

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

CONSULTING PROJECT FOR THE OPTIMIZATION OF THE AUTOMOTIVE PROVIDERS NETWORK OF EUROPE  
ASSISTANCE PORTUGAL  
IDEATION OF MAJOR PROJECTS TO PROMOTE AN OPTIMAL NETWORK MANAGEMENT

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## Ideation Of Major Projects To Promote An Optimal Network Management

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### Abstract

Europ Assistance Portugal can guarantee a successful auto network management in the long-term through the adoption of the Major projects detailed. The new provider's selection process will assure that EAP is able to dispatch each assistance request to the most capable provider, thus, prompting higher quality standards. Regarding relationship management, the increased competitiveness that stems from relieving the providers financial burden outlines the need to undertake a partnership approach. Finally, EAP may benefit from providing repair on spot itself, creating attractive cost-savings and enriching customer experience by bringing frontline employees' feedback into the company's operations.

Keywords: Providers Selection Criteria, Gamification, Partnership Scheme, Motorbike Repair Project, Cost-Savings

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## Agenda

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1. Project Presentation
2. Executive Summary
3. Methodology
4. Diagnosis
  1. External Analysis
  2. Internal Analysis
5. Analysis | Our 4 Ps Framework
  1. Placement
  2. Performance
  3. Partnership
  4. Potential

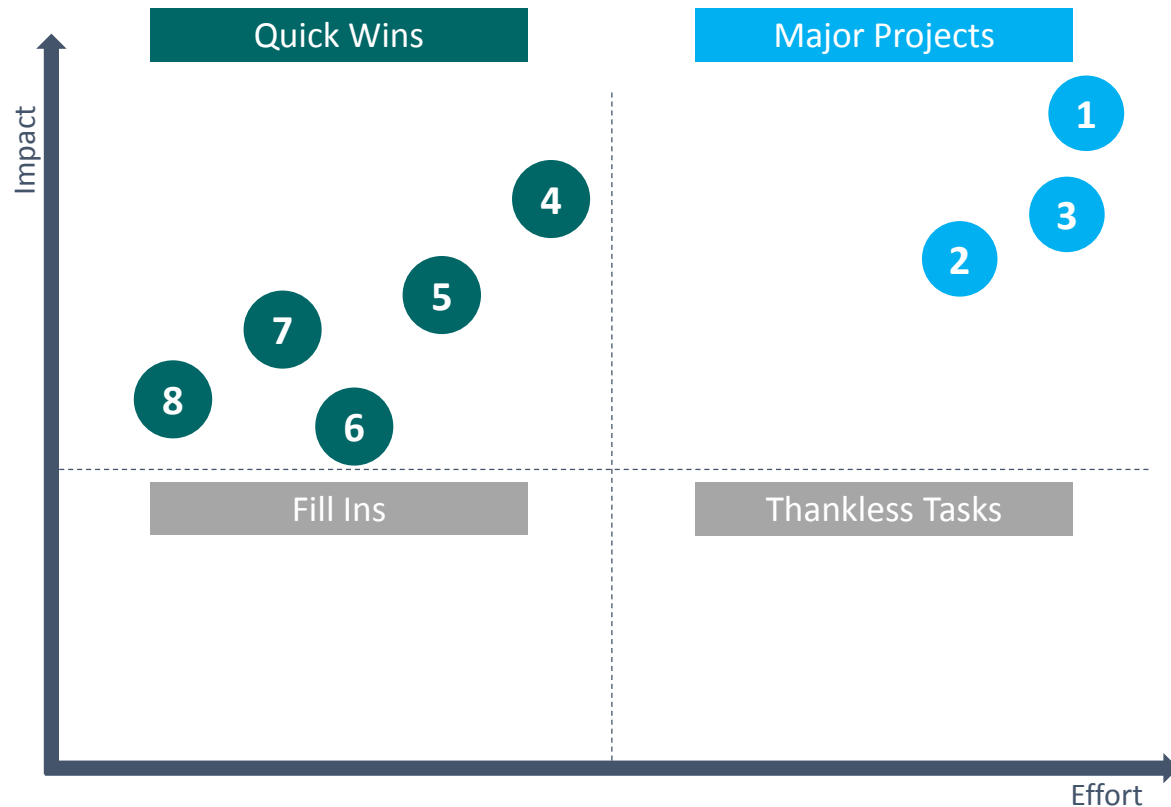
## 6. Recommendations

1. Major Projects:
  - Providers Selection To-Be
  - Motorbike Repair Project
  - Partnership Scheme
2. Quick Wins
7. Risk Analysis
8. Limitations and Further Research
9. References
10. Appendix

Prioritization of recommendations will take into account the **level of effort** required to implement them and the **potential impact** on the **optimization of the providers network**. **Quick wins** can be immediately implemented in 2020, and results should be visible within the first months. **Major projects** require more planning and investment of resources and should have significant results.

## 6 Recommendations | Action Priority Matrix

Figure 4: Action Priority Matrix for Projects' Recommendations



Recommendations were thought out as complementary measures which interact with each other and promote the same ultimate goals: **cost savings**, **quality assurance** and **operational efficiency**.

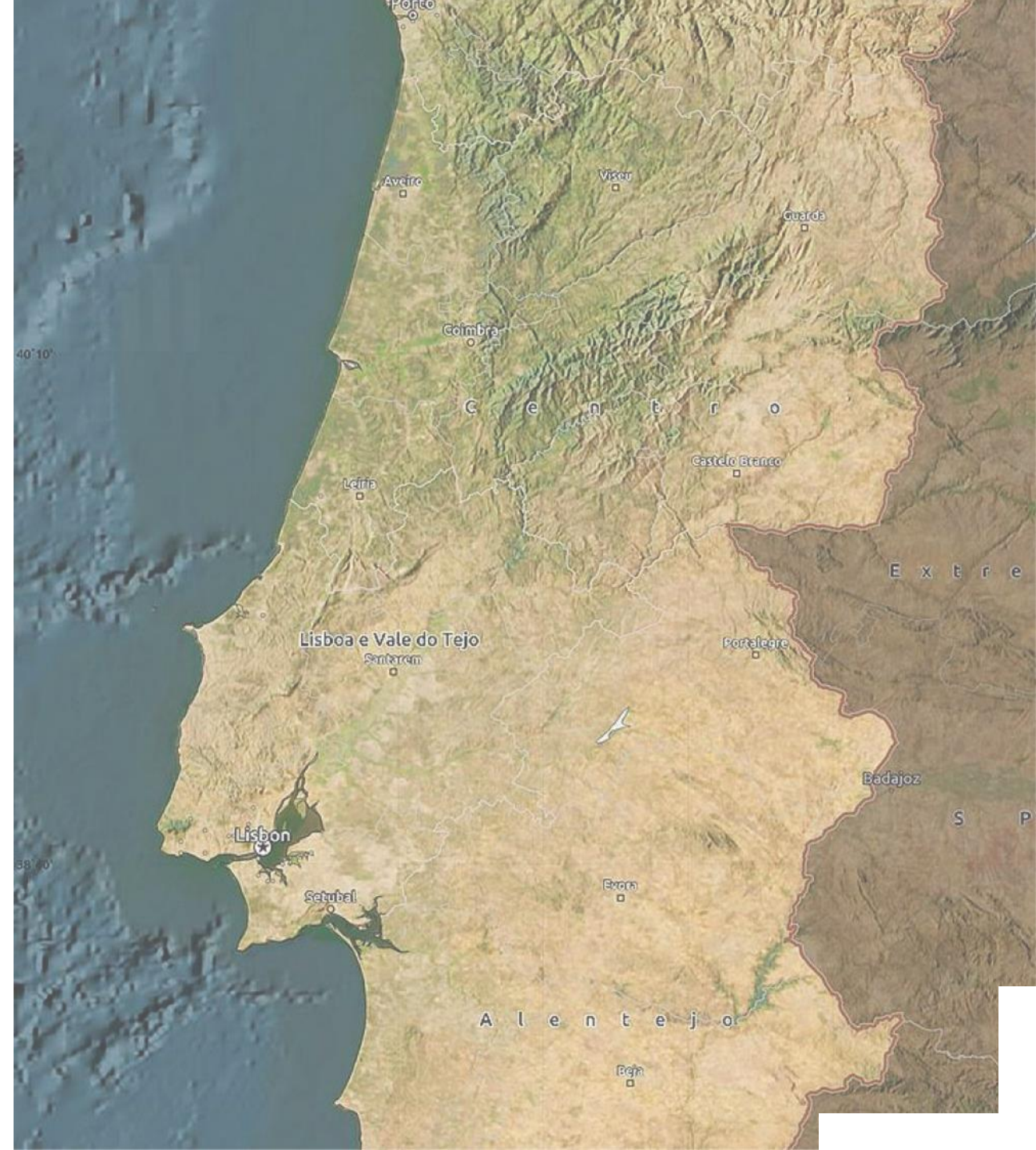
Table 15: Impact of the Recommendations on the 4 Pillars of the Project

Recommendations	Placement	Performance	Partnership	Potential
1 Providers Selection To-Be	✓	✓		
2 Motorbike Repair Project				✓
3 Partnership Scheme			✓	
4 Restructure Critical Zones	✓		✓	
5 Improve TASK	✓	✓		
6 Rearrange Bottom Performers		✓	✓	
7 Improve RoS diagnosis		✓		
8 Link KPIs to SLAs		✓	✓	

## Provider Selection Process To-Be

### Major Project:

Re-think the provider selection process, taking into account the providers performance as well as the real-life distance between the breakdown place and the selected provider.



Choosing the **right provider for each mission** is essential to guarantee the **efficiency** and **effectiveness** of the network, as to ensure the highest level of **customer satisfaction**. Recommendations take into account immediate and long-term actions, that target the **True Digital** and the **PIE selection** stages of the process.

## 6 Recommendations | Provider Selection To-Be

One of the targets for 2020 is a Digitalization rate of 60%. Achieving this metric will imply that EAP is more aware of its network, regarding geo-location, thus making sure that the closest provider to the customer is the one selected to complete the mission.

### Description

Design a new process for the provider selection, both for digital and non-digital activation, across all channels.

### Objective

Improve the efficiency and effectiveness of the current provider selection process, to boost decrease in refusals and increase digitalization.

### Rationale

The As-is provider selection promotes systematic refusal by the providers, namely because of inability to accumulate missions.

### Short-Term

Jan to Feb 2020

### Long-Term

Jan to Dec 2021

#### Short-term actions to be implemented within the next 2 months:

- Increase the number of attempts to 5 (while keeping the 4-minute tolerance for accepting the mission), to increase chances of choosing a digital provider, thus boosting the digitalization rate;
- While TASK is not up to its full potential, give priority to Inosat when selecting the digital provider, in order to mitigate involuntary refusals;
- Remove the providers quotas from the PIE system, to avoid the systematic selection of highly-refusing providers;
- Update the providers' hierarchy based on the current refusal rate scores;
- Promote providers' proactivity, so they call the customer directly, in order to collect information regarding the breakdown place, manage expectations of TTA and perform an RoS diagnosis.

#### True Digital

#### Long-term actions to be implemented in 2021, will target the TD and PIE selection process:

- Select provider based on performance and real distance<sup>1</sup> to the breakdown place, according to Google Maps or a similar service (considering roads, highway accesses, natural accesses, etc.)
- Allow the provider to have a "virtual HQ" in the system, such that it becomes possible for the provider to manage its own operations (i.e. manage the volume of missions)
- Besides the "Send tow" option in PIE, have a "Send RoS" option, implying a differentiation between the Towing network and the RoS network

#### PIE selection

- Create a "protective action" that limits the number of refusals per provider per hour, to prevent providers of being overwhelmed by requests that it cannot fulfill.
- Criteria for provider selection: proximity to the breakdown, provider performance



Regarding the **long-term**, a new provider selection process was designed to foster providers' **competitive spirit** through a **gamification** initiative that promotes **better performance** from the providers. This first stage of the process also intends to boost the digitalization of the network.

## 6 Recommendations | Provider Selection To-Be | The Game Changer

### Gamification

The **1<sup>st</sup> stage** of the provider selection to-be process is designed to introduce the concept of **gamification** to EAP's providers.

The goal is to **engage the providers** to improve their performance, by promoting healthy competition among themselves.

The entire network of providers is aware that **performing the best** (and being digital) is the **decisive factor** for being selected for a mission. As such, they are more likely to behave according with the targets set by EAP. This gamification will include reports to the providers, that show how they are performing relative to their peers.

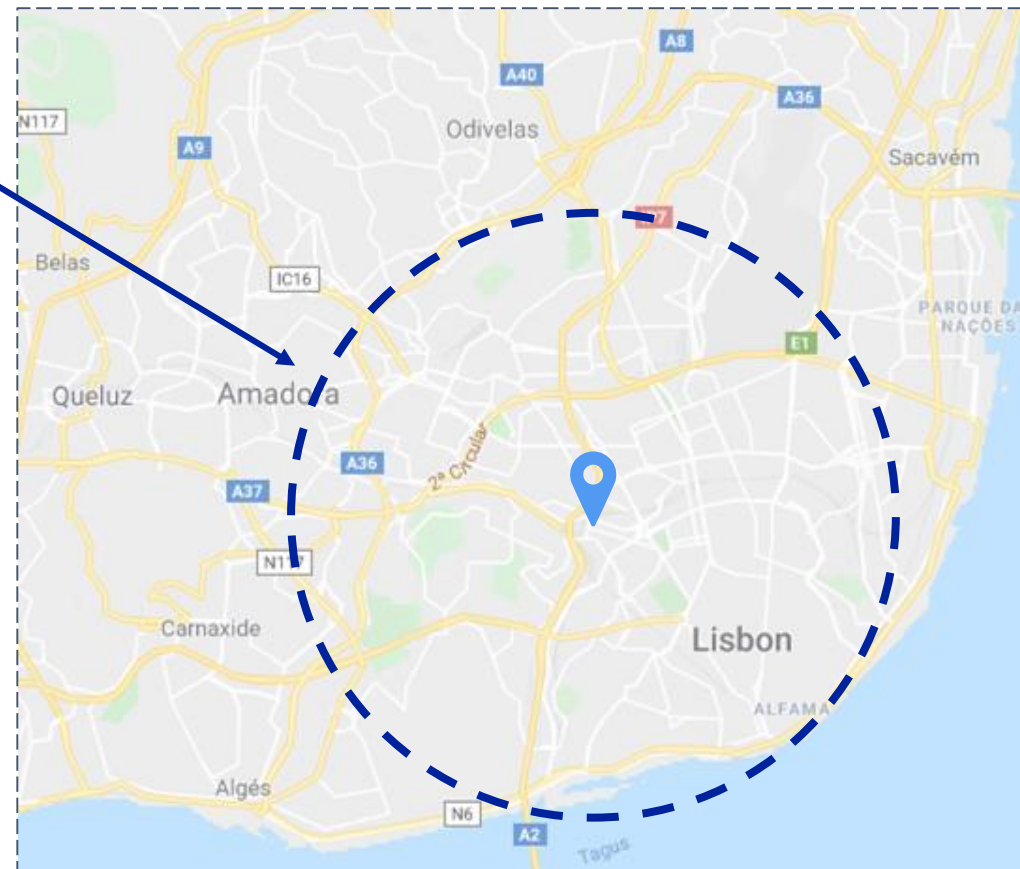
The 1<sup>st</sup> stage will apply to a 10 Km radius, that selects the provider with better score, without compromising the TTA SLA



#### Gamification <sup>1</sup>

The process of adding games or gamelike elements to something so as to encourage participation.

Figure 5: Gamification Zone in Providers Selection To-Be



### Last-ditch effort

The **2<sup>nd</sup> stage** of the provider selection to-be process is configured so that, if after 5 attempts no provider has accepted the digital mission, the **search range is extended<sup>2</sup>** and the provider selected for the mission is the one **closest to the breakdown** location (in real distance).

This stage includes all the providers within the initial 10 Kms range that did not refuse the mission (the ones who refused are automatically blacklisted, and will not be selected to complete this particular service). Additionally, all providers within the range have the opportunity to be selected, independent on being digital or not, although the digitally-abled providers have priority over others.

In the 2<sup>nd</sup> stage EAP can no longer risk the TTA SLA, therefore it will chose distance as the criteria.



The **criteria for each stage** of the process were set with the gamification goal in mind. To **demonstrate** how this new provider selection process works, it was imagined a mission request to Avenida Columbano Bordalo Pinheiro.

## 6 Recommendations | Provider Selection To-Be | Practical example

### 1<sup>st</sup> Stage

- Radius: 10 KMs
- Prioritize trucks over digital HQ
- Prioritize TASK over Inosat <sup>1</sup>
- Criteria: provider with the best performance <sup>2</sup>
- Maximum of 5 attempts

### 2<sup>nd</sup> Stage

- Radius: 50 KMs
- Prioritize digital over non-digital
- Prioritize TASK over Inosat <sup>1</sup>
- Trucks and HQ have equal priority
- Criteria: closest “real-life” distance
- Repeat until a provider is found

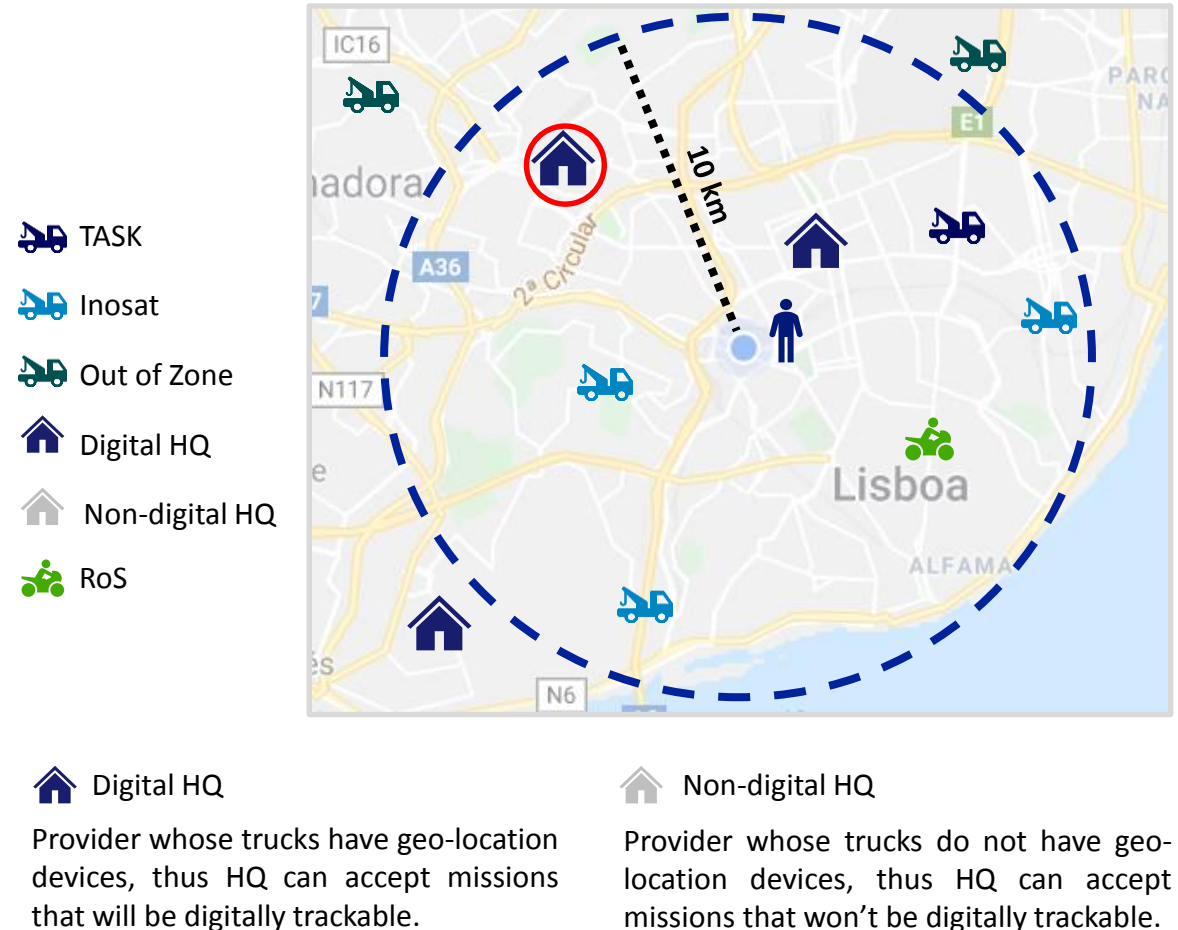
### Example

Service requested in Avenida Bordalo Pinheiro for a towing (not RoS); process starts with the GPS locating **all providers** in a radius defined of **10 KMs**: finds 4 trucks: 1 using TASK and 3 using Inosat, as well as 2 digital HQs. Having in mind the **1<sup>st</sup> stage** criteria, it will select the truck using **TASK**. If the truck refuses, GPS will search again for available providers, and will send to the closest **Inosat** truck.

If the remaining trucks all refuse, the next request is for the **digital HQ** closest to the breakdown place.

If this HQ also refuses, totalling 5 attempts, then the **2<sup>nd</sup> stage** of the selection is activated: GPS locates **all providers** in a **50 KMs** radius, both digital trucks as well as the virtual HQ (digital and non-digital). This search will “blacklist” the trucks/HQs that previously refused the service request, and will select the closest truck/HQ for the mission. This process will be repeated until a provider accepts the mission request.

Figure 6: Providers Selection To-Be Example





In the **short-term**, actions will be taken to implement quick-fix solutions that will result in **immediate operational gains**. Regarding the **long-term**, the Provider Selection process will be revamped to ensure **efficiency and effectiveness** in the network, through the selection and activation of providers for each mission.

## 6 Recommendations | Provider Selection To-Be | Action Plan

Table 16: Action Plan for the Providers Selection To-Be

Nr.	Task	Start date	Responsible	2020												2021														
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
<b>1</b>	<b>Quick-fixes implementation</b>	<b>01/01/20</b>		█																										
1.1	Update the selection criteria		IT Team	█																										
1.2	Update providers' hierarchy		Providers T.	█																										
1.3	Promote providers' proactivity		Providers T.		█																									
1.4	Communicate changes to the providers		Providers T.		█																									
1.5	Improve TASK system		IT Team	█																										
<b>2</b>	<b>Transition phase</b>	<b>01/03/20</b>				█																								
2.1	Monitor changes		Providers T.			█																								
2.2	In-dept study of implications for the new system		IT Team			█																								
<b>3</b>	<b>New provider selection process implementation</b>	<b>01/01/21</b>																█												
3.1	Update the selection criteria		IT Team															█												
3.2	Design new functionalities and features		IT Team															█												
3.3	Map, review and update providers' HQs		Providers T.																█											
3.4	Test new system		IT/Providers																						█	█				
3.5	Communicate changes to the providers		Providers T.																						█	█				



## Motorbike Repair Project

### Major Project:

Create EAP's own RoS company in order to answer the service requests which the current providers can not accomplish with quality assured.

Having in mind the investigation carried out during the project's execution, **the value proposition of EAP motorbike repair project** should focus on the **ability to efficiently meet the client's needs**, through a more **specialized and friendly service**.

## 6 Recommendations | Motorbike Repair Project

Bearing in mind the key insights collected through in-depth interviews and quantitative research on the advantages of stimulating the repair on spot, it is recommendable that Europ Assistance Portugal offers its own Motorbike Repair on Spot Services.

### Motorbike Repair Company Value proposition

The Motor Co. gives to the end customer the possibility of having their vehicle repaired within minutes, rather than by a highly qualified collaborator, prepared to provide instant consolation and a more tailored and user-friendly service.



#### Expert Support



The Motor Co. provides targeted training sessions to guarantee that the drivers are **highly capable of fixing the vehicle on site**: tire, fuses and lamps replacement, drive belts repair, perform diagnostic tests and boost battery. Moreover the driver offers the client specialist information on how to deal with this kind of situations, delivering an instruction leaflet for emergencies.

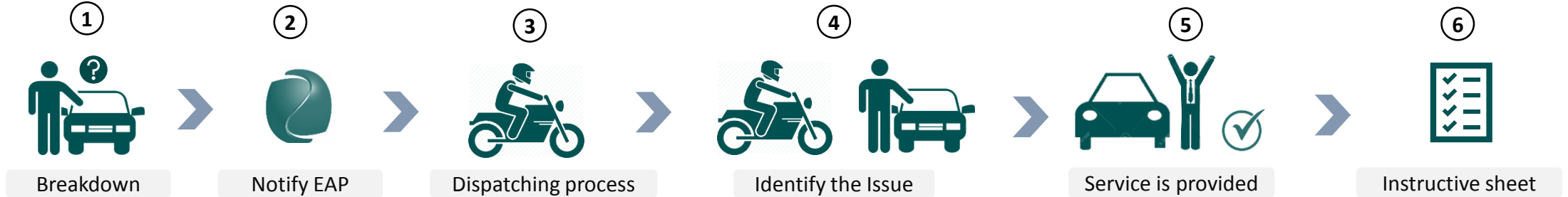
#### Convenience



A service that better understands the customer pain points, and that enables the issue to be solved in a couple of minutes. The customer benefits from **immediate efficacy**, as the vehicle becomes **immediately prepared to be driven** and avoids the major constraint of having his vehicle towed and waiting for a taxi to arrive the breakdown place.

The new EAP RoS new company would be able to address the customer pain points by creating a new business line, able to give response to **simple requests** and **provide specialized repair** within a short period of time.

## 6 Recommendations | Motorbike Repair Project | Customer Journey Map



### 4 Services included:

- **Diagnostic test:** the vehicle problematic areas are accurately and quickly pointed so that the driver can know where to act. **30 seconds**
- **Batteries charging:** the motorbike is equipped with a battery booster capable of safely jump start a dead battery in seconds. **1 minute**
- **Tires replacement/repair:** the motorbike driver can replace the flat tire by the spare tire or simply repair it by using a mend. **10/5 minutes**
- **Tires inflating:** a portable air compressor is part of the equipment that supports the assistance. **2 minutes**
- **Lamps and fuse replacement:** in case of a defective lamp or a blown fuse, the driver can easily substitute it. **3 minutes**
- **Transmission belt quick-fix:** the services don't include the replacement of the transmission belt but simple fixes. **10 minutes**
- **Vehicle keys forgotten in the inside:** the assistance reaches the client with the enough tools to recover the keys without damaging the vehicle or even taking it to a repair shop **10 minutes**

### 6 Last detail:

The final stage of the process shown above consists in delivering an **instruction leaflet** which includes suggestions and recommendations on how the client should proceed when a specific issue arises. This way, the client can better understand if the vehicle really needs to be towed into a repair shop or if it can be repaired on spot. In consequence, the communication between the client and the helpline would be improved and, additionally, the right partner would be sent to provide the service.



Ensuring a good customer experience in a Business to Business reality is a challenge. Even so, cooperation between teams is key to align best practices that will **guarantee customer satisfaction** and prompt the **Motorbike Repair Project's success**.

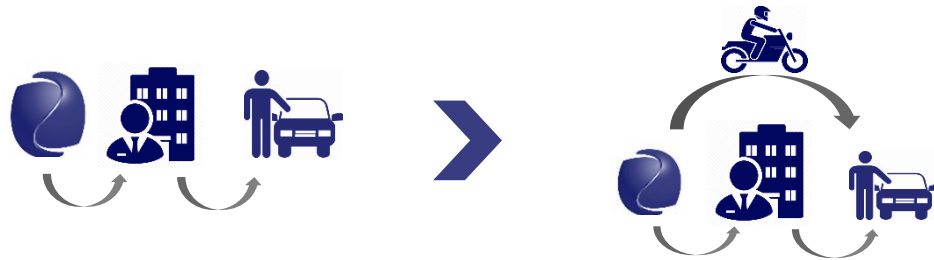
## 6 Recommendations | Motorbike Repair Project | Customer Care

### Business to Business Customer experience

Being a B2B company can be a real challenge when it comes to ensuring a good customer experience and winning the customer's trust, given that EAP can only measure their institutional clients satisfaction.

Even though the Net Promoter Score implementation represented a big step in the ability to measure the customer care and customer loyalty and , in line with EAP's logic of constant self-demand, there is still a long way to go.

EAP own motorbike repair can be a significant opportunity to improve the interaction with the end-customer and receive valuable insights on customer experience



**McKinsey  
&Company**

*"Although customer-experience improvement is typically associated with B2C players, it is at least as critical in the B2B setting. While the nature of B2B relationships makes the reform challenge more difficult, with regard to customer and journey complexity, the competitive advantages and significant bottom-line gains that flow from it make the effort worthwhile."*

### Improving Customer Care

The team believes that the most important is to encourage the customer to try out the service, since thereafter are great chances to achieve outstanding results.

The Motorbike Project benefits from the close relationship that can be easily built between the project's employees and EAP operational team-leaders, that can actually prompt **Agile Project Management** for this business line.

In fact, some key insights from **McKinsey's framework for Bringing Agile to Customer Care** must be adopted throughout the RoS pilot project implementation to guarantee success.

**Ownership:** *"With training, agents can quickly resolve simple requests, but they must typically forward complex ones to more skilled agents."* ✓ Selection criteria for RoS Vs Towing services, to guarantee a more tailored service.

**Capabilities and team:** *"Customer-care functions must build capabilities in their frontline organization to more effectively provide end-to-end care. Experts that have previously handled more complex requests, for example, are being integrated into agile customer-care teams or serving as coaches on the floor, joining calls as needed."* ✓ The employee training must cover not only the technical side but also rigorous training in customer care to guarantee a premium service.

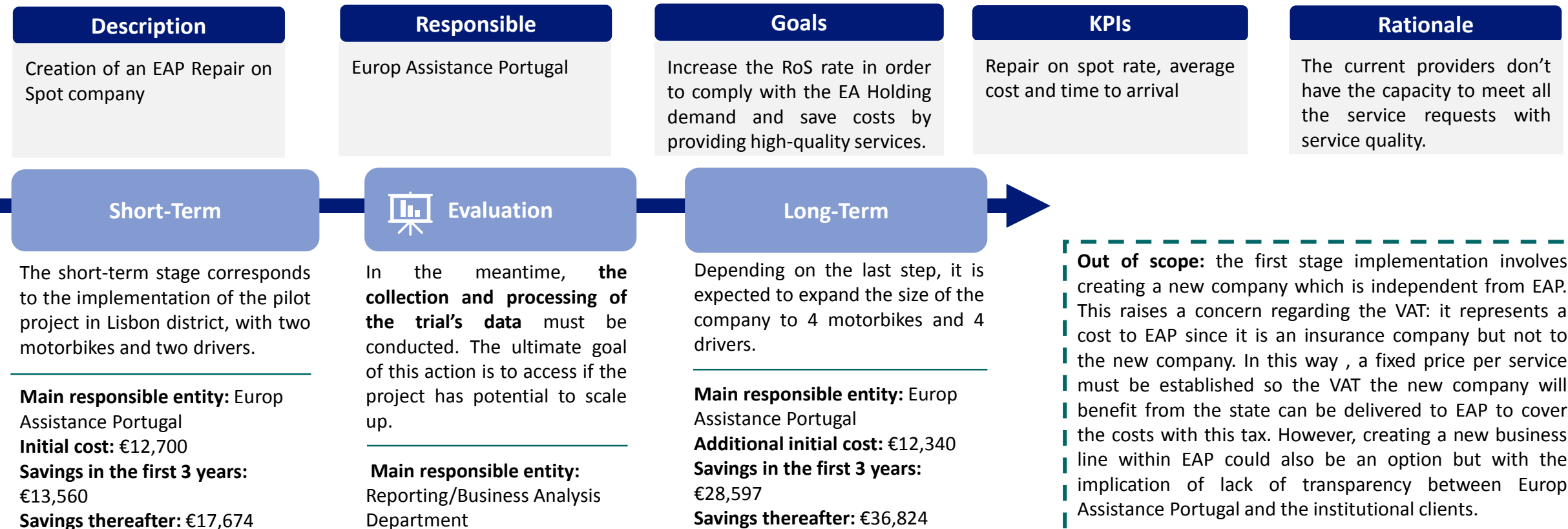
**Enablement:** *"When customer-care agents are part of the resolution process, it accelerates learning; and the combination of experts with frontline agents creates a culture of knowledge and learning."* ✓ Alignment of best practices between EAP RoS providers and the automotive sector operational team leaders in order to improve the end-to-end customer experience: **in the call-center and in-field.**



After the quantitative research, an implementation plan will be provided, in order to better guide the establishment of the new company. The plan was divided into a **trial period** in the short-term and an **expansion stage** in the long-term.

## 6 Recommendations | Motorbike Repair Project | Implementation Plan

The action plan further displayed will demonstrate a detailed description of actions on how to proceed after the financial analysis is done. The plan includes a breakdown of the major tasks involved and the overall resources required to support the implementation.



The short-term implementation is divided into the **set-up** and the **pilot** stages while the long-term implementation includes an **upgrade** of what was implemented previously.

## 6 Recommendations | Motorbike Repair Project | Action Plan

Table 17: Action Plan for the Motorbike Repair Project

nr.	Task	Start date	Costs	2020												2021																							
				1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12												
<b>1</b>	<b>Set-up</b>	<b>01/01/20</b>	<b>€16,937</b>	█																																			
1.1	Create the company		€360	█																																			
1.2	Purchase the motorbikes		€6,200	█																																			
1.3	Associate the motorbikes to Generalli insurance		€19 <sup>1</sup>		█																																		
1.4	Buy all the equipment		€6,140	█																																			
1.5	Hire the drivers		€3,985 <sup>1</sup>	█																																			
1.6	Train the staff		€252			█																																	
<b>2</b>	<b>Pilot</b>	<b>01/04/20</b>	<b>€56,550</b>				█																																
2.1	Start the operations		€4,713 <sup>1</sup>				█																																
<b>3</b>	<b>Evaluation</b>	<b>01/04/21</b>	-																█																				
<b>4</b>	<b>Upgrade</b>	<b>03/05/21</b>	-																								█												
4.1	Buy 2 more motorbikes		€6,200																								█												
4.2	Hire 2 more drivers		€3,985 <sup>1</sup>																								█												
4.3	Repeat tasks 1.4 and 1.6		€6,392																															█					
4.4	Repeat task 1.3 and 2.1		€4,732 <sup>1</sup>																																█				

Sources: Team analysis | <sup>1</sup> monthly cost from then onwards

## Partnership Scheme

### Major Project:

Europ Assistance cares not only about its customers but also about its partners, striving to be easy to work with and reliable.



*“From distress to relief, anytime, anywhere”*. Europ Assistance cares not only about its customers but also about its partners, striving to be easy to work with and reliable. Furthermore, the deepening of this **partnership** is of great importance in order to keep the relationship healthy, given that the **company’s activity depends on the providers**.

## 6 Recommendations | Partnership Scheme

### End-to-end suppliers

**Partnership** is seen as a commitment over time in which there is mutual benefit for both parties, EAP and the provider, sharing relevant information and the risks and rewards of the relationship. Therefore, maintaining this relationship requires constant care, time and effort with a final output of quality, integrity and a problem-solving orientation. This concept is not new to Europ Assistance Portugal once calling to the auto providers in order to know their concerns is part of the providers department’ daily basis.

Since EAP outsources the auto assistance, the overall performance, which is reflected in the clients’ happiness, depends on the providers’ performance. Knowing this, the company should have sophisticated skills in monitoring, selecting **and partnering with the providers** in order to **guarantee high service quality and readiness to respond to the requests**.



McKinsey & Company

*“(…) as more of the value chain moves out to suppliers, supplier knowhow and innovation will become ever more important in driving improvements in product and process performance.”*

*“(…) supplier management is the single most powerful lever in reducing costs and improving performance across an extended value chain.”*

### *“Pay the providers in different ways”<sup>1</sup>*

*“Once you have selected the most capable supplier, negotiated a tough but fair contract and instilled internal discipline, what else can you do?”*

The company faces some constraints regarding the budget available to apply in the price tables. Since EAP is a reinsurance company, it assumes the risk the insurance companies don’t want to carry, which has been increasing over time, due to the rising pattern of assistance requests. Moreover, EAP receives only a share of the insurance premium, which is decreasing over time. This said, a **price negotiation is not recommendable**. The efficiency ratio of the negotiation is 1:1, which means that an increase of €1 in the price tables is equivalent to an increase of €1 in the EAP costs. Therefore, it seems necessary to develop the third pillar proposed, by establishing a collaborative approach, which might represent a big gain for both parties, without any need for additional expenses.

During the project, the team was able to engage with some providers and *“understand things that cost less for us and are a great gain for them”<sup>1</sup>*, i.e. know which problems they have and how they can be solved without talking about money- **cheap money**.

With the analysis performed, it was possible to estimate the providers’ pain points in terms of costs. In this way, it seems reasonable to promote benefits to them in order to turn the cost structure lighter.

**59%**  
Fuel

**12%**  
Fleet  
maintenance

**8%**  
Auto insurance

**7%**  
Inosat

Bearing in mind EAP’s priorities for the providers’ network management, the cooperative scheme will be a long-term measure. The partnership implementation will involve a demanding **negotiation process** and a subsequent **evaluation** of the results.

## 6 Recommendations | Partnership Scheme | Implementation Plan

Although it is not a priority, given that EAP is currently focused on key actions that generate quick operational gains, in the long term, the implementation of a **partnership logic** with the preferred providers **can leverage the competitiveness of the company**.

### Description

Implementation of a **partnership logic** with the 30 preferred providers, this is, the 30 providers with the highest volume of missions performed.

### Objective

Given that EAP towing project is not feasible, EAP can not cover, itself, a share of the assistance requests. Thus, the partnership may be a great chance to encourage the providers to accept more requests by offering them a set of incentives, in exchange for higher service quality.

### Key Stakeholders

The partnership key players are the 30 preferred providers, the procurement officer and the partner institutions.

Sept 2020 – Nov 2020

Jan 2021 – Dec 2021

Mid Dec 2021 – Jan 2022

### Negotiation Process



The first stage of the partnership implementation is the **negotiation process**. This process involves a regular contact with institutions in order to evaluate their interest in establishing a deal with EAP and the communication of the benefits and requirements of the contract to the elected providers.

### Partnership



During the **partnership**, the providers benefit from the **savings negotiated by EAP**. They must, in exchange, comply with the contractual obligations that assure services quality:

- Average Time to Arrival until 45 minutes
- Refusal Rate until 10 %

### Evaluation of the Results



The final stage corresponds to the **Evaluation process**: the analysis of the results, regarding Average Time to Arrival, Refusal Rate and the operational gains resulting from the improved performance. Following the analysis, EAP shall decide whether to renew the contract, extend the partnership to the top 60, or exclude the non-compliant providers from the proposal.



Negotiation is the key process, since the outcome will define EAP’s capacity to gain competitiveness among the RSA providers. However, it is necessary to be cautious, as the procedure **influences the company’s name**.

## 6 Recommendations | Partnership Scheme | Negotiation Process

### Procurement Officer

The procurement officer is the **entity from EAP** that is the **key player in the negotiation process**.

His main responsibility is to establish contact with potential institutional partners, and try to craft outcomes that will satisfy both parties’ interests, by exploring potential trade-offs.

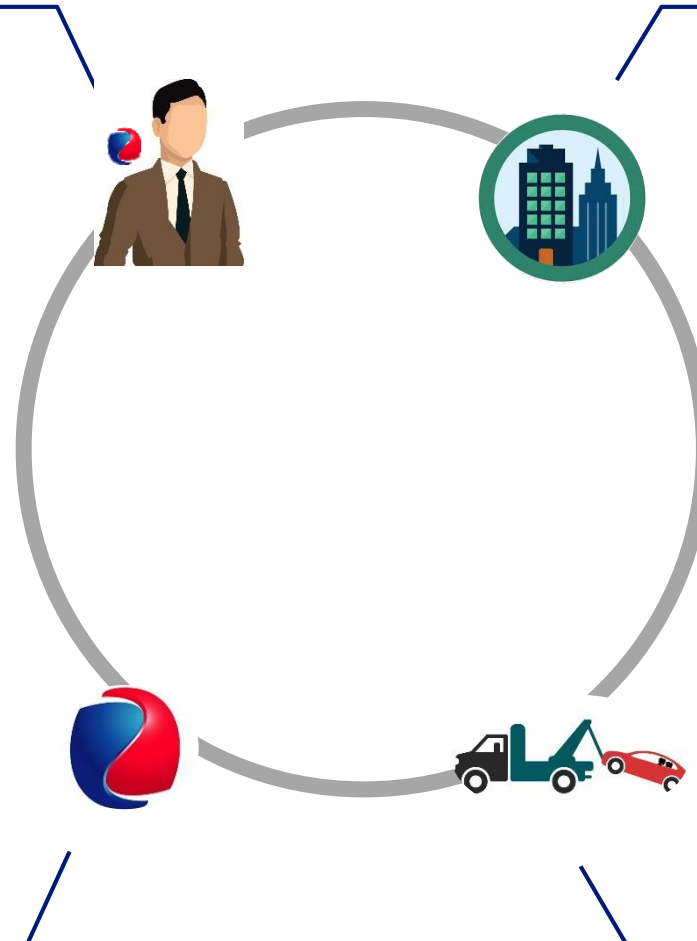
**Goal:** Make deals that will guarantee valuable discounts in exchange for volume.

### Europ Assistance Portugal

EAP plays an important role in the negotiation process, as one of the **company’s main assets is the extensive contact network it possesses**.

In this respect, the negotiation process is facilitated, since some of the potential players are already EAP’s partners. However, the process must be carried out with caution, since the company’s reputation is at stake. Therefore, EAP is the entity responsible for raising providers awareness about the deal implications.

**Goal:** Gain competitiveness among the providers, leverage the service quality.



### Institutional Partner

The institutional partners are the **counter-party in the negotiation process**. Their goods and services represent a significant share in EAP’s providers cost structure. They are companies that operate in the following sectors: energy, gas, insurance, telecommunications, fleet maintenance and fleet management.

**Goal:** Make a deal that will guarantee a considerable increase in the volume of sales.

### Preferred Provider

The Providers are the party concerned in the negotiation. Even though they do not participate actively in the process, they have concrete rights and obligations that derive from the negotiation’s outcome: the right to the price discounts that the institutional partners are willing to provide, and the obligation to comply with the volumes defined in the agreement.

**Goal:** Achieve significant savings, that will assure higher margins.

The implementation is divided into four stages: the **negotiation process**, the **partnership pilot**, and a **subsequent evaluation and upgrade** of the partnership project. However, the last step is conditional upon the evaluation results.

## 6 Recommendations | Partnership Scheme | Action Plan

Table 18: Action Plan for the Partnership Scheme

nr.	Task	Start date	2020				2021												2022	
			9	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12		
<b>1</b>	<b>Negotiation</b>	<b>01/09/20</b>	█																	
1.1	Select the procurement officer		█																	
1.2	Communicate the plan to the preferred providers		█																	
1.3	Investigate if they already have discounts (in order to target the deal's desirable outcome)			█																
1.4	Book meetings with the potential institutional partners			█	█															
1.5	Engage in negotiations				█	█														
1.6	Close the Deals					█														
<b>2</b>	<b>Partnership</b>	<b>01/01/21</b>					█													
<b>3</b>	<b>Evaluation</b>	<b>15/12/21</b>																█		
<b>4</b>	<b>Upgrade</b>	<b>01/01/22</b>																	█	
4.1	Extend the deal the top 60																	█		
4.2	Repeat the process																	█		

“I am logical and strive to be practical. In this sense, I am always trying to figure how the team can improve efficiency. “



10 Appendix | Individual Reflections | Maria Ana Duarte # 25889

Maria Ana



Masters in Finance.

“I am passionate about art. Since I was a little child, I always loved to make my own paintings. My parents would give me a sketchbook and color pencils and I would be entertained for hours!

Whenever I travel, I make sure I hold my memories in a graphic diary and I investigate the museums that exhibit the most interesting paintings. “

Belbin Analysis



**Top:** Operational, Monitor

I am logical person and strive to be practical. In this sense, I am always trying to figure how the team can improve efficiency.

Moreover I like to evaluate objectively ideas and I can easily give feedback to the team, sharing my opinions and line of reasoning.

**Bottom:** Strategist, President

- President
- Strategist
- Intellectual
- Monitor
- Operational
- Team Work
- Prospector
- Finisher

Key learnings

I decided to engage in the Management Consulting Lab, because I wanted to have a **practical consulting experience**. Also, the opportunity of contacting with board members from a company like EAP and obtaining **insights from skilled professionals** seemed a very **enriching and fulfilling experience**.

The project assigned to the team was very challenging, due to the **complexity** of issues it addressed. In this sense, It was important to establish **internal goals and deadlines** throughout the project. The team would write down the “To Do’s” and would see the work evolve gradually. Defining temporal targets is a must, so I created a weekly agenda to establish goals for each team member.

Coordination



One of the key learnings of the project was also to understand the importance of considering the **opinion of experienced professionals** to validate the stages of our work. Sometimes, in an academic context, integrating expert insights is not straightforward. However, given the operational and technical nature of the project, the team learnt to **work along with internal experts**.

Experts Insights

