

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

# *SALINAGREENS*

## Individual Assignment



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A Project carried out on the Master in Management Program, under the supervision of: PhD. Carlos Alves Marques

6<sup>th</sup> January 2017

### **Question 1. Learning Insights**

The *Connect to Success* Program has led me to better comprehend the business world, since with this program I had the opportunity to create an impact in business operations. The most important aspect I learnt is that the consulting project starting point is a conversation with the client, to ask him about his expectations and company's goals in order to best align the business strategy with his vision. This hands-on approach also enabled me to apply knowledge learnt in class (Marketing, Finance and Strategy), since it was necessary to formulate a problem and create several solutions to it, selecting the one that is the most feasible. The high level of autonomy enhanced my critical thinking and deepened the specific knowledge about the industry. In fact, I had never done a work assignment with a producer, since the upstream activities are focused on efficiency rather than differentiating themselves from the competitors. This represented a challenge, since it was necessary to differentiate the company in sustainable factors that are hard to imitate throughout time. In addition, the requests for information increased my knowledge about how to do networking in the business world. It was surprising how flexible the business contracts are in the *B2B* sector, since as a final consumer, I was not aware of the overall value chain and what it entails. Finally, I noticed a relevant difference in information transparency between retailers. For the German market, it was possible to ask for the contact of the people in charge. However, in Portugal, it was more difficult to have access to detailed information. This difference allowed me to be more flexible in the way that I approach new challenges. Plus, the production constraints and the customer specific order quantities represented real challenges in matching demand and supply, which allowed me to be aware of the difficulties in maximizing profit and responsiveness to the needs of the *B2B* sector. All in all, the program has helped me to understand that it is necessary to get to the root of the company's problems and then according to the feasibility and profitability of each solution, choose the one that best matches the company's goals.

## **Question 2. My work contributions**

The first part of the project was about the company's external and internal conditions. Thus, I was in charge of developing *Porter's 5 Forces*, *Porter's National Diamond and Competitive Advantage* frameworks. Hence, it was important to understand which factors influenced the industry rivalry and the overall industry dynamics, since *SalinaGreens* is a producer, and retailers usually have a high bargaining power. Concerning the business of Jacob & Magna Cardoso, I took advantage of the fact that I live in Montijo to have more detailed information about their production of Salicornia. Then, I created four strategic scenarios with regards to the Portuguese Market, having the most feasible one early warning signals. However, since one of *SalinaGreens'* challenges was *Internationalization*, I analyzed Germany, Hungary and France in order to conclude about each country profile and I did the *International Strategy and Market Penetration GRID*. Then, the tasting experiment was done as a team, and I was responsible for statistically analyzing the results and doing the German Marketing Plan (description of market conditions, identification of competitors and development of segmentation, targeting and marketing mix). Hence, I got in contact with *Bio Company*, *Alnatura* and *SuperBio Markt*, since it was necessary to know the usual order quantities, in order to do the financial scenarios. I also created and analyzed a survey for the German consumer and did a contingency analysis regarding the Portuguese Consumer Behavior survey, since retailing is a consumer-focused industry. Afterwards, I used statistical concepts and formulas to explain the focus on German organic retailers. With regards to social media, I created the Facebook Page, with different posts about Salicornia's health benefits and production. The Website page has the company's contacts and as well as its values, mission and production. Finally, I elaborated on the *Key Success Factors* and *KPIs* and recommended a Fund strategy for the company. I also put in excel the bills and budgets that *SalinaGreens* had. The financial scenarios were done as a group, where I focused on the specialization scenarios and on the optimistic and realistic scenarios.