

A Work Project, presented as part of the requirements for the Award of a Master Degree in
Management from the NOVA – School of Business and Economics



CONNECT TO SUCCESS CONSULTING PROGRAM

PAU DE GIZ

A Turnaround Business Plan: Individual Report



PAU DE GIZ DESIGN

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A Project carried out on the Master in Management Program, under the supervision of:
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Introduction

This individual report enrich the group thesis of the field lab “Connect to Success”, during which we proposed a turnaround strategy for the brand Pau De Giz, providing the reader with the description of my feelings about the field lab and personal contribution to the project.

It is important to remark that the group report and its final form is an outcome of the entire group’s intent and work. Obviously, for efficiency purposes, different tasks have been allocated to different individuals in order to take advantage of the diversity of skills and background, however, both members contributed to the project in every single part.

Personal Experience

Key Learnings

The format of this work project have been instrumental in understanding (1) what real-life problems a small business may face, and (2) how to solve them in order to create an impact.

This context allowed me to have glimpse at the reality beyond the large corporations. In the academic world, we are used to work on case studies that are based on companies that are valued at least six zeros. These have resources that are in practice “unlimited”, both in term of financial and “human” resources, allowing them to be able to run any kind of project in general.

Working with Pau De Giz instead provided us a deep insight of how harder is to provide good solutions when working under heavy financial or “experience” constrains.

Moreover, the fact that the work project was a field lab have been instrumental in learning how to take advantage the diversity of the group members, optimizing tasks according to the different skills of each individual.

Main Challenges

The main challenge concerning this project was clearly the fact that I did not know anything about the industry (Kid's room decoration retailing) in the first place. Thus, at the very beginning, I had to study the industry in order to understand the environment.

Another important challenge was the fact that this is a niche and not well studied market. During the academic research was almost impossible to find any relevant information on this specific industry in Portugal.

The lack of available data needed to be solved using empirical research, which is clearly more time consuming in order to be accurate.

Individual contribution

Once again, should be remarked that every single part of the work-project is a result of a brainstorming. Even if, after the tasks were attributed to different members, every content includes somehow the contribution of everybody.

My primary focus during the whole thesis have been in the parts that required quantitative analysis and model developing, to take advantage of my background in economics and finance.

Specifically, I focused on the statistical analysis of the results of the survey in order to (1) segment the consumers, (2) identify the opportunities of the market and (3) estimate the demand curve and, therefore, the market size using a Microeconomics Analysis.

In addition, I focused on (1) developing a portfolio of services that would be suitable for applying a second-degree price discrimination for then (2) pricing them using an econometric model that I, personally developed.

Finally, I focused on the revenues side of the financial analysis by developing the scenarios and identifying (1) the appropriate weight for each scenario, (2) the potential revenues and growth rates, and (3) the appropriate discount rates for the opportunity cost of capital and time.