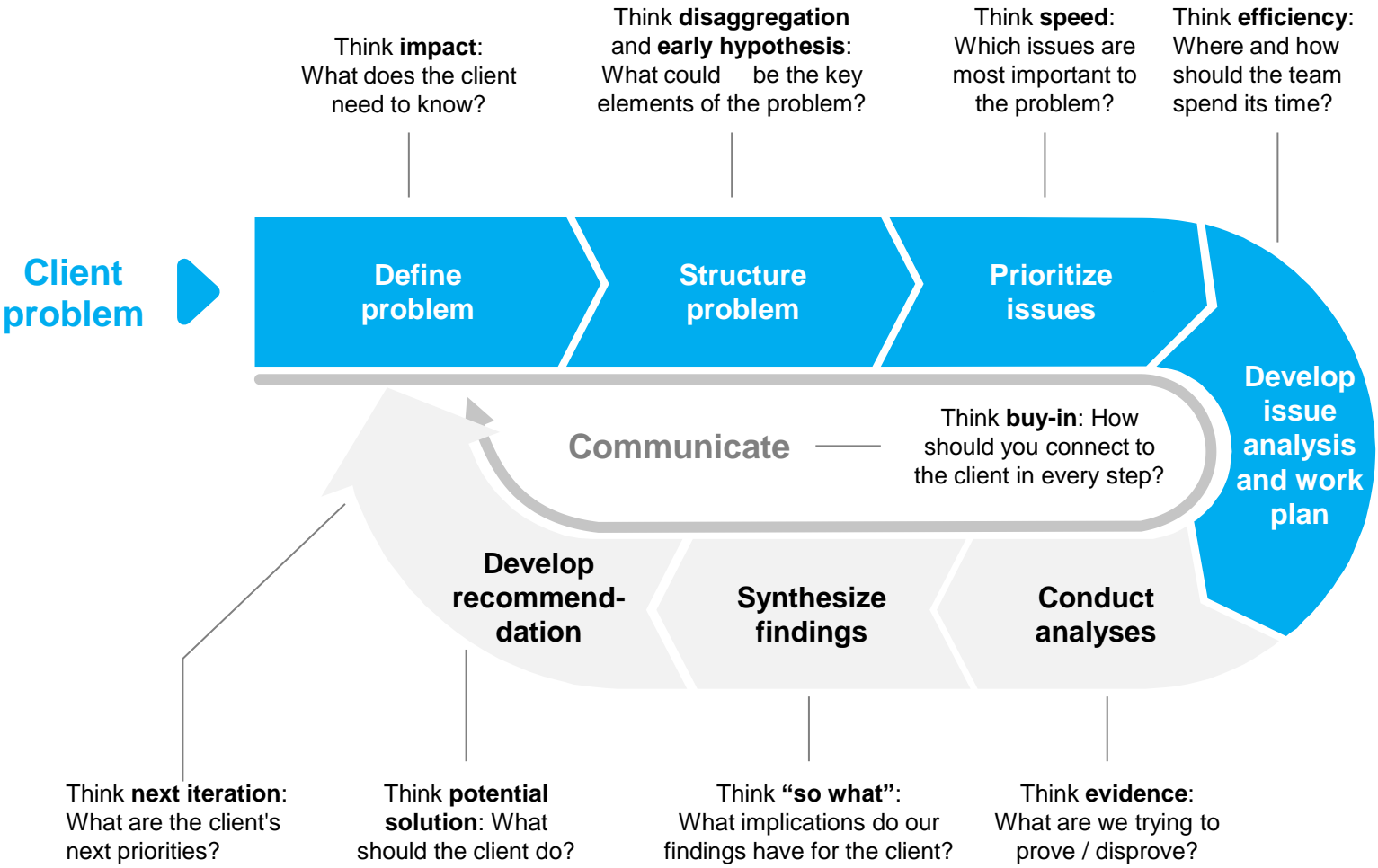
Open Questions

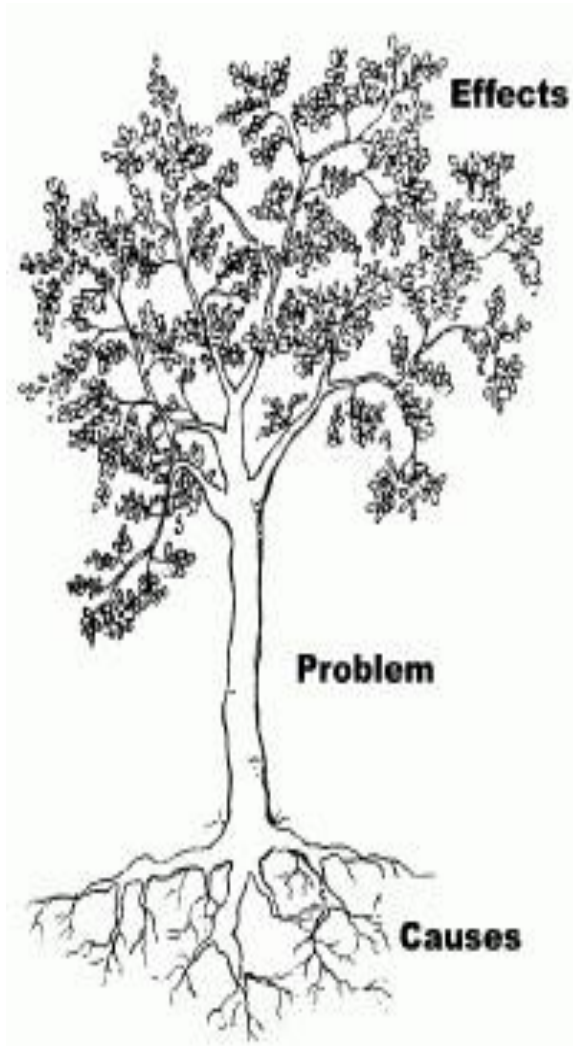
Set of given questions

1. **Problem solving.** Describe the key steps of the problem solving loop. What are the main goals of each of the steps?
2. **Digital.** What are the 4 dimensions critical to be a Digital Leader?
3. **Organization.** What are the 4 dimensions that determine a company's Organization? Please elaborate on one of them.
4. **Transformation.** What are the 5 Key Success Factors behind a Transformation? Pls describe one of them in detail.
5. **Operations.** Pls describe the guiding philosophy and the principles behind the Kaizen methodology.
6. **Sustainability.** In what aspects has the corporate view of Sustainability evolved over the past few years?

Problem solving loop

■ Focus of this class





Design a first problem tree

- Put the problem in the middle
- Branch out effects/symptoms of that problem
- Root possible causes to the problem
- Place the causes/ effects) in that tree

Defining the Problem: Problem statement sheet

Problem statement - Basic question to be resolved

- Defines what must be resolved to deliver client impact. The question should be SMART
 - Specific, Measurable, Action-oriented, Relevant, and Time-bound

Context

- Sets out the situation and complication facing the client – e.g., industry trends, relative position in the industry

Stakeholders

- Identifies who makes the decisions and who else could support (or derail) the study – e.g., CEO, division manager, SBU manager, key outside influencers

Key sources of insight

- Identifies where best-practice expertise, knowledge, and engagement approaches exist (internal and client) – e.g., practice experts, EM guides, practice databases

Success criteria

- Defines success for the project. Must be shared by client and team. Must include relevant qualitative and quantitative measures – e.g., impact and timing, visibility of improvement, client mindset shifts

Constraints

- Defines the limits of the set of solutions to consider – e.g., must involve organic, rather than inorganic, growth

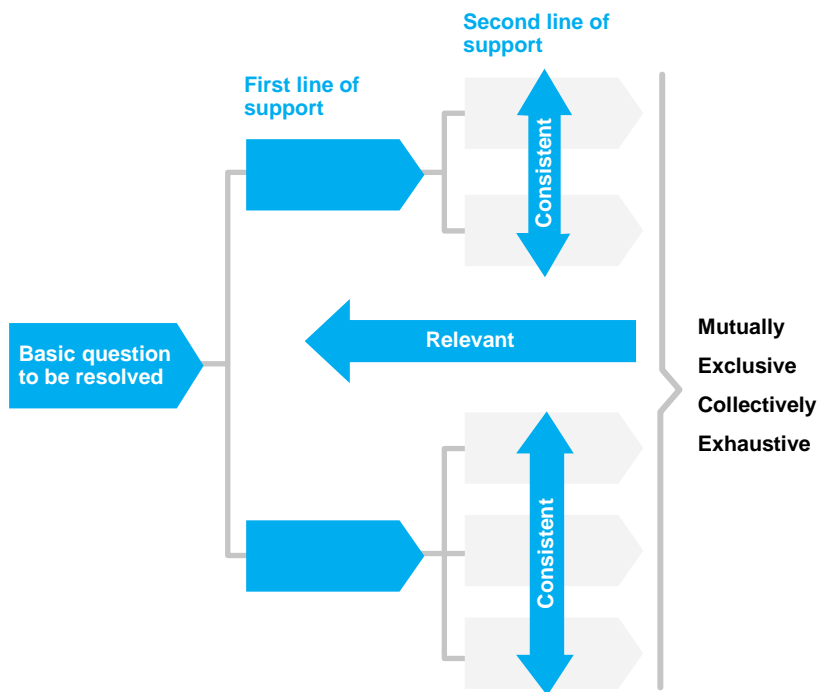
Scope

- Indicates what the study will and will not include – e.g., international markets, research and development activities, uncontrolled corporate costs

Logic Trees

What is a logic tree?

A problem-solving tool that breaks a problem into discrete chunks that are “MECE” (mutually exclusive, collectively exhaustive)



Why use a logic tree?

To break a problem into component parts so that

- Work can be divided into manageable pieces
- Priorities can be set
- Responsibilities can be allocated

To ensure integrity of the problem solving is maintained

- Solving the parts will really solve the problem
- The parts do not overlap and there are no gaps (MECE)

To build a common understanding within the team of the problem-solving framework

To help focus use of frameworks and theories

Tips for drawing logic trees

Tip

- Use your whole team, no “lone wolf” approach
- If stuck, try building the tree backward (from the “twigs”) in addition to forward (from the “trunk”)
- Try multiple trees and constantly update and revise
- Don’t invest a week to make “the” logic tree

Why?

- Rough-and-tumble hypothesis sessions tap everyone’s creativity, tend to get better answers, and are fun
- It is sometimes easier to think up sub-issues and analyses and then to group them, rather than working linearly
- Different trees provide new perspectives on the problem
- Trees change as more facts come to light – keep adjusting

Be BOLD

IMPLEMENTATION beats perfection

Strategy

1.What Strategy Really is...



Strategy is...

- Policy designed to *achieve* a major...

And...

Or overall aim....



...is Plan to create Value ...

The way a company plans to create that value...



Is about looking forward, seeing the future, planning for the future....

How much value do we create?

1. What is Strategy?

- In the context of business this goal is usually to make a **profit/create value** for shareholders and ideally obtain a competitive advantage
- Actions plans include determining:
 - Which product **market to enter**
 - Which **international markets** to enter
 - How to **position the firm** in its chosen markets
 - How to **deal with competition**
 - Whether to form **partnerships** with other firms
 - ...



» Strategy | Tactics | Operations

• **Strategy** defines **your long-term goals** and how you're planning to achieve them. Your strategy gives you the path you need toward achieving your organization's mission.

• **Tactics** are **much more concrete** and are often oriented toward **smaller steps** and a shorter time frame along the way. They're also called "initiatives."

» **Operations** - **actions and decisions** made by **managers** and members of a business that affect the production, distribution, service, management, needed for a company to function – this requires the use of resources and assets.

2.2. PEST Analysis

The PEST framework contributes to explaining the former, characterizing the **macro-environment** in which the company operates.

- **Political** factors describe the Government influence over economic activities, either in terms of economic interventionism (investment incentives, fiscal policy, labour law, environmental law, trade agreements, or direct public investment in specific industries (healthcare, education, energy)).
- **Economic** factors have a clear impact in managerial decisions and are usually represented by economic growth, exchange rates or inflation.
- **Social** factors, representing preferences and tastes, demographic factors (age, gender, employment, birth, ageing, social hierarchy) and numerous factors contributing to the definition of culture and social values.
- **Technological** factors corresponding to innovation and the development of new technical processes, methods or skills that may influence how companies compete.

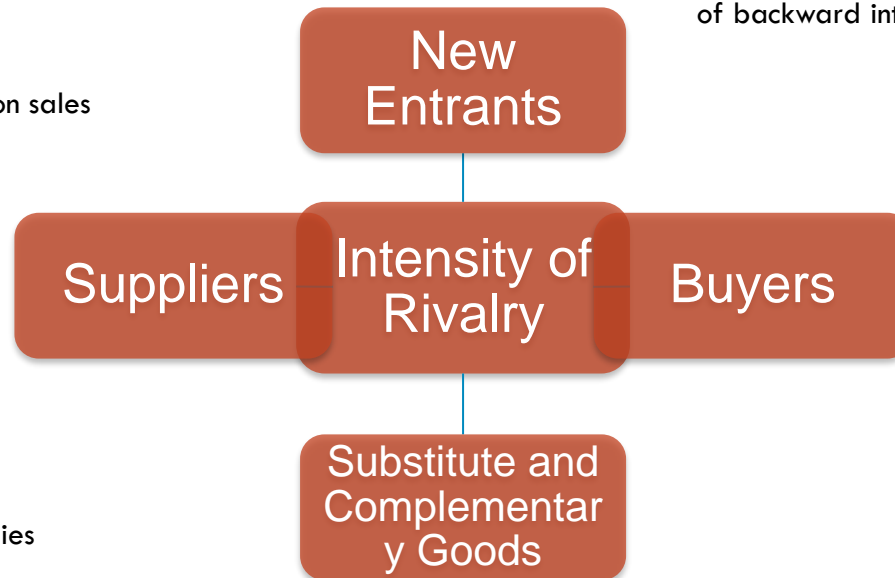
Industry's Profitability - Porter's 5 Forces

Intensity of Rivalry

- Market structure and market concentration
- Product homogeneity or differentiation
- Excess capacity
- Switching Costs (for clients)
- Cost structures
- Availability of information on sales
- Demands cyclical

Suppliers Power

- Market structure and supplier concentration
- Price sensitivity
- Threat of forward integration relative to threat of backward integration



Substitute and Complementary Goods

- Number and similarity of substitutes
- Propensity to substitute
- Price of substitutes

Barriers to Entry

- Capital Needs
- Scale and scope economies
- Access to Raw materials
- Regulatory policies, patents
- Brand and reputation
- Retaliation

Buyers Power

- Market structure and client concentration
- Price sensitivity
- Ability to backward integrate

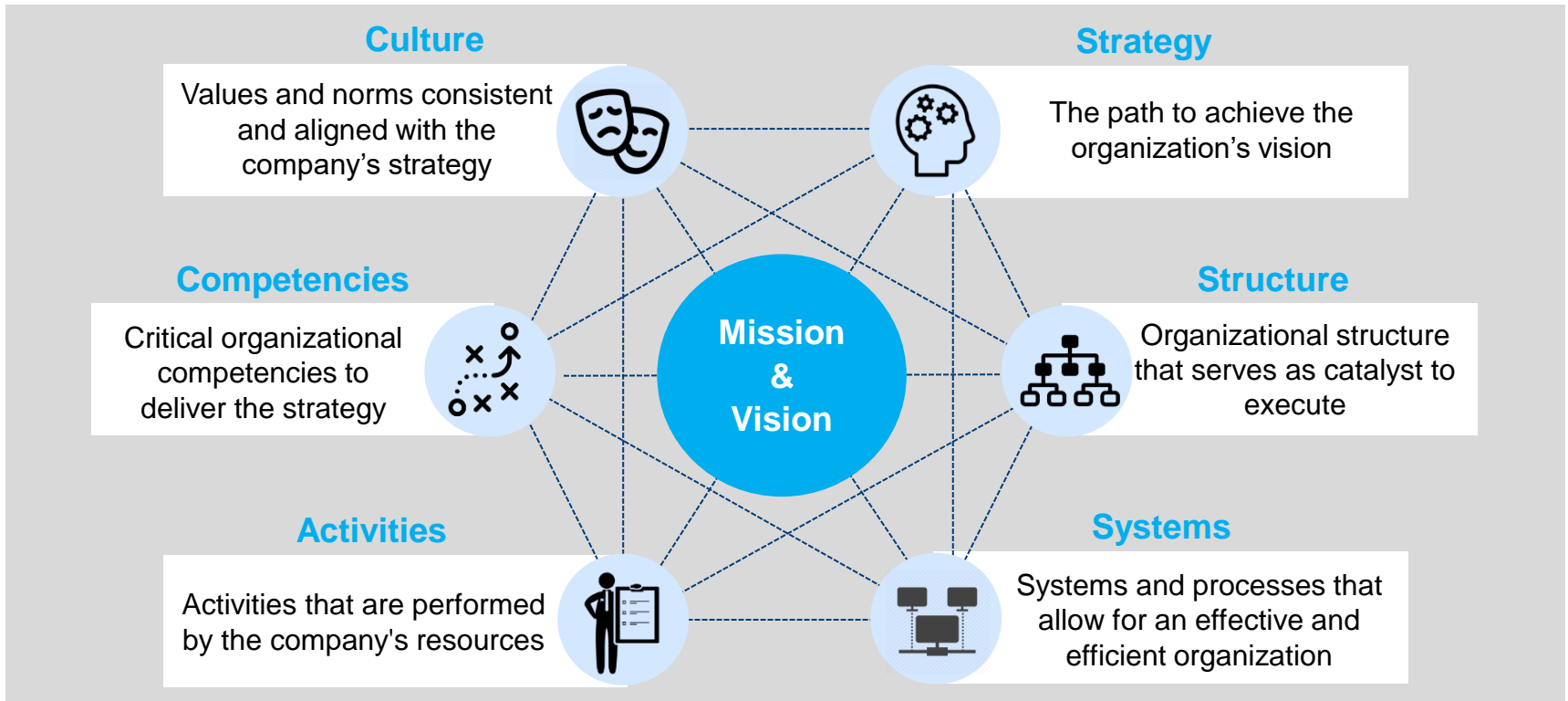
Skill set

Dealing with FAILURE

Cultural FIT
Organization

Building a strong company requires consistency across a set of dimensions

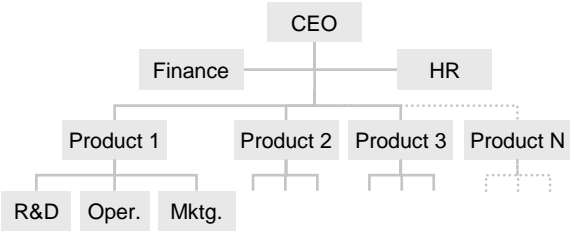
Dimensions of Organizational Effectiveness



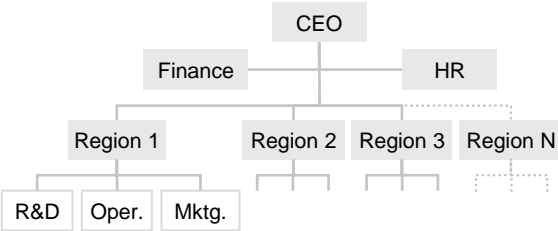
Critical to ensure consistency between all dimensions to deliver Mission & Vision

Organizing the corporation: multiple models

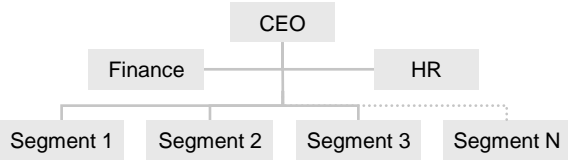
Product-based



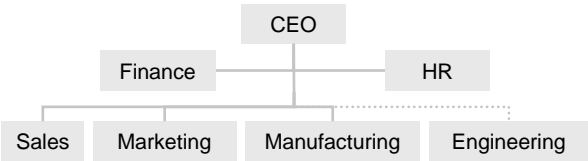
Geographic



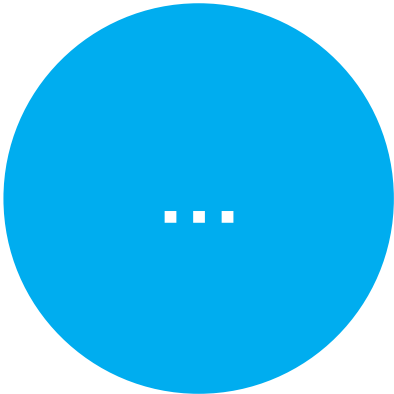
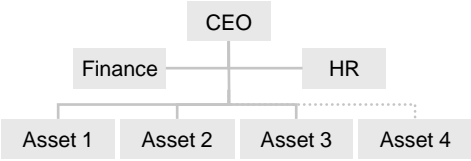
Customer-based



Functional



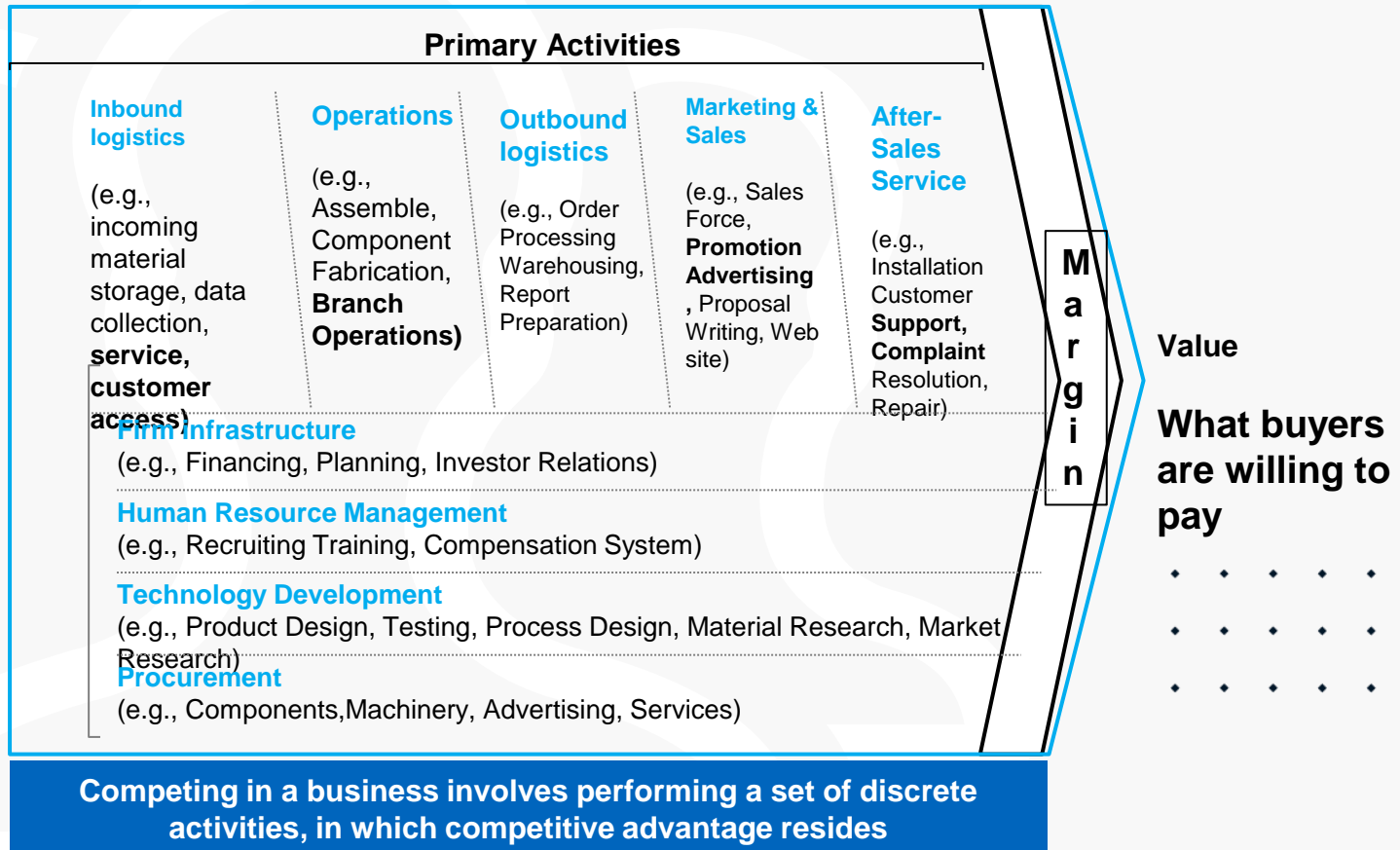
Asset



Leadership Competencies are becoming increasingly important in today's world

LeaderFit™ Model - defines "World-Class" Leadership Behaviours

PERFORMANCE	Leading the Organisation		
	<u>Strategic Clarity</u> The capacity to envision the future, develop a clear vision, proof strategy and enable innovation which drives sustainable organisational performance	<u>Organisational Alignment</u> The capacity to define, develop and align market, customer demand, culture, structure, processes, systems and resources through business plans and governance.	<u>Results & Change Execution</u> The capacity to drive the execution of plans or change initiatives to deliver successful outcomes at pace.
	Leading Others		
	<u>Talent Developer</u> The capacity to inspire and develop talent to maximise their short-term contribution and secure a sustainable pipeline of leaders.	<u>Team Builder</u> The capacity to attract talent and enhance collective performance through developing high performing teams.	<u>Stakeholder Influencer</u> The capacity to identify and develop influential relationships and an ambassadorial impact which creates value for the organisation.
	Leadership Agility		
	<u>Thinking Dexterity</u> The capacity to absorb and process data, draw conclusions and develop sustainable solutions despite multiple dimensions of complexity.	<u>Interpersonal Savvy</u> The capacity to influence and collaborate with others despite diverse perspectives and personalities.	
POTENTIAL	<u>Personal Spirit</u> The capacity to reach for higher goals and be successful despite challenging circumstances.	<u>Growth Proficiency</u> The capacity for learning and personal growth.	



4.1. What is Talent Management...

Systemic process to

- Place
- Develop
- Motivate people...

...taking into account the

- Short-term (tactical)
- Medium-long term (strategic horizon)

to address today and tomorrow business challenges

1

Understand
**required
organizational
competencies**
and talent
bench to win

2

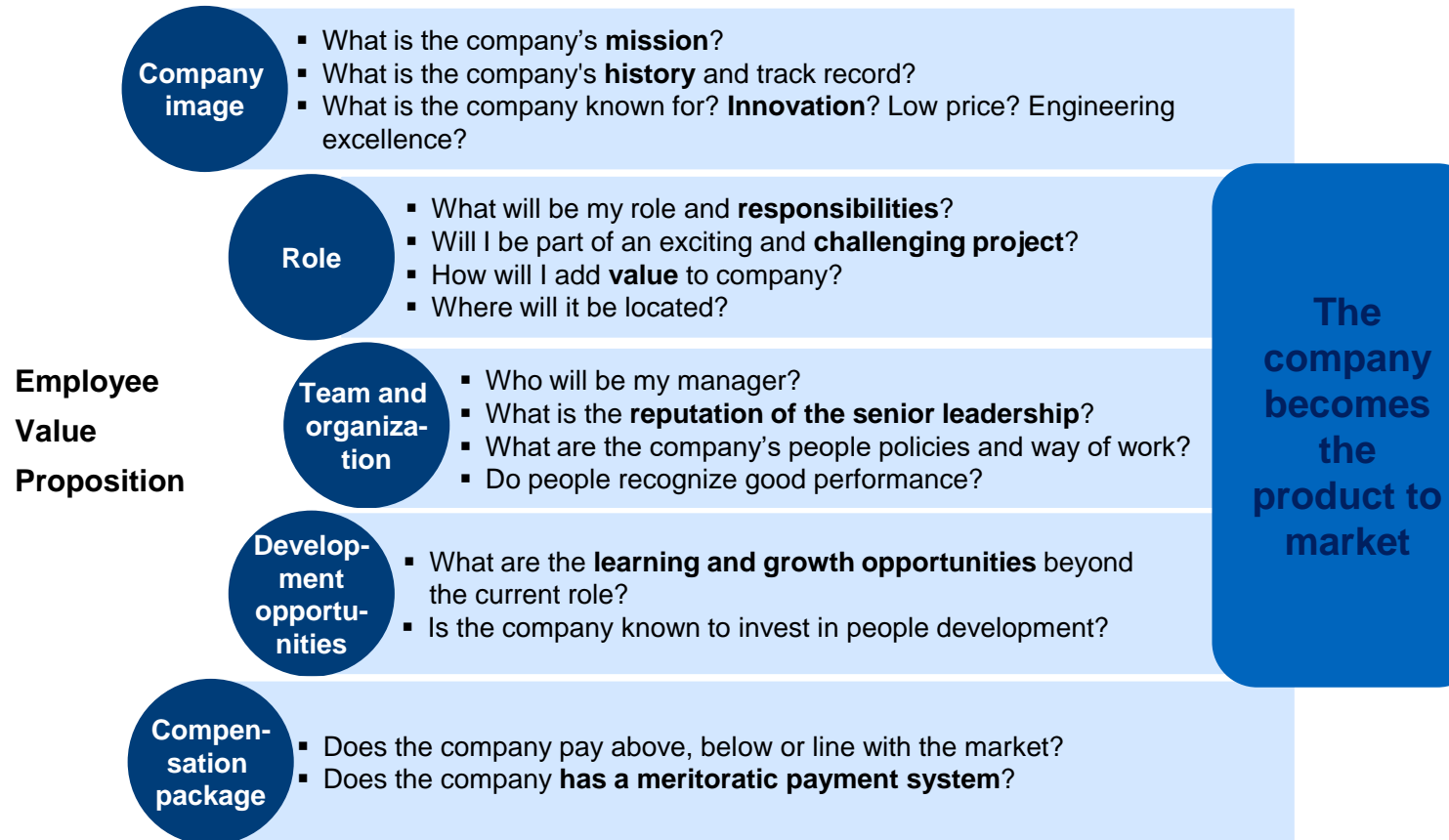
Assess existent
talent pool
against
requirements,
**identify high-
potentials as
well as low-
performers**

3

Develop people
based on **adult
learning best
practices to drive
performance** and
their fulfill potential
(or hire talent if
needed)

**Create an organizational Context and
Culture
that drives Talent and Leadership
Development**

Attracting talent



Three dimensions to impact a culture

Building blocks of a company's Way of Working



- A company's Way of Working needs to be tailored to its unique circumstances
- The Leadership can actively shape the Way by Working defining processes, rules of engagement and responsibilities
- The configuration should be informed by relevant research undertaken

Translating a “culture statement” into concrete behaviours

	Processes / Systems	Rules of Engagement
Entrepreneurship	<ul style="list-style-type: none"> ▪ “Courage of the Month” election Prize: trip to a conference or educational program 	<ul style="list-style-type: none"> ▪ Celebrate success and mistakes ▪ Use the past to learn, not to find excuses ▪ Freedom to dedicate work time to pursue entrepreneurial initiatives
Exploration	<ul style="list-style-type: none"> ▪ Lunch meetings with external speakers 	<ul style="list-style-type: none"> ▪ Customer facing field experience required for all roles
Fellowship	<ul style="list-style-type: none"> ▪ Innovation Management Platform ▪ Internal mobility program ▪ Town-hall meetings ▪ Monthly TGIF with spouses ▪ Department stand up meetings ▪ Wall of Fame ▪ Shadowing program 	<ul style="list-style-type: none"> ▪ Look outside the company for inspiration ▪ Mission letter rather than JDs ▪ Lead by example ▪ Make time for people ▪ Open communication - share the news ▪ Make meetings fun ▪ Prepare, contribute and participate
Impact	<ul style="list-style-type: none"> ▪ Performance management system that links KPIs to the BU strategy ▪ “Performance of the Month” election* ▪ Once a year social impact work 	<ul style="list-style-type: none"> ▪ Focus on deliverables, not office presence/ working schedule ▪ BU-wide needs take priority over individual needs ▪ Set deadlines and adhere ▪ Manage expectations – no surprises

Marketing

Willingness to pay

Art of SEGMENTATION

Business Seminar

1.3. Main Concepts in Marketing

i. Customer Orientation

«Consumer satisfaction...

ii. Competition Orientation

Competitive situation in the organization evolvment...

iii. Inter-Functional Coordination - Knowledge about:

(1) Customer and (2) Competitors is disseminated internally to all staff in all departments and all levels.

Business Seminar Marketing Targeting

How to Segment Consumers?



2. C) HOW WILL WE GET THEIR STRATEGY?

Marketing Strategy has 3 Steps:

SEGMENTATION - Identification of market segments

TARGETING - Choice of target market(s)

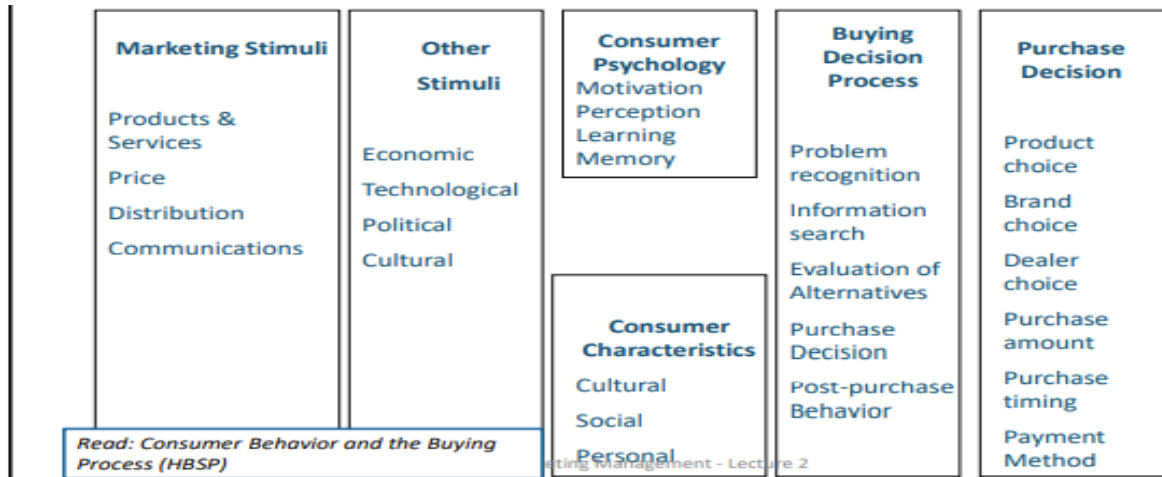
POSITIONING - Positioning the offer in the mind of the customer target audience

Marketing Mix



3. Consumer Behavior

Model of Consumer Behavior

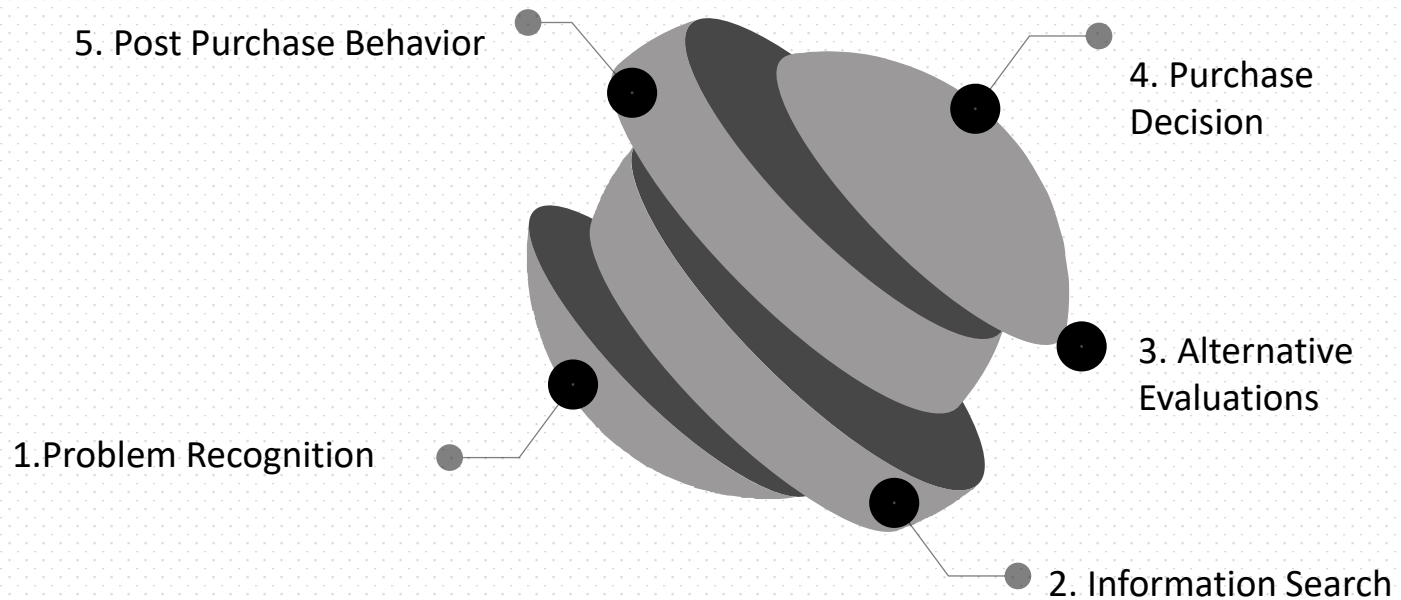


Marketing Management - Lecture 2

3

Business Seminar Marketing

9. Purchase Decision Buying



Identify the true POTENTIAL

ACT!

CONTROL execution

5 key factors that drive successful transformation

- 1 **Leadership** – visible leadership from the top while engaging key opinion shapers at all levels increases odds of success 2-4x

- 2 **Aspirations** – well defined aspiration with stretch targets and an inspiring story that is cascaded in a clear and compelling way

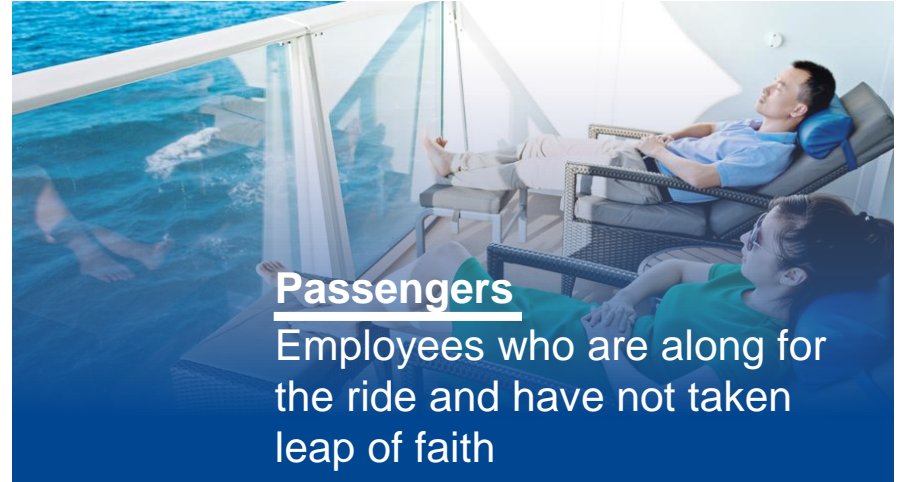
- 3 **Structure** – a clear structure for the program, rigorously architected along a few broad themes, with tangible quick wins and strong performance management

- 4 **Engagement** – a real focus on building frontline/broad ownership and changing key mindsets and behaviours

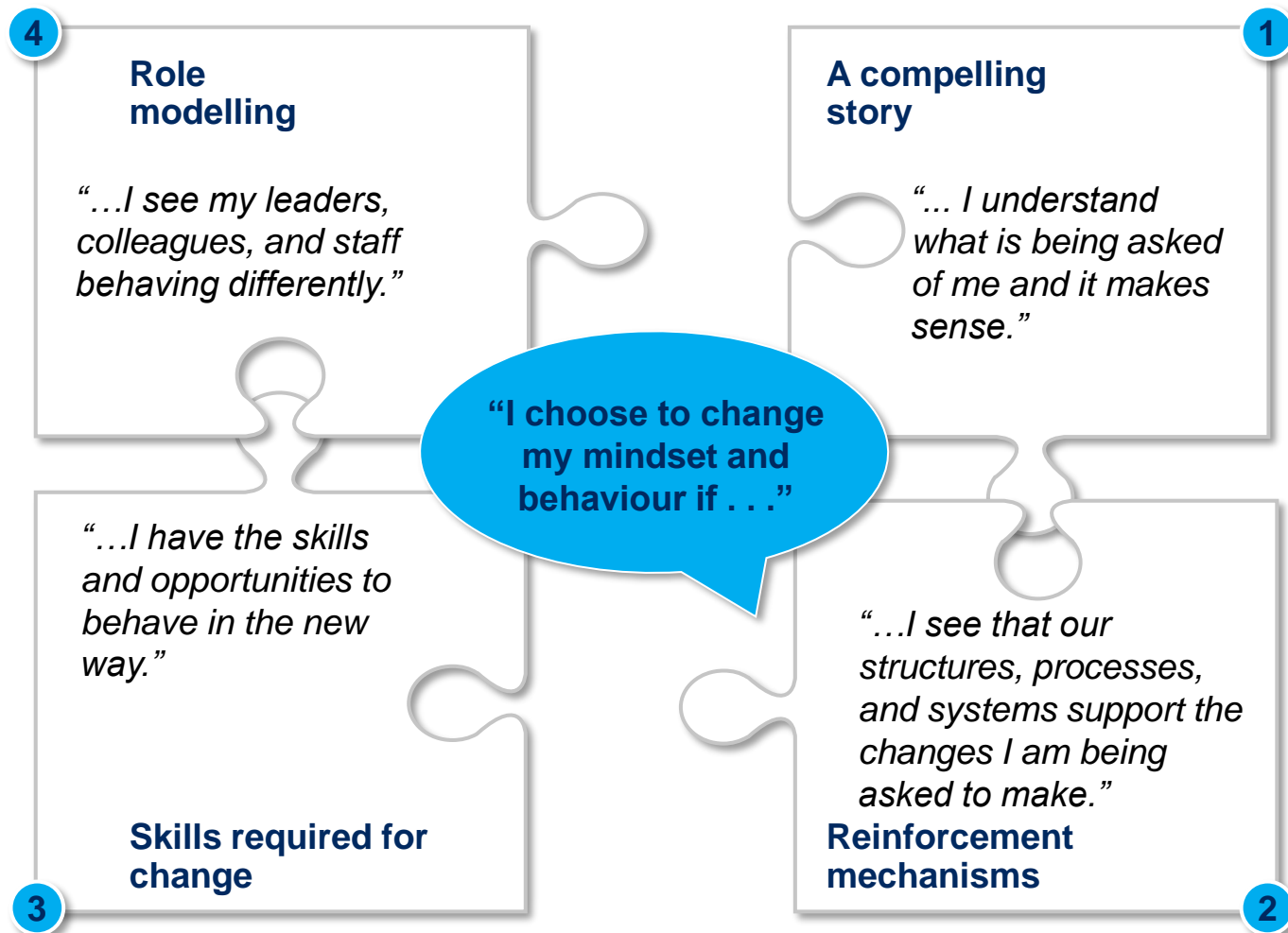
- 5 **Resources** – dedicated, top talent and a willingness to move on blockers increases success by 5x

Who's on the boat?

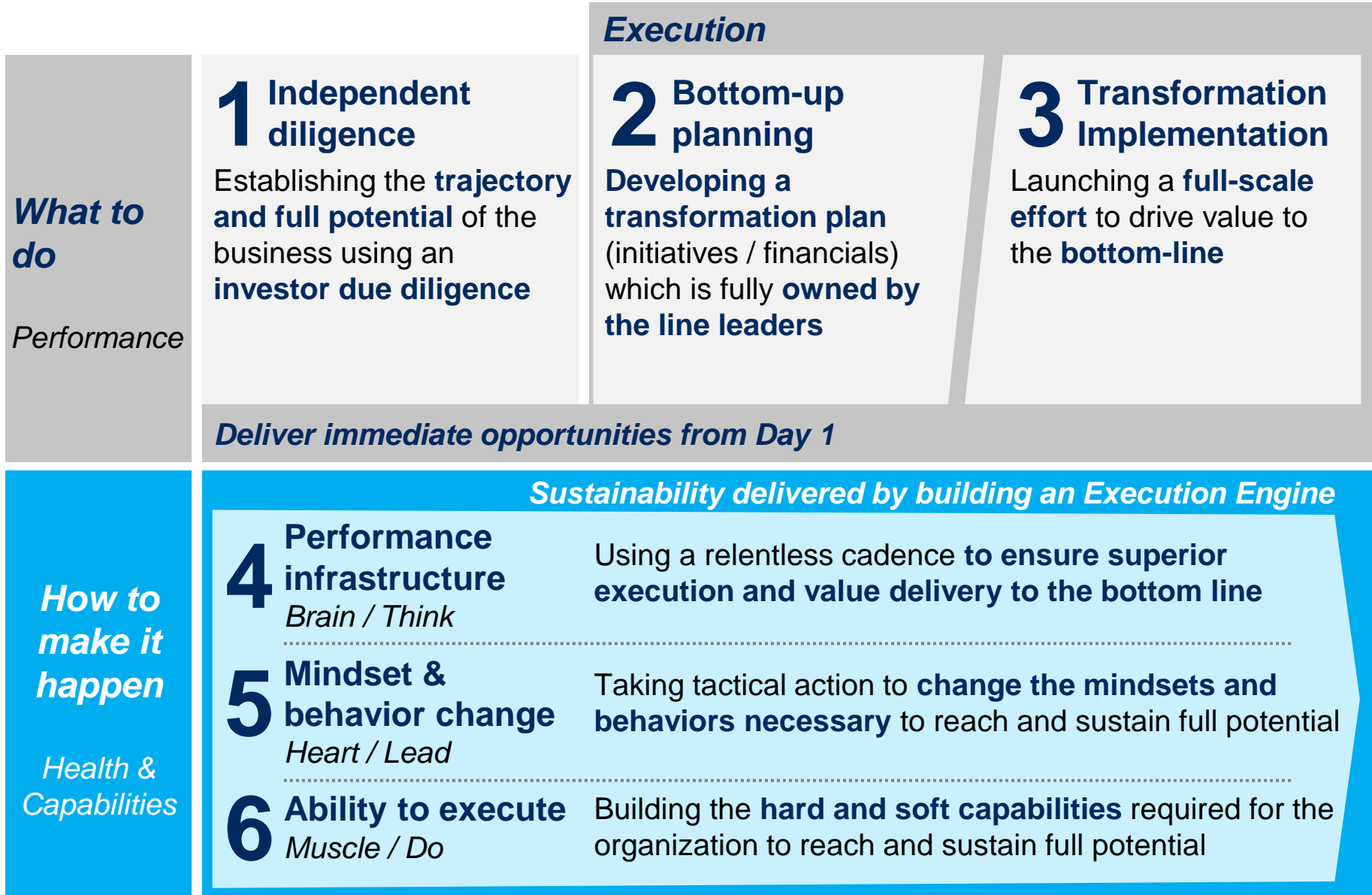
Typical archetypes at the beginning of a Transformation program



The Influence Model



There is a simple, yet powerful approach, rooted in extensive experience and research on what it takes to succeed



CUSTOMER at the center

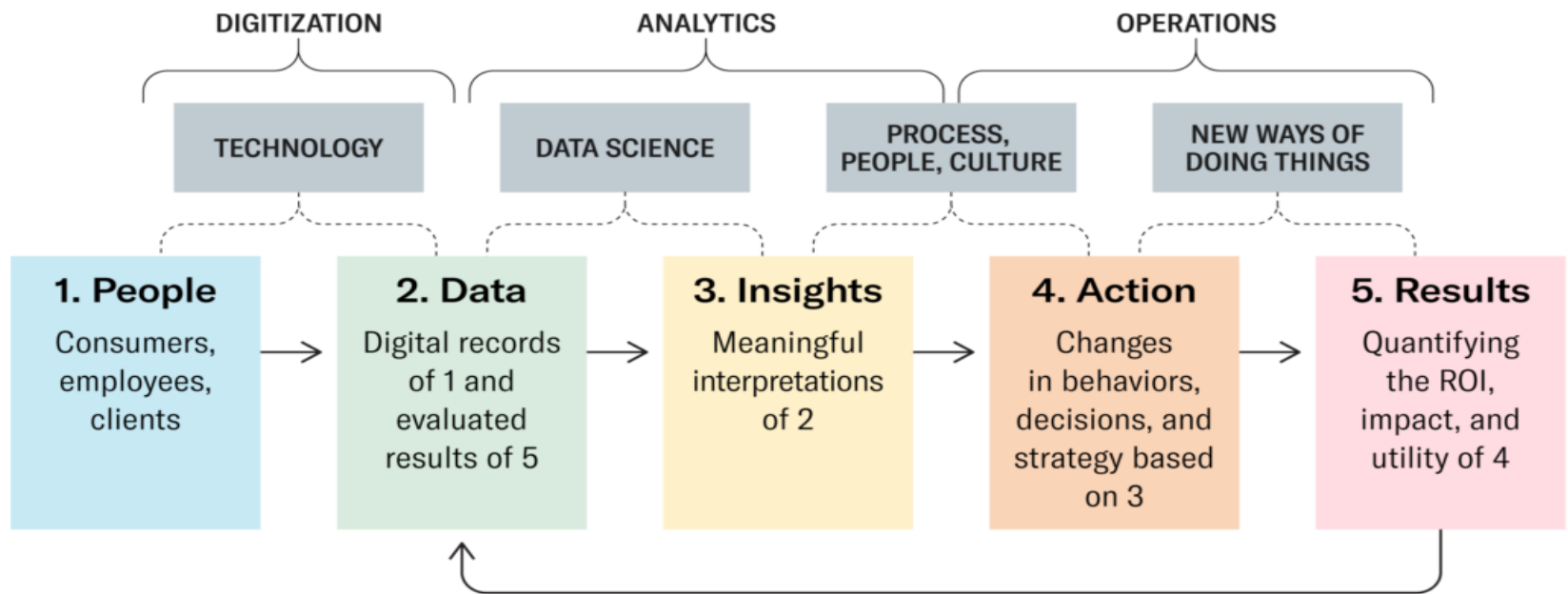
SPEED of change

SCALE

Digital Transformation

The 5 Essential Components of a Digital Transformation

Mapping the journey to becoming a data-centric organization.



Structured approach to develop a digital strategy



Define where the value is

Hack business model to identify where/how to make money

- Map **sources of profit/value**
- Identify **threats and opportunities**
- **Baseline** digital capabilities, talent, IT, and culture

Apply VC approach to size value

- **Evaluate options to digitize** the existing business
- Generate and size **new ideas**
- Perform **competitive scan**



Design pilots and build a digital roadmap

War game like an attacker to define actions

- Prioritize a **portfolio of initiatives**
- Design **'proof of concept' pilots**

Architect digital roadmap

- Outline **operating model requirements**
- **Size capability gap** and define **talent strategy, culture interventions, and communication plans**
- Determine **sequencing, KPIs and investments**
- Define **key 'stage gates'**



Transform to capture value from digital

Transform and/or build the organization

- Capture value through **self-funding initiatives**
- **Change culture** and build capabilities
- Accelerate **talent acquisition**
- Embed **'self-correcting' mechanisms**
- Apply **design thinking, business insights, prototyping, and pilots**

Create strategic partnerships

Digital leaders excel across four dimensions

Strategy

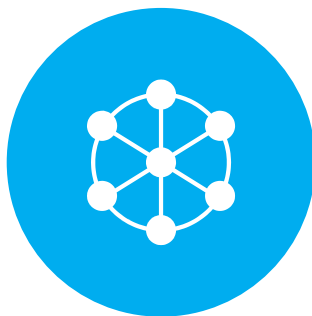


Bold, long-term
orientation

Linked to business
strategy

Centered around
customer needs

Culture



Risk appetite

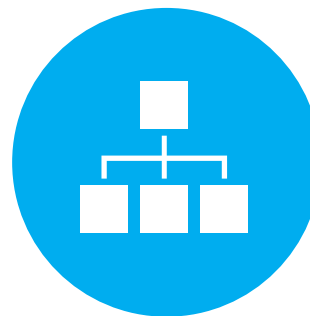
Test and learn

Speed / Agility

Internal
collaboration

External orientation

Organization



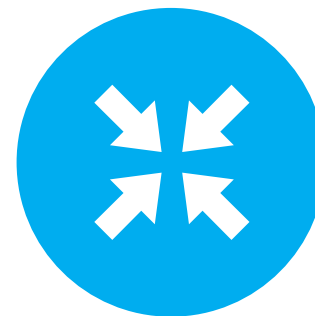
Roles and
responsibilities

Talent and
leadership

Digital investment

Governance / KPIs

Capabilities



Connectivity

Automation

Data-driven
decision-making

Content

Customer
experience

IT architecture

The Digital Mantra

Customer Centricity at the Core (Business)

Strategy

Think not just digital extensions but **digital transformation** of the core business and make bold moves

Culture

Think big, take risks, test and learn, move fast

Organization

Create ringfenced units with all resources and required accountability and **establish very clear KPIs**

Capabilities

Do not be constrained by current capabilities, part to start, and invest to build capabilities long-term: **digital, big data and customer experience**

Operations Management and KAIZEN

Waste = opportunity

Focus on PRIORITIES

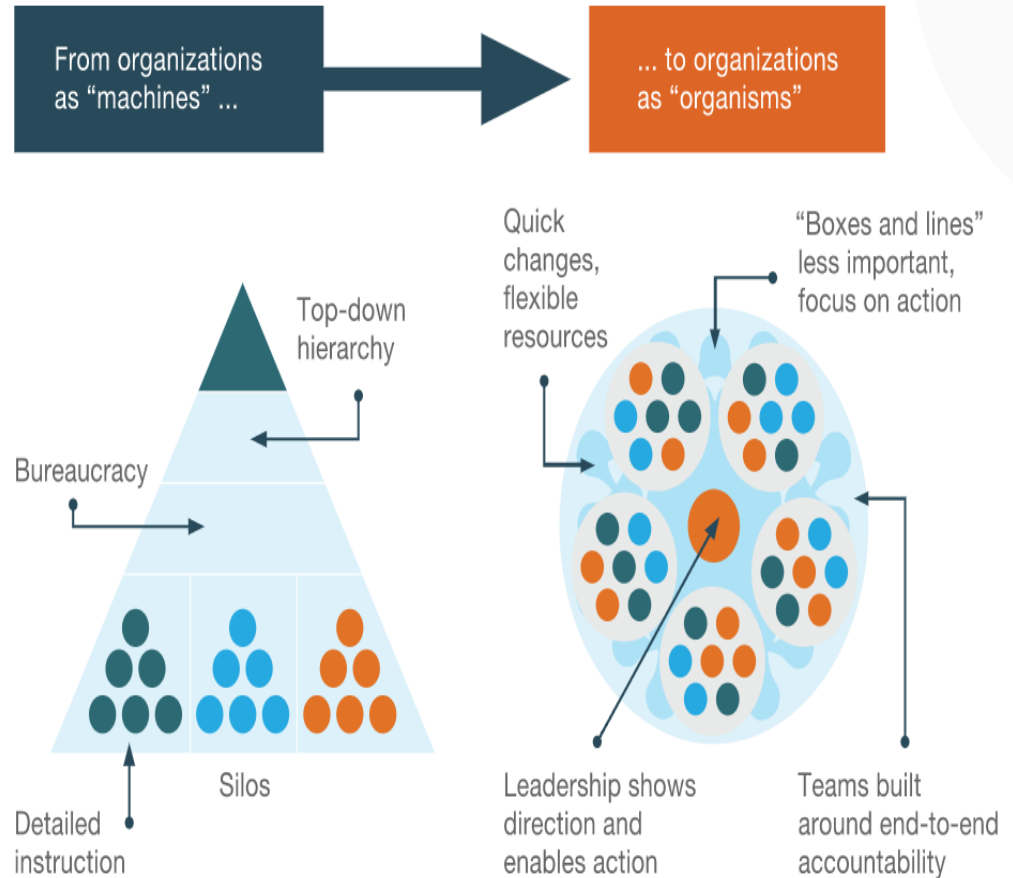
Senior ENGAGEMENT

The Organizational Theory

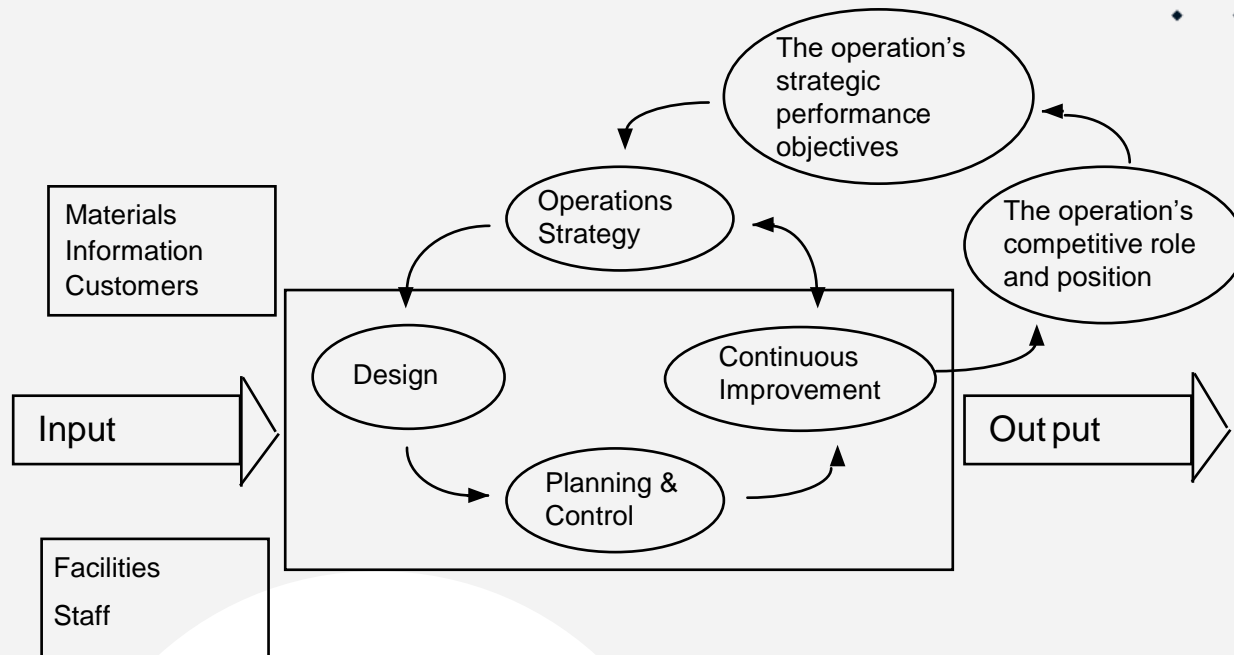
interrelated concepts, definitions that explain the behavior of individuals or groups who interacts with each other to perform the activities intended towards the accomplishment of a common goal.

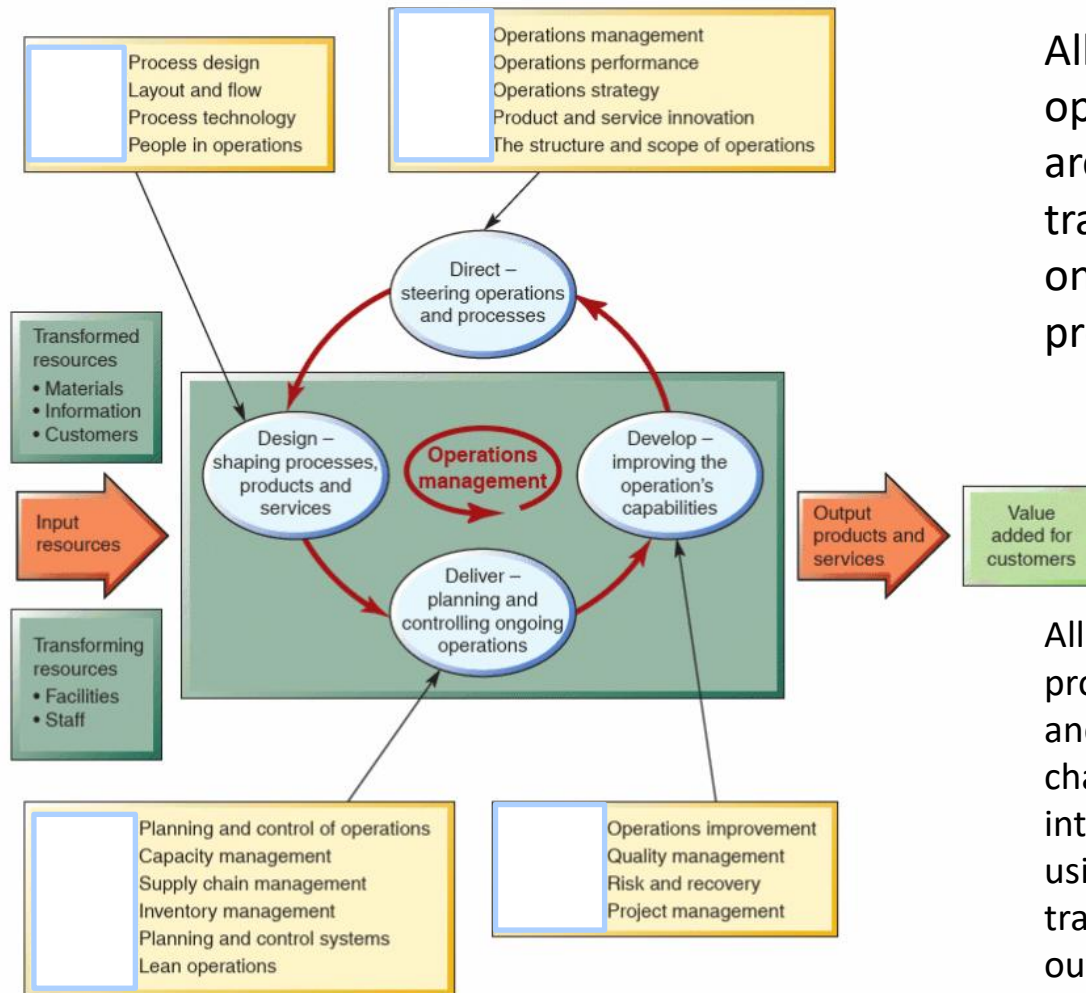


Rather than organization as machine, the agile organization is a living organism



The Operations Management Model





All operations are input-transformation-output processes

All operations produce products and services by changing inputs into outputs using an “in-input-transformation-output process”

Operation Strategy Implementation



▪ FIVE P'S

PURPOSE

- The more clarity that exists around the ultimate goal, the more likely it is the goal will be achieved (motivation, boundaries)

POINT OF ENTRY

- Support of the organization hierarchy

PROCESS

- Managers who are engaged – putting operations strategy together

PROJECT
MANAGEMENT

- Time planning, controls, communication mechanisms, reviews
- Basic disciplines of project management (should be in place)

PARTICIPATION

- Staff to participate in the implementation process is also critical

IMPLEMENTATION

Kaizen Change System



Toolbox to Implement a Continuous Improvement Culture



Kaizen is based on fundamental principles

1. Create Customer Value



Capture the **Voice of the Customer**

Quality First

Improve **Customer Experience**

2. Create Flow Efficiency



Reduce **Muda, Mura and Muri** = waste

Implement actions to improve the **End-to-End Flow**

Pull at Customer demand

3. Be Gemba Oriented



Gemba = where Value is Added

Go to Gemba to solve problem at **Root Cause**

Standardize processes

4. Empower People



Develop high performing **teams**

Set **strategy aligned** team goals

No **blaming**

5. Be Scientific & Transparent



Long Term Thinking

Speak with **Data**

PDCA/SDCA

Reflect, Learn & Improve

7 types of waste

1. Overproduction (excess information)
2. Material (information) Transport
3. Material (information) Waiting
4. Motion of People
5. People Waiting
6. Over Processing
7. Errors

PROFITABLE sustainability

Source of DISRUPTION

GROWTH driver

Society concern with sustainability drives good business for companies



Society creates a
pressure for
sustainability



Which originates
changes, trends,
and the creation of
global forces



Generating **good
businesses**
for companies

In the corporate world sustainability is more than environment



Environmental

To protect and restore the Earth.

For example, by controlling climate change, preserving natural resources, and preventing waste



Economic

To help people and businesses meet their economic needs.

For **people**: securing food, water, shelter, and greater comforts.

For **businesses**: turning a profit



Social

To address conditions that affect us all, including poverty, violence, injustice, education, public health, labor and human rights



Cultural

To protect and value the diversity through which communities manifest their identity and cultivate traditions across generations

For each sustainability aspect, companies should consider several factors

Social

A sustainable corporation should **consider the well-being of its employees, customers, and all stakeholders** who are involved with, or may be affected by, the firm. Several factors should be taken into account, such as the **guarantee of fair living wages** and other benefits across the value chain, **workplace safety**, **refusal of child labor** and **support of external social causes**

Environmental

Corporations should be focused on **reducing emissions, pollution, and the pressure on natural resources and biodiversity**. Several KPIs may be used, such as the evolution of a company's or product's **ecological footprint, carbon footprint, water usage and pollution**, or **waste reduction** (through less packaging, take-back programs or integration of circularity principles, for example)

Economic

Corporations should be **economically sound**, while respecting the other two pillars. This will include **compliance** with laws and regulations, **adequate governance** (ensuring that managers', shareholders' and society's values are aligned) and **risk management** (guaranteeing that practices are applied with potential risks into account)

Sustainability opens up 3 large sources of value – industry characteristic define whether it poses a risk or opportunity



Sustainable Reputation

- Regulatory & Compliance Management
- Internal Stakeholder Management
- External Stakeholder Management
- Operational Risk Management



Sustainable Ops & Financing

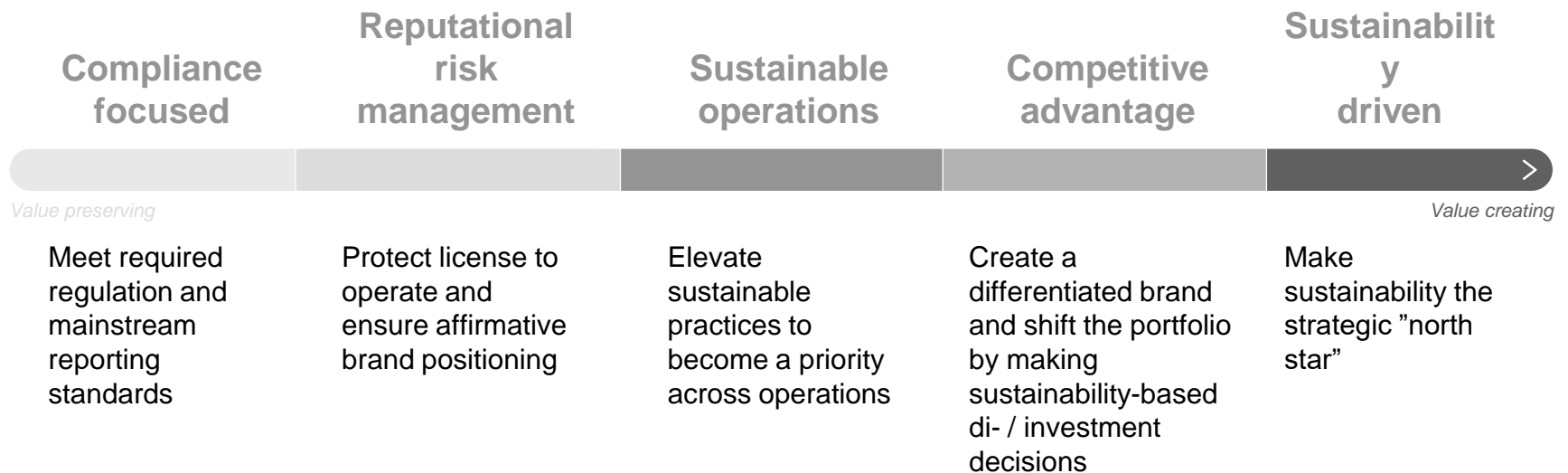
- Sustainable Marketing
- Sustainable Value Chains
- Sustainable Operations
- Sustainable Financing



Sustainable Portfolio

- Differentiated Brand
- New Markets
- New Products & Innovation
- Business Portfolio

Companies can have different starting points in pursuing sustainability



Source: McKinsey

Make it YOUR career

Take RISK

Find your BALANCE

Course Wrap Up

**NOVA SBE - BUSINESS SEMINAR COURSE
SPRING 2025**

EXAM STRUCTURE AND WRAP UP SLIDES

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