ISCTE ⊕ Business School
Instituto Universitário de Lisboa

STRATEGIC PLAN FOR A CORPORATE INTELLIGENCE BUSINESS UNIT IN CONSULTING FIELD

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Project submitted as partial requirement for the conferral of

Master of Science in Business Administration

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July 2017

ISCTE **Business School**
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RESUMO

O seguinte trabalho tem como âmbito a elaboração de um plano estratégico para o lançamento de uma nova unidade de negócio, Corporate Intelligence, da empresa WINNING Scientific Management, situada em Lisboa.

Atualmente, uma das características da estrutura da economia Portuguesa é a elevada percentagem do sector dos serviços. Os serviços de consultoria de gestão continuam a ser das atividades mais antigas do mundo, uma vez que as pessoas e empresas estão constantemente a necessitar de suporte em várias temáticas.

No entanto, devido à crise económica que começou a afetar Portugal em 2008, surgiu a necessidade da economia ajustar a escassez e a abundância, forçando os consumidores e as empresas a se adaptarem a novos modelos de negócio e mercados de forma nunca antes vista.

Inicialmente será clarificado o conceito de Corporate Intelligence, o que engloba e qual a razão que leva a ser considerado uma oportunidade de negócio e expansão. Posteriormente será feita uma análise aprofundada com recurso às ferramentas de gestão mais apropriadas, que irão sustentar esta oportunidade. De seguida será definido o posicionamento da WINNING no mercado, um plano de implementação e os respetivos mecanismos de monitorização.

Considerando a análise de Porter, é possível concluir que a WINNING enfrenta uma indústria de atratividade média a longo prazo, o que significa que pode representar uma barreira ou um facilitador. Além disso, a análise de PEST evidencia que existem condições para desenvolver e avançar com a área de Corporate Intelligence.

Palavras-chave: Plano estratégico, Corporate Intelligence, Inovação, Vantagem competitiva

Classificação JEL: M19 – Business Administration: Other; L89 – Industry Services: Other

ABSTRACT

The following work has as its scope the elaboration of a strategic plan for the launch of a new business unit, Corporate Intelligence, of WINNING Scientific Management Company, located in Lisbon.

Currently, one of the Portuguese economy structure characteristics is the high share of the service sector. Management consulting services continue to be one of the oldest activities in the world, since people and companies are constantly in need of support on various themes.

However, due to the economic crisis began to affect Portugal in 2008, the need for the economy appeared to adjust the scarcity and abundance, forcing consumers and companies to adapt to new business models and markets in a way never seen before.

Initially the concept of Corporate Intelligence will be clarified, which includes and what is the reason that leads to being considered a business opportunity and expansion. Subsequently an in-depth analysis will be made using the most appropriate management tools that will sustain this opportunity. Then, it will set the position of WINNING in the market, an implementation plan and the respective monitoring mechanisms.

Taking account Porter's Analysis, it is possible to conclude that WINNING is facing a medium attractiveness industry over the long term, which means that it can represent a barrier or an enabler. Beyond this, PEST Analysis evidences that there are conditions to develop and move forward with Corporate Intelligence area.

ACKNOWLEDGEMENTS

First of all I want to thank my advisor, Professor Dr. Leandro Pereira, for all the support that he always shown during these months, the strength and the excellent advice he gave me, which contributed for the success of this Strategic Plan.

Equally fundamental in this process were my family and friends. A big thank you for the evenings in your company, your huge patience, persistence and motivational keywords since the beginning.

For me all of you were undoubtedly the most important pillars that I could have had.

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Glossary

ASP – Association for Strategic Planning

BACC – Business Analysis Competency Centre

BAP – Business Action Plan

BDO – Business Development Office

BMCC – Benefits Management Competency Centre

BSC - Balanced Scorecard

CI - Competitive Intelligence

CRM – Customer Relationship Management

DCCC – Dynamic Capabilities Competency Centre

EMP – Enterprise Project Management

FIN – Finance Management

GDP – Gross Domestic Product

GVA – Gross Value Added

HCC – Head of Competency Centre

HCO – Human Resources Office

ICT – Informatics and Communication Technology

IMCC – Innovation Management Competency Centre

IRC – Corporate Income Tax

KPI – Key Performance Indicators

MBI – Media Business Insight

MScBA – Master of Science in Business Administration

OBS – Organization Breakdown Structure

OECD - Organization for Economic Cooperation and Development

OI – Organizational Intelligence

PEST – Political, Economical, Social, Technological

PMCC – Project Management Competency Centre

PMO – Project Management Office

PwC – Pricewaterhousecoopers

SAP – Systems, Applications and Products

SMCC – Strategic Management Competency Centre

SME – Small and Medium Enterprise

SWOT – Strengths Weaknesses Opportunities Threats

1. EXECUTIVE SUMMARY

The objective of this project is to create a strategic plan for a corporate intelligence business unit in consulting field into the company WINNING Scientific Management. Located in Lisbon, starting six years ago, the enterprise works in national and international markets in the context of consulting and management training services. Besides this, it also implements in their daily life cross-selling services, factor that also distinguishes them from the competition.

The main goal is to create a new area that would be able to provide an innovative service related with the intelligence component, considered one of the crucial parts for the employees and management within a company.

The target of this new service, Corporate Intelligence, is in general companies with a strong internal organization, but with some difficulty in domestic and foreign markets, and companies with good market presence, that pretend to increase sales without reducing the creation of value for shareholders. Apart from companies, this new service will also cover end customers.

Portuguese companies have 21% of IRC which means a relief of the tax burden that was progressive until 2016. Also, the country has more money to invest, facilitating the growth and development of innovations. Nowadays, the structure of Portuguese economy is characterized by a high share of the service sector that contributed 76.7% of GVA in 2015.

Considering Porter's analysis, it is possible to conclude that this is a medium attractiveness industry over the long term and according to PEST analysis the context is in favor, which means there are conditions to develop and move forward with this new business unit.

In order to have a competitive advantage in the market, WINNING will make an equivalent input value to 50% of its competitors in the business unit services. The new area will have responsible staff with extensive knowledge on it and consulting and training services will be available. This information is detailed in product policy. The initial investment is mostly at the resource level, once WINNING already has a high level of know-how both in terms of training and cross-selling. External financing is not necessary to cover the initial investment.

In order to monitor and control the execution of the strategy chosen is fundamental to apply some indicators such as net profit margin, revenue and customer satisfaction & retention.

Considering the information above, it is possible to conclude that this project is viable and with a huge potential to the company.

2. INTRODUCTION

Management Consulting services are nowadays characterized to be the oldest activities in the world. We live in a globalization era where is increasingly imperative to reinvent continually the business and where one of the crucial parts for the employees and management within a company is the intelligence component. In this way, if an enterprise wants to innovate creating competitive advantage in this market, it is necessary to implement a good strategy in innovation field, in this case a Corporate Intelligence Business Unit.

On the other hand, the political factor in Portugal requires attention that is perceived as a barrier in actual context, primarily because of the high tax burden.

At the beginning of this strategic plan, it is possible to find the literature review that covers technical aspects and it presents the concept of Organizational Intelligence, Competitive Intelligence, Strategic Planning, and Strategic Management. The second part, is related with the company in scope, WINNING Scientific Management, where it addresses its growth and history as well as core services.

A crucial part of a strategic plan is the market analysis, where it is possible to observe the main data regarding management consulting services in Portugal and a prospect for 2020. Nevertheless, it is relevant to underline there were some difficulties with the collection of data for the price's component mainly to the competitors identified.

Posteriorly, it is shown a PEST analysis which objective is to highlight the indicators with higher influence in this industry. Later was elaborated a Five Porter's analysis, a market segmentation analysis, strategic groups analysis, competitors analysis, having in consideration the position of WINNING Scientific Management.

Taking account this, it was made a SWOT analysis presenting WINNING's weaknesses and strengths and market's threats and opportunities. Then, it was possible to elaborate a Cross SWOT analysis. Following the strategic plan structure, several strategies are presented following by the service-mix analysis.

After analyzing the market, both externally and internally, a questionnaire was developed whose objective is to evaluate the barriers and difficulties that the Head of Marketing have in getting to reinvent their products portfolio permanently. Finally, an implementation plan was made according with the strategy chosen, and monitoring mechanisms are defined to control and monitor the execution of the project.

3. LITERATURE REVIEW

3.1. Corporate Intelligence – The New Vision

3.1.1. Fundamentals

We live in a globalization era where is increasingly imperative to reinvent continually the business and where one of the crucial parts for the employees and management within a company is the intelligence component. There has been the necessity to restructure the company or transforming the business model; to organize, structure and create an innovation culture in the company; and to align the whole innovation process and organizational strategy.

Most of the projects arise of opportunities that leverage the business and contribute to the innovation process of a particular company. Jonash (2014) defends that *"innovation is a process where new and different ideas are implemented from concept to commercialization to result in new and better offerings or processes. It requires a risk taking and inventive mind-set to come up with new ideas and new ways to implement them."* With this, the company's intelligence comes precisely collaborate with customers in the innovation process, through continuous external and internal scanning in search of opportunities and threats (WINNING Scientific Management Website, 2017). Furthermore, the collection of all the fact and information that responds to the needs of key advisors and decision-makers, determines an effective corporate intelligence (Corporate Intelligence – PwC Main Brochure, 2010).

As we can verify, the traditional view of this concept is no longer only about the competition monitoring. Corporate intelligence involves also consumers, interest groups and the organization itself, focusing always on intelligence component in scientific knowledge production process. Therefore, both concepts, organizational intelligence and competitive intelligence, complement each other.

In this way, one of the challenges in organizations is to find performance indicators, known by KPI's, in order to help professionals to deal with strategic actions and to predict the future of the organization based on the company's operations, data and information available. By giving focus to intelligence, there are specified methodologies for management indicators such as Balanced Scorecard (BSC), which use the companies' mission and vision allowing it to structure its indicators in Competitive Intelligence (according metaAnálise Website, 2010).

Strategic Plan for a Corporate Intelligence Business Unit in Consulting Field

As mentioned above, client profile, their characteristics and skills are also factors that cannot be overlooked: *"Client is in the centre of innovation"* (Leandro Pereira, 2014). In order to well know your customer and to develop competitive advantage over competitors, a company should think higher and question: What are their needs? What are their habits? What they seek? Why they buy to the competitors? Why they leave? What image they have about us? How much, when and where they buy? Why they are with us? (Strategic Management & Control, 2014).

Clients are constantly looking for a continuously reinvention of their sources to reach competitive advantage face their competition. They try to overcome their difficulty in responding within time-to-market and in selecting and generating valuable proposals. *"Few companies holds a rational and intelligent innovation process, aligned with organizational strategy, which can identify market opportunities and improve organizational performance."* (WINNING Scientific Management Website, 2015).

For a project to be innovative there are some tools and techniques, which must be taken into account:

"Nobody has the luxury to wait for an obvious signal to start innovating. Why? Because if you've seen that signal, it probably means that somebody else has taken advantage of a new opportunity and has already left your company behind."(Patel, 2014)

Overall, to act differently and think innovatively implies three major stages: ask "what if?" and "what's next?" about your current situation; listen only a varied group of people; and try to learn.

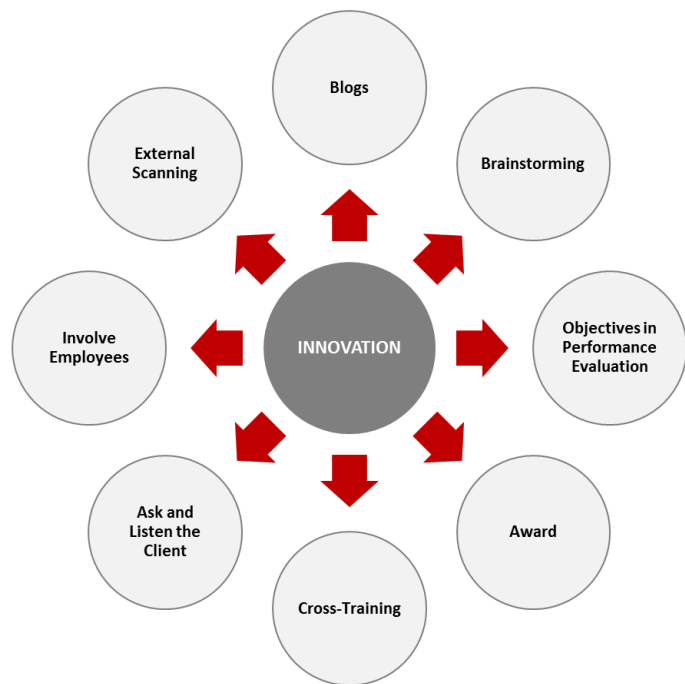*Figure 1:* Innovation Project: Tools and Techniques. Source: Strategy Management & Control, Class Notes, MScBA, 2013/2014

Management Consulting projects are aimed primarily at companies with a strong internal organization, a proven efficiency evidence, a competent and motivated sales structure, but with some difficulty in domestic and foreign markets with direct impact on their profitability. Another client target of Management

Consulting are successful companies with good market presence, defining ambitious growth targets, and that want to increase sales without reducing the creation of value for shareholders (THAMES Consultores Website, 2015).

The nature of services are totally transversal and cross-industry to different activity's sectors, going through Construction, Retail Pharmaceutical, Insurance and Banking companies. *"Typically, and in most cases the client profile is one of the 1000 largest companies in the market, due to his investment capacity, as well as the sensitivity and need for such services."* (WINNING Scientific Management Website, 2015).

Professionals must have capacity to implement methodologies, ability to adapt, flexibility, analytical techniques, Competitive Intelligence (CI) tolls and KPIs, always focusing on the companies' needs, with results in the short and medium term and in mitigating the company's activity risk. (MBI Website, 2015).

With the same importance or even more, it is the ability of the organizations to the creation of the right plans needed to achieve their aims, linking their resources for the same purpose, but with intelligence and focus to use the smallest expenditure possible regarding the resources component (Li, 2015). According Nazem, Chenari *et al.*, (2014), these goals will not be realized unless employees and "all" organization's management use intellectual capital as optimum.

3.1.2. Organizational Intelligence

Introduced in 1987, the concept of Organizational Intelligence (OI) has since been the target of several researchers in order to get clear as to its meaning and what its components are. Today's business leaders are facing a hard time handling the impact of the economic downturn on their companies. As competition increases and consumption drops to a long-time low, it is imperative to do things faster, better, cheaper and find new methods to capture and create value to survive. It is fundamental to have a timely and appropriate response and expend some time analyzing the environment (Jonash, 2014).

The significant changes that have taken place in the business world and the competition's dynamics that has been to pronounce, took intelligent companies to "innovate" its employees and absorb them in order to take advantage of organizational entrepreneurship in the best way (Hsu, 2014).

So, what is OI? Taking into consideration Akgun, Byrne *et al.*, (2007:283), *"Organizational intelligence is a manifestation of information processing, adaptive and emotional capabilities which are instantiated, reproduced, and changed through structures of signification, domination, and legitimation, and vice versa.".* It is a daily activity cognitively demonstrated and distributed through people's behavior, and organization's culture and routines.

Intelligence, the question of gathering, processing, understanding and communicating information required in the decision-making process, is one of the problems in the sociology of complex organizations that are also urgent problems for the administrative leader and it is the ability of organization in problem solving (Khanghahi & Jafari, 2013).

The resources that an organization dedicated to intelligence, the kind of experts who uses and the functions they perform are a product of several interrelated forces: the organization's relationship with its external environment and internal; the structural complexity of the organization; the availability of intelligence; and the rationalization's degree of the same environment (Wilensky, 2015).

Inevitably most managers do not have in mind issues such as: how to promote the level of collective intelligence, which also requires knowing the intellectual ability level, and what are the factors that influence OI, theoretical vision that is shared by Khanghahi & Jafari (2013). With a different point of view, Albrecht (2003) designed a modal where are seven key OI's dimensions:

Figure 2: Organizational Intelligence's dimensions. Source: Albrecht, K. 2003. The Power of Minds at Work: Organizational intelligence in action. New York: AMACOM Div American Mgmt Assn

- **Strategic Vision:** related with the capacity to generate progress and to express the objective of the company instead of a particular strategy, mission or vision concept.
- **Shared Fate:** creates an enormous sense of community as "We're all in the same boat".
- **Appetite for Change:** not always the will to change is enough to make it happen. Some organizational cultures have become so determinedly set in their methods of reacting, operating and thinking regarding to the conjuncture whose change means distress or discomfort.
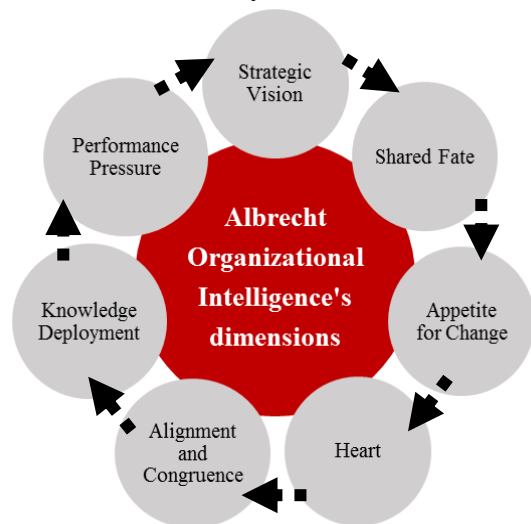
- **Heart:** distinct from Shared Fate dimension, this dimension has the heart's element with willingness in order to give more than usual.

- **Alignment and Congruence:** as the name itself indicates the system within an intelligent organization, defined largely, aligns all to allow employees to accomplish the mission.

- **Knowledge Deployment:** related with the culture's capacity to make use of organization precious intellectual and informational resources.

- **Performance Pressure:** this is not sufficient for managers to be worried with the company's performance, which means its accomplishment of recognize strategic objectives and tactical results.

As we can see, according to the author, OI involves not only behavioral dimensions but also emotional and cognitive. Furthermore, when there is an efficient application of the knowledge the formation of intelligent organizations is more likely to happen.

On the other hand, Mendolson (2007, cited in Nazem & Chenari *et al.*, 2014), has shown the financial part, i.e. OI has enormous impact on the financial performance of all companies. The author sets the relationship between the level of OI within a company with its profit and progress. In this way, organizations with a high level of intelligence gained more improvement and revenues. Besides this, these enterprises are the ones that can assure the right decisions that are established.

Looking for another perspective, Falleta (2008) defined the Organizational Intelligence Model, where he attaches great importance to the three different environment inputs and the key indices (see figure 3), which will influence company's performance outputs.
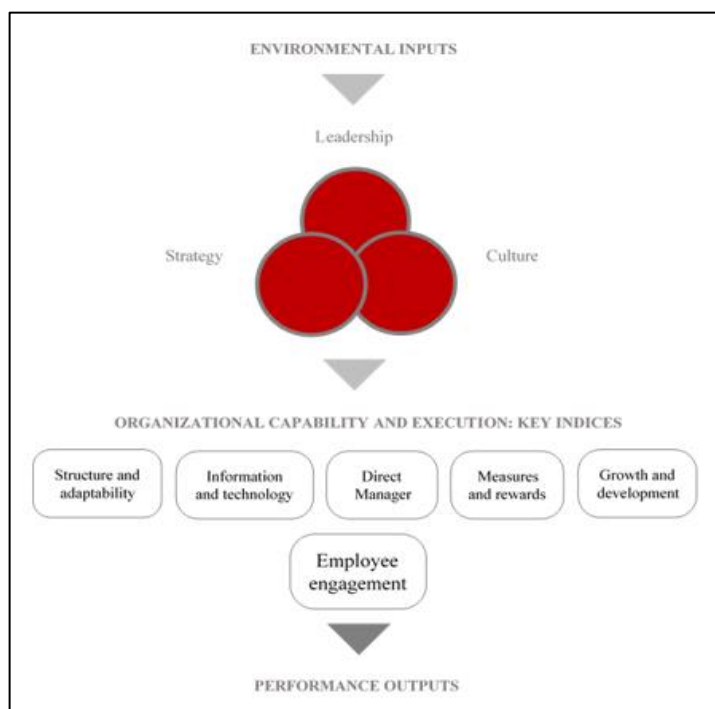

Figure 3: Organizational Intelligence Model. Source: Falleta, V. S. 2008. Organizational Intelligence Surveys. ABI/INFORM Complete. 62 (6): 52

According to my perspective and thinking about OI within emerging companies, its success will surely depend of different factors. So, employ intelligence people can ensure and guarantee the development and its success over the competition? Moreover, to what extent companies have capability to define successfully a model of OI in order to achieve excellent results?

Another method to capture and create value to survive within this market is through value chain framework by Porter, whose allows to see a *"service organization as a system, made up of subsystems each with inputs, transformation processes and outputs"* (Institute for Manufacturing Website, 2015). To better understand the activities through which a company develops its competitive advantage and creates shareholder value, it is useful to separate the business system into a series of value-generating activities and see how they're connected (Value Based Management.net Website).

3.1.3. Competitive Intelligence

Over time, the concept of CI has been developed and increasingly gaining importance. This was due, among other factors, the connection it has with the term corporate strategy first developed by Professor Michael Porter. To clarify, a firm has a competitive advantage when it implements a strategy that competitors are incapable to duplicate or it is excessively expensive to try to replicate (Hitt & Ireland, *et al.*, 2014).

Society of Competitive Intelligence Professionals defends that *"Competitive Intelligence is the basis of dynamic capability, those enabling implement sustainable competitive advantages, anticipating the competition and lead the market."*

CI can be approached in several ways by cover more than this designation, also being able to refer to competitive technical intelligence, technical intelligence, strategic intelligence, business intelligence, competitor intelligence, intelligence marketing and technology intelligence, having only the intelligence collection's targets as point of divergence (McGonagle & Vella, 2012)

According with Ioia (2014), it is fundamental organizations step-up and discover methods to stay one step in advance of market actions and source the right chances before others "squeeze" them out of the market. Often, the intelligence is used to protect against market changes and threats, and if possible, to identify tendencies and new opportunities, which will enable to growth.

As mentioned, CI has also numerous definitions. In accordance with Strategic and Competitive Intelligence Professionals, *"Competitive Intelligence is not market research, nor is it espionage, nor is it simply doing internet searches. It is a completely legal and an ever increasingly essential element in allowing organizations to make more effective decisions on both strategic and tactical initiatives. Competitive Intelligence also provides vital insights and serves as an early warning of future events, which uncovers positive or negative impacts to your organization"*. This information will generate insights to support the business to make decisions about future events, which can bring a sustainable competitive advantage to the company and can help with intelligent risk management.

According Ohtonen (2012), *"the innovation management process has become an important part of the operations of many businesses, as the recognition of the importance of initiatives towards innovation has become much more common."* Furthermore, to achieve this the best approach is to have a collection of innovation activities within the normal business cycle.

The figure 4 shows the 8 phases of an innovation management process that will help organizations to place all activities as a unique process. The eighth step is to start again, always looking for new solutions, needs and leading them through the cycle.

Knowing how the competitors operate, what offer, and what their strategy are, gives the capacity to detect what an organization is doing in a different way comparing with the market (Ioia, 2014).
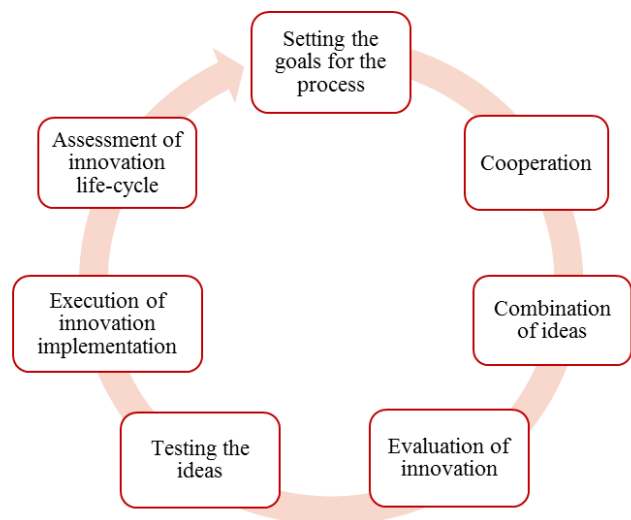
Figure 4: The 8 phases of an Innovation Management Process. Source: Ohtonen, J. 2012. The 8 phases of an innovation management process. BPM LEADER.

However, organizations must recognize that no competitive advantage is permanent.

Some of the insights are used to gain competitive advantage and to understand the differences within a specific company, such as customer sales and service, current competitor activities, operations benchmarking, marketing activities, acquisitions, new market entry strategies, market prospects in a long-term perspective, knowledge management and so on. It is fundamental to have in mind two things: did a company know its competitors better than they know it? If you offer the same as your competition how to make differentiation? (Figure 5)
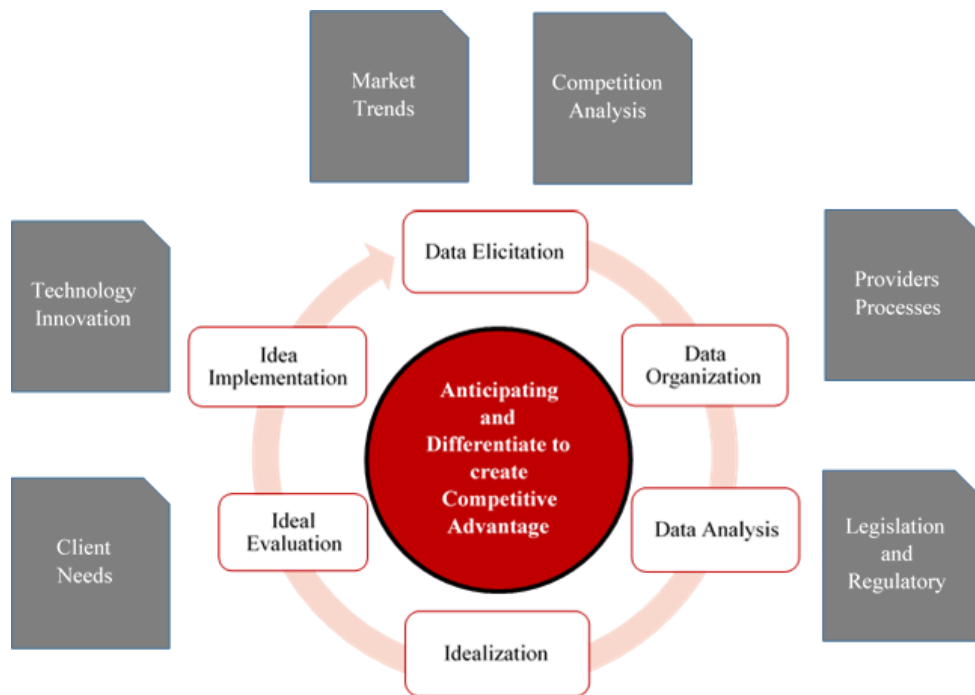
Figure 5: Anticipating and differentiate to create Competitive Advantage. Source: Strategy Management & Control, Class Notes, MScBA, 2013/2014.

But, after all, how intelligent is a company? It is very risky to base decisions relating to the organization, with obsolete or incorrect data. Thus, it becomes difficult to find out where are the relevant and useful information for the company, by also existing many sources of information available that consolidate them turns out to be a great challenge.

Currently, and according to SAP Website (2015), through the Business Intelligence platform, reports are accessible to those who needs and in addition they shall have the ideal context to take necessary measures in order to improve the yield of the company. Thus, both the employees as partners and suppliers of a company can access the information instantly allowing them to react more quickly. The important thing is not only to manage large amounts of information, but also have the necessary intelligence to know how to manage.

Afterwards these different visions about these concepts (Corporate Intelligence, OI and CI), I raise a question: to what extent an organization cannot hold a permanent competitive advantage? Referring to the innovation term, there are also some issues that I raise: Why is innovation difficult and elusive to sustain over time? and how can we make innovation sustainable and systematic?

3.1.4. Strategic Planning

"When the rate of change outside exceeds the rate of change inside, the end is coming".

Jack Welch (CEO General Electric)

First of all and not to confuse, the concept of strategic planning is different from strategic plan. Strategic Planning is an activity of organizational management, a disciplined effort that originates important actions and decisions that will guide and mold what a company is, what it does and why and who it serves always having the future as focus.

For the Association for Strategic Planning (2015:8), *"Strategic Planning is an organization's process of identifying its future direction and strategy and allocating resources in pursuit of that future direction."*

The annex I portrays the Strategic Planning and Management Framework, which is organized using the terms Lead, Think, Plan and Act, points that strategic practitioners should know and perform. Those five rubrics are seen as the "Building Block" and each of one is fully detailed in the annex I, table 1.

Besides this framework, ASP delivers opportunities to explore strategic planning practices and principles that improve organizational success and help the members' progress, regarding capacity for innovation, knowledge and professionalism. This plan is detailed as follows:

ASP 2020 Strategic Plan				
MISSION				
ASP is a non-profit professional society whose mission is to help people and organizations to succeed through improved strategic thinking, planning and action.				
2020 VISION				
Achieving superior outcomes through strategy				
STRATEGIES				
1. Develop and implement a new business model for ASP.	2. Define customer segments, value propositions, services and content needs; develop top priority services/content.	3. Enhance customer access and service delivery; develop and implement a transformational marketing and customer/member development plan.	4. Build out the Body of Knowledge and aggressively market Certification.	5. Define and adopt a leadership and administrative structure and policies that will best enable ASP to deliver on its vision.
2014-2015 STRATEGIC GOALS & METRICS				
Redefine ASP's business model	Generate immediate net revenue		Enable greater operational effectiveness	
• Model adoption • Realignment of strategies and actions to model	• Net revenue contribution • Immediacy of net revenue contribution	• Risk/return trade-off • Up-front funding required	• Board focus on strategy and policy • Reduced execution by volunteers • Committee deliverables	• Follow-through on strategy • Timely reporting and monitoring • Efficiency and expense reduction
2014-2015 ACTION STEPS				

1. Form business model task group
2. Conduct research
3. Analyze the research
4. Develop business model in a facilitated workshop
5. Present to Board for review and approval
6. Revisit and align strategies and action steps to new model
	1. Form customer segmentation task group.
	2. Determine segments
	3. Identify key services/content valued by each segment
	4. Prioritize existing and new services/content by value to and across segments, resource needs, revenue
	5. Recommend services/content development
	6. Board assigns development
		1. Task committees (e.g. Marketing & Membership, Chapters, International)
		2. Assess effectiveness of delivery channels (e.g. chapters, website)
		3. Recommend actions and budget for improving or expanding channels
		4. Improve/expand channels
		5. Create and gain approval for:
		  a. Brand strategy and messaging
		  b. Pricing strategies
		  c. Marketing plan and budget
		6. Drive execution
			1. Task the Certification Ops Team; form BOK task group
			2. Decide scope of BOK build out; develop plan/budget
			3. Secure Board approval and raise needed funding
			4. Write and validate content
			5. Revise and validate exams
			6. Publish
			7. Develop and gain approval for marketing plan/budget
			8. Execute plan per budget
				1. Form governance task group
				2. Identify key issues
				3. Develop and recommend:
				  a. Clear roles and responsibilities for Board and staff
				  b. Needed processes/protocols (e.g. planning, committees, reporting,)
				  c. Bylaws amendments to improve governance
				  d. New/improved policies
				4. On Board approval, publish in a coordinated manner

DELIVERABLES				
• New business model • Realigned strategies and action steps	• Customer segmentation • Services/content recommendations to drive development	• Channel recommendations and budget • Brand strategy and messaging • Pricing strategies • Marketing plan/budget to drive actions	• BOK build-out plan/ funding • Built out BOK • Marketing plan and budget • Effective marketing program	• Recommended roles/responsibilities, processes and protocols, bylaws amendments, policies • Volunteer leadership handbook

Figure 6: ASP 2020 Strategic Plan. Source: 2015. ASPBOK 2.0.: Strategic planning and strategic management body of knowledge. ***Association for Strategic Planning***

In strategic planning it is also important to discuss KPI. They are essential for business leaders to understand what is going on in their business. Looking for Lannon (2014), *"the first step to determining your KPI is to understand the difference between lagging and leading indicators and the second one is to define and monitor your business indicators."*

Regarding lagging indicators, those are used to evaluate the performance and allow the business leadership team to control how things are going. Lagging indicators, contrary to leading, measure performance data already captured, are calculated at the end of a period (month, quarter, etc.), and that is why they are easy to measure but difficult to influence or improve.

Leading indicators are typically input oriented, easy to influence and hard to measure. They can change quickly and most of the time are seen as a precursor to the direction that something is going. Leading indicators are also considered as business drivers due to come previously a trend

and to be early predictors of profit and sales. Any Strategic Planning should have the identification of leading indicators as a part of it.

But what should be used? Driving a business forward focusing on the past is not a good idea, and if someone relies only on lagging indicators, such as profit or revenue, sales, expenses, and inventory turnover to manage organization's performance, this fact will be verified. This type of indicators are important but once they are measured or calculated, it is too late to impact them. What is necessary are good leading indicators that allow the identification of issues and trends before they become real problems, and are enable to operate more cost-effectively.

So, answering the question what should be used, the best option is both ones. Lagging and leading indicators in combination give us a holistic view of a company's performance.

Moving on to the authors view about Strategic Planning and starting with Gandellini & Pezzi *et al.*, (2012), easily noticed some factors that best express strategy's purpose and nature in a business context:

- Over the medium-long term;
- Allocation of resources;
- Decisions established;
- Internal constraints and capabilities;
- Considering external threats and opportunities;
- View of specific objectives.

Ensure that employees and other stakeholders are working toward common objectives, define priorities, strengthen operations and adjust and evaluate the organization's direction to a changing environment, are some of those actions and decisions that are part of Strategic Planning (Balanced Scorecard Institute Website, 2015).

Furthermore, having in consideration Rothaermel (2015), to have a good strategy are required three components:

1. An extensive analysis of the competitive challenge, which implies a deep external and internal environment's study;
2. An effective policy that guide the company facing the competitors, but to achieve this, a strategy as to be defined.

3. Last but not the least, the establishment of coherent actions to implement the effective policy.

With these three stages a good strategy is set out enabling a firm to achieve a higher performance, where at times compete for resources is necessary.

Looking at the Gandellini & Pezzi *et al.*, (2013) prospect, strategic planning should be considered flexible in a long-range forecasting due to external "*breaks*", such as price increases (raw materials, for example), variations of macroeconomic factors (e.g. GDP), or technologic facts, e.g. internet. According the author, strategy making is based on present behaviours that are dependent on past data, events and information.

After realizing what constitutes Strategic Planning, if a firm only have two of the three components defended by Rothaermel, to what extent it cannot have a good strategy? This is so linear?

3.1.4.1. Strategic Management Concept

Nowadays, there is less agreement about what "*strategy*" is and even less agreement about what means and constitutes a "*good*" strategy, although most can agree that a firm's ability to survive and prosper depends on selecting and implementing this "*good*" strategy.

Certainly, there are countless definitions of these concepts, but according to Barney & Hesterly (2012: 22) *"…a firm's strategy is defined as its theory about how to gain competitive advantages" and "a good strategy is a strategy that actually generates such advantages."* All these theories are based on a collection of hypothesis and assumptions related with the way competition, within this industry, is likely to develop and how they can earn profit.

It is very difficult to know and to make sure if an organization is choosing the best strategy, owing to the difficulty in predicting the competitors' evolution. However, if the accuracy of hypothesis and assumptions was high, the competitive advantage from implementing its strategies will be also better. Barney & Hesterly (2012) believe this is the reason why an organization's strategy is practically always a theory.

For the author Lasserre (2012) the business strategy of a company is related with a set of choices that are essentials, which will set not only its value proposal to the market, but also its long-term objectives, how it organizes itself and how it expects to build and keep a competitive business system. Furthermore, the goal is to transform a static plan into a system that provides

feedback about the strategic performance to the decision-making and to coordinate in a systematically way, aligning resources and actions with vision, mission and strategy in a whole organization (Balanced Scorecard Institute Website, 2015).

Returning to Rothaermel (2015), the author advocates that Strategic Management interconnects *analysis*, *formulation* and *implementation* looking for competitive advantage.
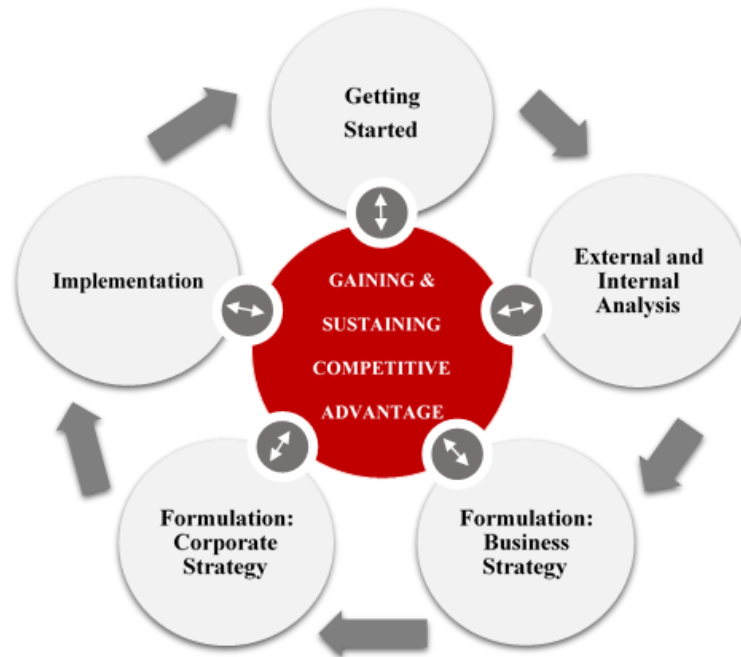
Figure 7: Gaining & Sustaining Competitive Advantage. Source: Rothaermel, F. 2015. Strategic Management. New York: McGraw-Hill Education

Figure 2 shows the AFI strategy framework, which incorporates this perspective of Strategic Management. As referred, AFI framework has three parts: Strategy **A**nalysis, Strategy **F**ormulation and Strategy **I**mplementation. Those are the pillars of knowledge and research concerning strategic management.

Strategy Analysis includes the point "Getting Started" and "External and Internal Analysis" that presupposes some approaches:

- What is Strategy and why it is important?
- Strategic Leadership: Managing the Strategy Process.
- External Analysis: Industry Structure, Competitive Forces, and Strategic Groups;
- Internal Analysis: Resources, Capabilities, and Core Competencies;
- Competitive Advantage, Firm Performance, and Business Models.

Strategic Formulation is related to the Business Strategy (differentiation, cost leadership and integration, innovation and entrepreneurship) and Corporate Strategy (vertical integration and diversification, mergers and acquisitions, strategic alliances, and global strategy, which means, competing around the world). In the last task, **Strategy Implementation**, we should take into account Organizational Design, Corporate Governance and Business Ethics.

AFI framework connects these three tasks that together help and support managers to plan and to implement a strategy in order to improve the results and the performance of a company regarding its competitive advantage. A manager does not formulate a strategy without taking account how to implement it, and this happens because of the interdependence among analysis, formulation and implementation.

According to Rothaermel (2015), when a strategy is implemented managers are, at the same time, analysing the necessity to adjust to a given circumstance. This fact allows us to conclude that they frequently happen simultaneously.

With all these explanations, arises a matter: there is a specific moment of the company's cycle that is more appropriated to use a strategic management and way of thinking?

3.1.4.2. Strategic Management Benefits

The importance of Strategic Management has been already referred along all concepts to be a transversal topic. Moreover, this approach highlights the interaction with managers at all levels of the organization in planning and implementation.

Based on Hiriyappa (2013), companies have to make choices among their competition and possible alternatives in order to decide how they will follow the strategic competitiveness.

Beyond that, (Hitt & Ireland, *et al.*, 2014), says that the resistance to change should be lower and it helps to eliminate the hesitation related with it. The prevention capabilities of company's problems and employees motivation are improved as well, due to the connection with each strategic plan. Those facts will contribute for a better productivity and reward relationship.

Another benefit of Strategic Management is the reduction of activities' gaps and overlaps between different groups and individuals.

3.1.4.3. Strategic Management Process

Oftentimes, it is tough to identify for sure that a company is following the best strategy, but it is possible to mitigate the likelihood of the mistakes. The best method to do this is through a carefully strategy's choice, following the strategic management process. With this, the probability to generate competitive advantage is higher (Evans & Walter, 2015).

To contextualize, the Strategic Management Process is the complete set of decisions, actions and commitments essential for an organization to reach strategic competitiveness and receive above-average revenues (Barney & Hesterly, 2012).

Analysing the Balanced Scorecard Institute (2015) perspective, there is a similar pattern between strategic planning and strategic management that are summed up in four basic phases:

1. Analysis or assessment;
2. Strategic formulation;
3. Strategic execution;
4. Evaluation or sustainment

In the first phase, an understanding of the present internal and external environment is the objective to allow a strategy formulation and a strategic decision-making, where is developed a high strategy's level and documented the strategic plan. Within the third phase, a strategy is chosen verifying a translation of the high level plan in more working planning and action points. The last one, is considered as the management phase where occurs a continuous improvement and an evaluation of strategic management issues, such as culture, performance, data reporting, communications, and others (Balanced Scorecard Institute Website, 2015). However, this process is costly regarding the invested time with the company's CEO.

All the strategies should be trained to minimize and anticipate possible disappointments related with expectations created.

Hiriyappa (2013) gives high importance to the organization's mission, approaching the process with other perspective:

1. Definition of the organization's mission;
2. Analyse of business environment;
3. Identify, evaluate and develop the current objectives and strategies.
4. Analyse of the strategic choice;

5. Strategy formulation;

6. Strategy implementation;

7. Control, monitor, guide and evaluate the strategy.

The analyse of the strategy choice requires the identification of the business & corporate level, the global strategies and the set of functional level that would enable the organization to survive, having in mind the current competitive environment. For Hiriyappa, strategy implementation aims the achievement of the long-term and short-term objectives.

The author also defends that Strategic Management is composed by several factors in order to deliver Strategic Management process, such as company profile and mission, annual and long-term objectives, functional strategies, environment analysis, policies, strategic analysis and choice, institutionalizing strategy, and control & evaluation strategy.

As Hiriyappa, Hitt & Ireland, *et al.,* (2014), have also their vision and opinion about Strategic Management process. For many, their perspective is too detailed and linked regarding other writers as may easily be seen in figure 8.
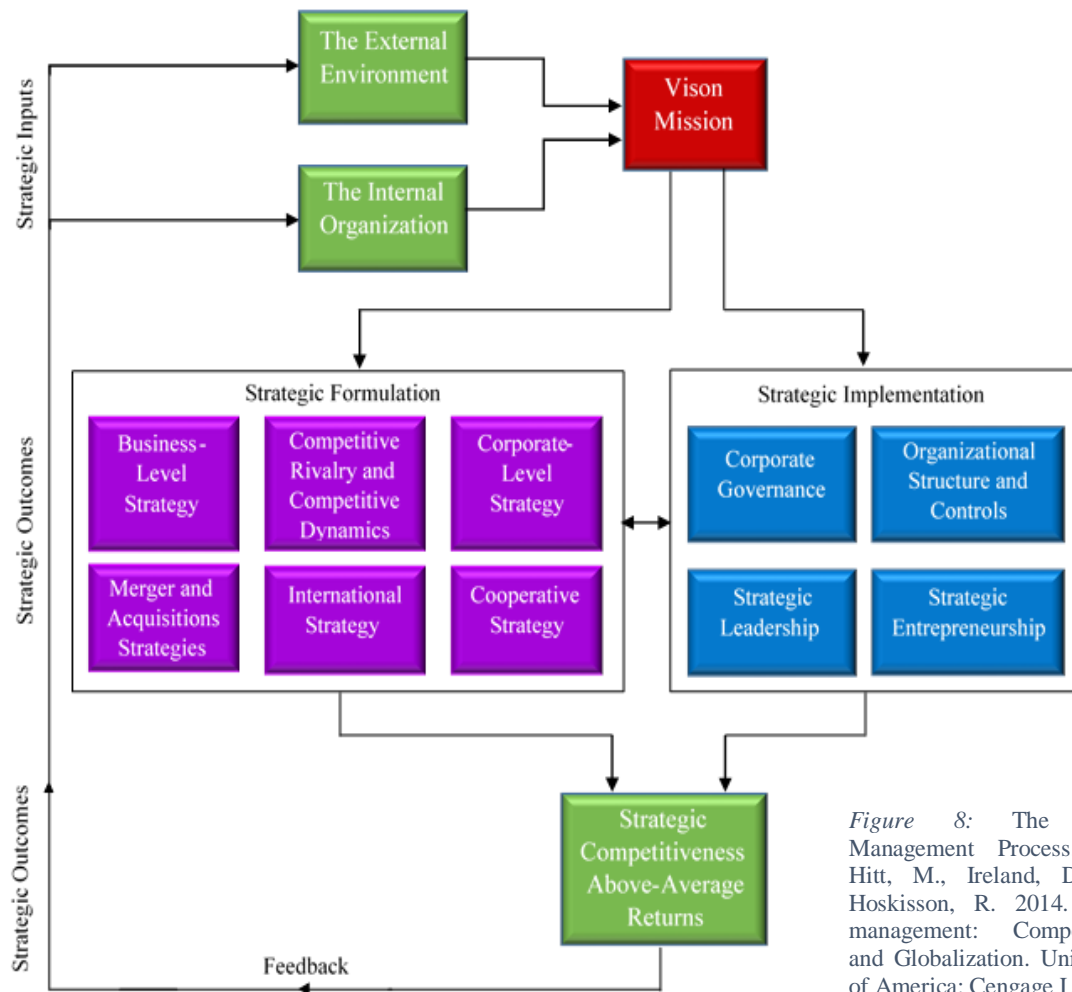
Figure 8: The Strategic Management Process. Source: Hitt, M., Ireland, D. R., & Hoskisson, R. 2014. Strategic management: Competitiveness and Globalization. United States of America: Cengage Learning

As illustrated, three steps are distinguished: **Strategic Inputs**, **Strategic Actions** and **Strategic Outcomes**. In the first one is implied the analysis of firms' internal and external environment with the purpose of determining the way a company uses its capabilities, competitive advantages, resources and core competencies. Strategic inputs will allow firm's development, regarding its mission and vision.

According with Hitt & Ireland, *et al*., (2014), there are several strategy actions a firm can choose in order to discover its competitive advantage over competitors (figure 8). To implement those strategies, actions are taken toward reaching strategic competitiveness and higher returns than average.

Returning to Gandellini & Pezzi *et al*., (2013), the authors give much importance to the constant feedback in the middle of objectives, decisions and ambitions. For them, the interrelationships between activities, the process sequence that links them, the analysis, implementation and control's phases are essential for an accurate strategic management approach.

They defend that mission, vision and objectives of an organization represents a sort of "compass" even though they also represent relevant constituents of a strategic choice. Moreover, to have coherent and indicated skills, resources, and structures is fundamental to pursue a strategic objective. Nonetheless, the majority of strategic choices are strongly influenced by those components.

Gandellini & Pezzi *et al.,* only considers five majors' elements of a strategic plan:

Figure 9: The Five Major Pillars of Strategy. Source: Gandellini, G., Pezzi, & Venanzi, D. 2013. Strategy for action – II: Strategy formulation, development, and control. Italy: Springer Science & Business Media

First pillar refers to Mission & Vision, what means, to know where the company will be active and with which long-term values and objectives. This imply a knowledge about product and/or service categories, market segments, geographic areas, and core technologies.

Regarding the second one, vehicles, is basically the method used by a firm in order to get a competitive advantage compared with rivals. It is through an internal development (which could be vertical, horizontal or a diversification), a joint-ventures, a licensing, an alliance, or an acquisition.

Resource allocation logic, the third pillar considered by Gandellini & Pezzi *et al.,* is about how we will win and here there is a focus on resources, so that the company can stand out in terms of performance indicators.

Looking for Staging, the following phase, boils down to a matter: What will be firm's sequence of moves and velocity? It will be a question of expansion? What will be its initiatives?

To finalize, how will a company obtain its returns? This issue has to do with the economic logic and obtaining returns may be through several pathways:

- Best value of affordable prices and competitive costs?
- Lowest costs through scale advantages?
- Lowest costs through scope and replication?
- Premium prices due to unmatchable values?
- Premium prices due to proprietary product features?

Those pillars identifies the major questions that should be exhaustively answered. It is evident that all the various parts of the strategy will need to be strongly integrated, complementary, and consistent, both from a logical and an operational standpoint.

3.2. WINNING Scientific Management

Increasingly one hears about *start-up's* term but in reality we many times do not know exactly what this means and what are the conditions to a company be consider one of them or from when a company leaves to be it. As known, start-ups are nothing more nor less than the materialization and the establishment of an idea with value, or more, always on the basis of the entrepreneurship's concept (Barroca, 2012).

Hereupon and with the boom of the internet, in the nineties, several newly established companies begun to designate themselves as a start-up that seek to develop a scalable and repeatable business model, which means the company will be able to reach a high number of clients and create profit in a short time (Nanda & Rhodes-Kropf, 2013).

WINNING Scientific Management, with only six years, and working in national and international markets in the context of consulting and management training services (besides Portugal, is also present in UK, Italy, Spain and Angola), had an exponential evolution until the date of today[1].

According with WINNING Corporate Presentation (figure 10), the company started with only five employees and ended the year with 0% liability and 25 employees. To surprise, its revenues at the beginning of 2013 was about 1.2M€. In the following year the number of employees grew strongly to 54, always with 0% of liabilities. When 2014 started, the revenues were nothing more nor less than 2.5M€, which means 101% of growth. Looking at 2015, we can observe the

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[1] Confront with Annex II - WINNING Track Record 2015, p.59

continuous evolution with 3.75M€ of revenues and reaching 89 employees. In 2014 the liability was also 0%.

Figure 10: WINNING Scientific Management Milestone Chart. Source: WINNING Corporate Presentation 2015.

Composed by a team with solid experience, its view is that each client and each employee find on WINNING the way to their success, whose mission is to work with their customers as productivity accelerators, and with predictability in their operations, business and projects. WINNING has a total of 41 clients regarding its expertise within each Competency Centers: Benefits Management, Business Analysis, Project Management and Human Capital[2]. One of the most feature mentioned by them is that the company has always its doors open to all and is always receptive to new challenges and opportunities, which clearly helps to gain competitive advantage.

WINNING shall be governed by a number of values showing a passion for what they do. The cooperation and mutual aid are always present in daily life of each one, allowing everyone to contribute to an attitude of utmost professionalism, fairness and respect. Passion, performance, predictability, positive beliefs and proactive participation are key words that are instilled in all, from the first moment.

With these ingredients and with the maximum will, the company pretends to achieve in 2015, several objectives in the Revenue Increase perspective, such as: increasing turnover and number of workers; comprehensiveness of more activity sectors; create some areas within another ones that are already operational, highlighting the area named by Corporate Intelligence which will be the focus of this Strategic Plan; and others, which will receive the proper attention in the medium to long term. To obtain this WINNING implements in their daily life cross-selling, through the launch and the sale of a new service along current clients, attracting them (Sharepoint WINNING, 2015).

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[2] Confront with Annex III - WINNING Clients regarding 2015, p.60

4. REFERENCE FRAMEWORK

The main objective of literature review was to understand different perspectives of Corporate Intelligence concept according several authors and identify the most suitable strategy that should be applied into a specific business. It became necessary to search more about the Corporate Intelligence industry in Portugal, as well as understand which could be the best strategy to implement that area in a company. Based on what was shown before, it is relevant to point out the three main phases of a good strategy:

First phase: An extensive analysis of the competitive challenge, which implies a deep external and internal environment's study.

Second phase: An effective policy that guide the company facing the competitors, but to achieve this, a strategy as to be defined.

Third phase: The establishment of coherent actions to implement the effective policy.

All of these concepts referred in literature review may have updates since they are regularly studied. The analyzed information has a significant importance on the strategic decisions presented on this strategic plan, and it is built on what is considered the best approach nowadays.

On the other hand, there are several external and internal factors that can be modified making this strategic plan less appropriate. Furthermore, it is necessary to take into account that all propositions presented here can have some adaptations. It is very difficult to know if a business is choosing the best strategy, owing to the difficulty in prediction the evolution of the competitors.

5. MARKET ANALYSIS

5.1. External Analysis

5.1.1. Context Analysis

To contextualize, the consulting world in a comprehensive way is the provision of a particular service delivery, usually by qualified professional and knowledgeable theme. Consulting service offers to the customer happens through diagnosis and processes and aims to raise customer needs, identify solutions and recommend actions.

According *The Statistics Portal*, in 2015 revenues of business consulting in Portugal reached 3.47 billion U.S. dollars and the same revenue are projected to reach 3.42 billion U.S. dollars in 2020, if current conditions remain, leading to the conclusion that there was a minimal evolution (figure 11). Both today and in the future, management consultancy services will continue to be of the oldest activities in the world, since people are constantly in need of support in various subjects, which also contributes to a steady growth revenues.
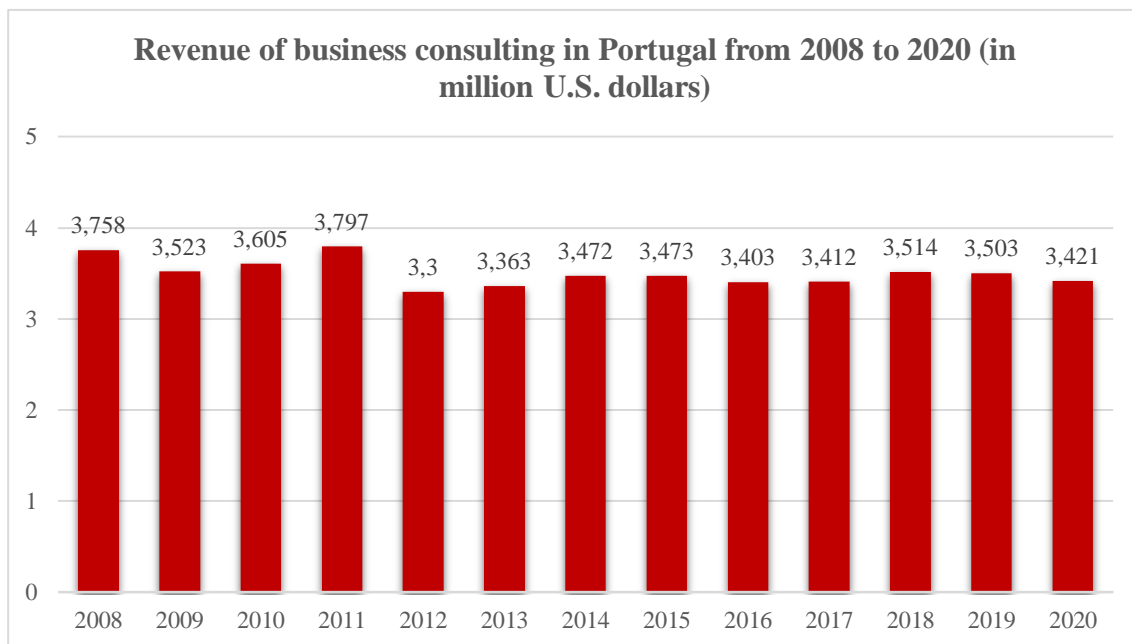

Figure 11: Revenue of business consulting in Portugal from 2008 to 2020. Source: http://www.statista.com/forecasts/395396/portugal-business-consulting-revenue-forecast-nace-m7022

5.1.1.1. PEST Analysis

In order to understand the general industry environment in which WINNING Scientific Management operates and, in which is inserted corporate intelligence area, is important to analyze the impact of Political, Economical, Social and Technological factors. Therefore, we are able to identify the main external influences that affect or restrict decisions and business performance in the Portuguese market.

Political

Starting with the State Budget for 2015, Portuguese companies have 21% of IRC, which means a relief of the tax burden that will be progressive until 2016. This fact is directly related with country's money, once the lower the IRC, Portugal has more money in order to invest, which is in favor of growth and development of innovations. With this measure, the Government implements the principle of fiscal stability and predictability in order to ensure the effectiveness of this reform in the promotion and investment attraction.

Fiscal's Competitiveness Observatory of 2015 refers that more than half of Portuguese companies (54%) believe that justice's operation remains the biggest obstacle to investment in Portugal, together with the context and bureaucracy costs, which can have a negative impact on growth of the corporate intelligence services.

Portugal has to innovate, reinvent, invest in entrepreneurship, strengthen relations between universities and companies in terms of innovation and make the world their market. Few are the factors that hinder this evolution as hyper regulation and tax burden, which in other hand, can provide conditions to move forward with the exploitation of corporate intelligence' services.

The political viewpoint is highly dynamic to create incentives through technological and social innovation, factor that is essential to generate business around what the state cannot solve as new services related with innovation and intelligence. Horizon 2020 program is one of those incentives, whose main objectives are to ensure the industrial leadership in innovation and reflect the priorities of the 2020 strategy. This program includes a major investment in key technologies (Industrial Key technologies) as well as increased support for SMEs.

Economical

Started to affect Portugal in 2008, the economic crisis has had a really impact in Portuguese deficit, GDP, inflation rate and among others, which leads to economy adjust for both scarcity and abundance, forcing businesses and consumers to adapt to new business models and markets in a way never seen before.

Regarding the inflation, Portugal registered in June in 2015 0,802% compared to 0,419% in June 2014. The Bank of Portugal stated that the price developments remain very moderate at least until 2016, which can affect indirectly the demand for innovation.

Figure 12 shows that the structure of the Portuguese economy is characterized by a high share of the service sector, like its European partners, which contributed 76.7% of GVA in 2015. According with these data, Corporate Intelligence area seems to have conditions to increase within services sector.
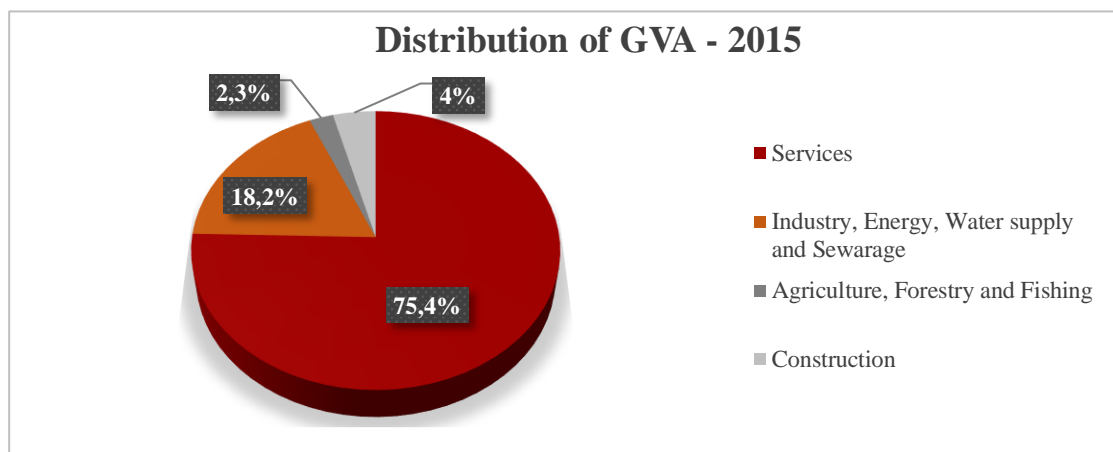
Figure 12: Distribution of GVA – 2015. Source: Instituto Nacional de Estatística. https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_publicacoes&PUBLICACOESpub_boui=277196731&PUBLICACOESmodo=2

Despite the consulting sector has been assuming an increasing importance in the economy, there still remains a very small market when compared with other Western European countries, including Germany, UK, France, Spain and the Nordic countries. This discrepancy is even more apparent in the last two years in which after a period of clear growth, the consulting market in Portugal has been stagnant, largely owing to the economic crisis and the subsequent retraction of the investment. This can be clearly an opportunity to the development of corporate intelligence business unit concerning the expansion issue.

Consumers will demand unique services and products, and businesses will have to take the form of keeping up with this demand, whose capacity is due to the great evolution of the Internet and mass media. In addition, it will also allow its access anywhere and time.

During the next years, people will no longer need cash to start a business. It will be easier, the cost will drop, and that tendency will continue in the years ahead as the emerging of smarter, smaller and lighter systems and manufacturing methods. With the increasing introduction of digital technology in the several business processes, services and products, the infrastructure is getting lighter, and it is to verify cutting costs and reducing barriers to entry.

Social

Addressing the issue of social mobility in our country, the scenario is not the greatest. Second measures of the OECD, Portugal along with United Kingdom, United States, France and Italy are the countries with the lowest social mobility, largely due to young people who have been strongly affected by the economic crisis. Although education is the most direct source for growing social mobility, which is also an important fact to companies and their improvement, schools have very little influence in reducing inequalities, as these are already existing in children when entering the school teaching.

Already mentioned earlier, by 2020, communities will be transformed, driven by social and mobile technologies, which will change the way people work and behave. The web and mobile platforms will encourage people to use forums and build communities and other relationships in order to achieve political, social and economic decisions, point that gives some hope to the corporate intelligence's development. With this context, where consumer habits and social behaviours are constantly changing, companies must be able to follow these changes and to reinvent their business model.

Technological

Portugal is currently considered a top country in providing technological services, and high and medium-high technology sectors in Portugal correspond to 3.1% of companies. These sectors accounted, in 2012, a significant portion of the turnover and GVA generated by the total non-financial corporations. By 2020, technology prices will continue to fall and the tendency is for this to be increasingly sophisticated and ubiquitous.

A study by the National Association of Companies of Information Technologies and Electronics concluded that hiring in technology sector will increase 30% over the next three years, particularly in small companies, proposing an unemployed conversion plan. Those who become talented in gathering, analysing and managing digital data will probably increase competitive advantage over the others.

The software and hardware technologies we use every day will get smarter, helping people streamline difficult tasks and to make daily decisions, which becomes a plus point for the emergence and growth of corporate intelligence. Smart devices will be embedded in consumers' lives, business enterprises, thereby changing the way we work and live.

Overall

The evidences are that the context is in favor, which means, there are conditions to develop and move forward with Corporate Intelligence business unit. The largest facilitator in the analyzed context is the *Technological* factor, whose e-commerce is improving with each passing day, which facilitates levers' creation. Also in *Social*, there has been an increase in the education level, where more and more students choose to study abroad. This has contributed to enrich the country especially in knowledge. *Economical* component is also an enabler to Corporate Intelligence Strategy due to the development of infrastructure and the reduction of barriers to entry.
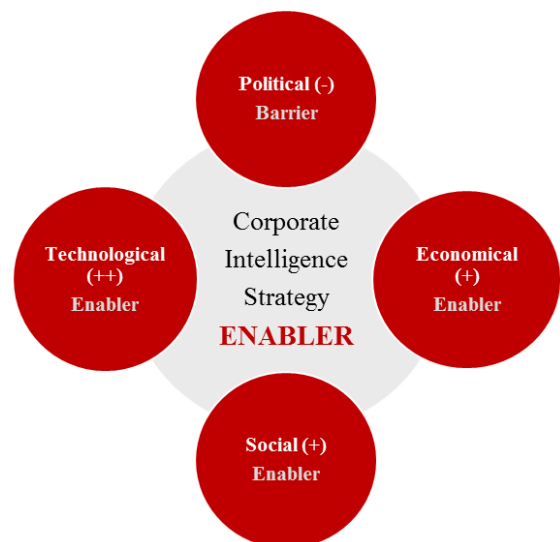

Figure 13: PEST Overall Analysis. Source: Own elaboration, 2016

In other hand, there must be greater attention with the *Political* factor that are perceived as a barrier in actual context, primarily because of the high tax burden.

5.1.2. Industry Analysis
5.1.2.1. Porter

Regarding WINNING Scientific Management, which has as portfolio consulting services, professional training services and research and development services, 5 Forces of Porter's analysis will focus on the *Corporate Intelligence* Industry as specific environment to study, whose goal is to increase organizational performance and accelerate economic growth of organizations, in order to gaining competitive advantage in the marketplace.

To facilitate the analysis of corporate intelligence world and competitors, nothing better than to specify it by areas. This service includes services as Strategy, Innovation, Global Innovation, Marketing, CI, Organizational Intelligence, Strategic Intelligence, Operations Strategy, Strategic Planning, Continuous Improvement, Creating Problem Solving, and Open Innovation.

Furthermore it is also important to define the industry in terms of the geographical boundary, where only Portuguese area competition will be analysed.

Rivalry within the industry

In relation with the competition in *Corporate Intelligence* Industry, it is considered a low number of players on it, which means that the market has few companies in the industry (e.g., Roland Berger, Roland Berger, and McKinsey&Company) with a very small group of companies leading the sector, considering then an unbalanced competition.

About the service differentiation, it is high mainly due to the several areas that are included in it, previously detailed. In terms of transition costs that the final client (e.g. WINNING) faces when switching the supplier (Human Resources), relates with the work complexity and it is considered as medium. Regarding the networking level in Corporate Intelligence industry, it is not high which also does not contribute to a major increase in the level of competition within it.

In addition, what if the players decide to exit this market? Will be easy for them to do so? It is not tough to exit from this industry due to the expensive and highly specialized resources.

Having all of this said, it can be concluded that it is difficult to have a high rivalry, at least for a while. So, there is a medium competition within the industry, which means that the strength of this force to the attractiveness of the market is **MEDIUM** (2,8).

Threat of Substitute Services

In the *Corporate Intelligence* Industry it is considered as substitutes – services that satisfy the same customer's need in terms of demand – all management consulting services that satisfy the needs of certain company, both at the level of the objectives stipulated as the results generated.

It is also possible to identify a large disposal of substitutes, being easy for the client to find them and to decide to change supplier, with low costs of transition**.** Moreover, the profitability of substitutes' suppliers is medium, fact that can be explained by the low price-performance ratio between substitutes and the industry.

Having in mind these facts the strength of substitute services can be considered as **MEDIUM** (2,7).

Threat of potential New Entrants

This force is determined having in consideration the analysis of numerous factors. Here, the new entrant represent **SOME** threat for different reasons: the high brand identification, which means that if a new entrant intends to enter this industry it will face big and well-known companies here, making hard their recognition by the customers; the high service differentiation that forces the new entrants to look for different ways to differentiate themselves to be able to enter in the industry; and the lower level of capital that is needed, favourable factor to the emergence of new entrants, once the majority of companies have leased spaces and basic materials being enough to develop new technology and strategies.

In terms of retaliation by existing firms, this is unlikely to happen. However, the new entrants will have to face some barriers in relation with the knowledge and capacities needed to be able to accompany the others.

For all these reasons, the possibility of new entrants is **MEDIUM** (3,3)**.**

Bargaining Power of Suppliers

In order to analyse the Bargaining Power of Suppliers in the *Corporate Intelligence* Industry, it had to see in detail some factors that led to the conclusion on their **LOW** bargaining power in this market (1,5). Here, the Human Resources are the suppliers, who hold the power of decision from who will join to the company and are able to enrich their human capital. There are currently a lot of offer, which contributes to the reduced power of suppliers.

Analysing some factors, it can be concluded that the number of suppliers is high presenting also a low degree of concentration and size, meaning a low contribution for their strength.

Bargaining Power of Customers

Here customer is very specific and for them the importance of the services' quality that are sold to them must be high. There are a few customers in this sector and not that easy to drain the service, which contributes to the increase of their power (4).

The availability of substitutes' products for them also contribute to increase the bargaining power of customers, making the *Corporate Intelligence* Industry more dependent of their choices.

Overall

After this analysis, it can be determined by the interests of industry and business with the meeting results of these five forces (Figure 14). Having in consideration all of them it can be concluded that is facing a **MEDIUM ATTRACTIVENESS INDUSTRY** over the long term, which means that in case of the company being already inside of it this level of attractiveness could be good or bad, just like the case of WINNING Scientific Management. For a company that wants to entry in *Corporate Intelligence* Industry is can represent a barrier or an enabler.
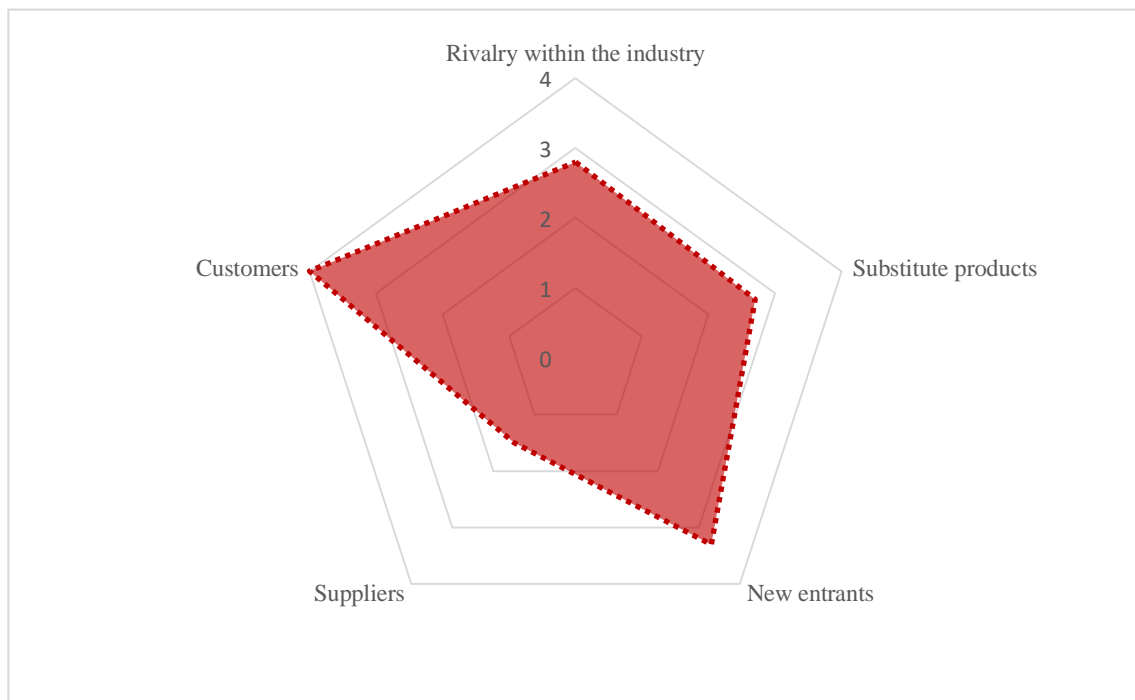

Figure 14: Five Forces of Porter's Analysis. Source: Own elaboration, 2016

5.1.2.2. Market Segmentation

The *Corporate Intelligence* Industry is changing, technology is quickly developing, new business models are emerging, consumers' behaviours are changing and consequently the competition begins to appear. Therefore, a correct segmentation assumes a great importance in today's market in order to properly fit the customers' needs and concentrate its resources on a true profitable marketplace.

Corporate Intelligence Industry is a broad marketplace that offers diverse services to clients. Within this industry, it is possible to segment different types of services able to keep client engaged, which are: Strategy, Innovation, Global Innovation, Marketing, Competitive Intelligence, Organizational Intelligence, Strategic Intelligence, Operations Strategy, Strategic Planning, Continuous Improvement, Creating Problem Solving, and Open Innovation, that will be the principal focus.

Regarding the horizontal segmentation, it is possible to segment the client profile of the *Corporate Intelligence* Industry, as Head of Marketing, Top Management and Head of Innovation & Development, which need these services.

Also related with horizontal segmentation is possible to define the service concept, which focus on intelligence component in scientific knowledge production process, involves competition monitoring, consumers, interest groups and the organization itself. This relates with innovation process, through continuous external and internal scanning in search opportunities and threats.

For the vertical segmentation it is possible to segment the market by types of activities, that is, how the *Corporate Intelligence* Industry creates and allocates value in order to increase the customer engagement. As a result, this service delivery is performed to consultancy, training, staffing and research.

5.1.3. Strategic Groups

In order to analyse the Strategic Groups (figure 16) in which WINNING Scientific Management inserts the service that is providing to their customers, *Industries* was used as the ordinate axis and on the abscissa axis *Range of Solutions* was used. To value *Industries*, the analysis was based on the industries' amount that each company has, which means its expertise and consequently the ability to provide services to the final client.

On the other hand, *Range of Solutions* takes account the wide range of solutions that the company offers to the customer. The greater the variety and amount of solutions that company presents greater satisfaction and possibility of winning along that same customer, not only for the initial service but for new projects. Moreover, in order to accomplish this analysis it took into account four main competitors, McKinsey & Company, Booz Allen Hamilton, Roland Berger, and Bain & Company, which means that in this industry WINNING Scientific Management face four competitors. Also the size of the circles represent the size of each company in the market, instead of being based in the market share of each ones due to the lack of data, are based in the number of employees in Portugal. As a result, according to those sources Booz Allen Hamilton has in Portugal approximately 400 employees[3].

	Industries	Range of Solutions	Employees[2]
Booz Allen Hamilton	7	5	403
Roland Berger	10	6	19
McKinsey & Company	22	7	100
Bain & Company	14	11	95
WINNING Scientific Management	12	6	100

Figure 15: Characteristics of the main competitors. Source: Own elaboration, 2016

Figure 16: Strategic Groups. Source: Own elaboration, 2016

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[3] Source: e.informa.pt

[2] Approximated values

Starting with Roland Berger, this competitor has services that cover almost the whole sort of management consulting, extending its industrial know-how from Chemicals to Telecommunication. Besides this, Roland Berger holds a strong functional expertise that guarantees superior strategy services for their clients. To add to the functional knowledge, the company also owns A to Z know-how through its various specialists, which means a huge range of solutions.

Regarding McKinsey & Company, the investment involves experienced consultants who had a deep sector know-how to ensure the success of its customers. According to its vast experience, organizations need especially to monitor the competitive dynamics, among other factors in order to compete and establish themselves on the respective sector. Its global experience in the sectors encompasses most of them, from High Tech to Oil & Gas. As far as the offering, McKinsey has several consulting capabilities such as analytics, Client Learning, Digital, Implementation, Recovery & Transformation Services, each of which presents a broad range of solutions and experts. So, McKinsey is constantly helping companies to drive superior business performance through processes, business models, innovation in products and services.

Analysing Booz Allen Hamilton, it provides services mainly in three major prospects: Civilian Government Agencies, Commercial Solutions; and Defense & Intelligence Organizations. This means that Booz Allen Hamilton serves sectors as Energy, Life Sciences, Health, Transportation, Marine Corps, Army, among others. Beside this, Booz tries to empower their clients to build new value through several consulting capabilities such as: Management Consulting where they have the expertise in Change Management, Strategic Communications, Strategic Simulation Planning, and Operational Efficiency; Engineering, focusing on C4ISR and Rapid Prototyping; Technology, more specifically in Systems Delivery, Cyber Security, Technologies and Capabilities; and Strategy Innovation, in other words Predictive Intelligence and Innovation Services.

Concerning Bain & Company, all industries are covered by its extensive experience allowing them to offer to their clients, innovative business ideas and new perspectives. These services focus on the most critical opportunities and issues as digital, technology, strategy, marketing, organization private equity, and transformation.

Focusing now on WINNING Scientific Management, its industry expertise also covers most industries, particularly Engineering & Construction, Energy, Healthcare, Pharmaceutical, Bank & Insurance, Public Administration, Retail, Services and Telecommunications. WINNING

invests in four major areas that provide different services and solutions: Management Consulting, Management School, Management Technology and Management Research. Each of them have several solutions with experts properly prepared to apply to each client with the most diverse problem.

After this analysis it is clear that the goal of WINNING may reach a greater number of industries as well as available solutions. A company that only works a Market Niche can represent a company that is not focusing on potential niches that could help to leverage their business, eventually not be able to diversify their offer. It should always think in a maximum amplitude. However, when the range of industries is high, the risk also arises of not existing the necessary focus, it is therefore important to carefully analyse the position that is sought in order to become balanced and stable in the market. According to my perspective and from what has been analysed, the size of a company is not greater signal number of industries, but that we are facing a different business strategy.

5.1.4. Competitor Analysis

The Competitive Index Analysis supports the company to realise, in a better way, what are the attributes that clients value the most in this specific industry, to predict the competitor decisions and strategies and also how it would react to new initiatives. Furthermore, the given index analysis provides additional information regarding which companies are best meeting customer's needs and their expectations in relation with the attributes. This way, it is easier to understand how good we are doing compared with our competitors.

There are some attributes that a regular customer of this industry most value that are Customization, Expertise, Quality, Reputation, Reliability and Services. All of them have their importance for the customer but there are some that are more important than others, for instance Quality, Expertise and Service seem to be the attributes customers value the most in this industry. This leads me to the conclusion that customers want from this specific industry a good service from a company that has experts in several sectors with the best quality possible.

After this analysis, it is time to move forward and see how good WINNING is doing compared to its competitors (McKinsey & Company, Booz Allen Hamilton, Roland Berger, and Bain & Company). Analysis show that WINNING Scientific Management has done quite well in almost attributes previously mentioned with the exception of Reliability. This attribute, explained by the few years of experience, is where WINNING needs improvement in order to

create future competitive advantages. Nowadays, the company has had a remarkable growth, having achieved increasingly win the trust of its customers.

The following analysis (figure 17) shows that WINNING even though has done quite well in the majority of the attributes important for customers, it needs to focus their attention in Reliability, in order to reinvent even more their business model and to increase in this industry.
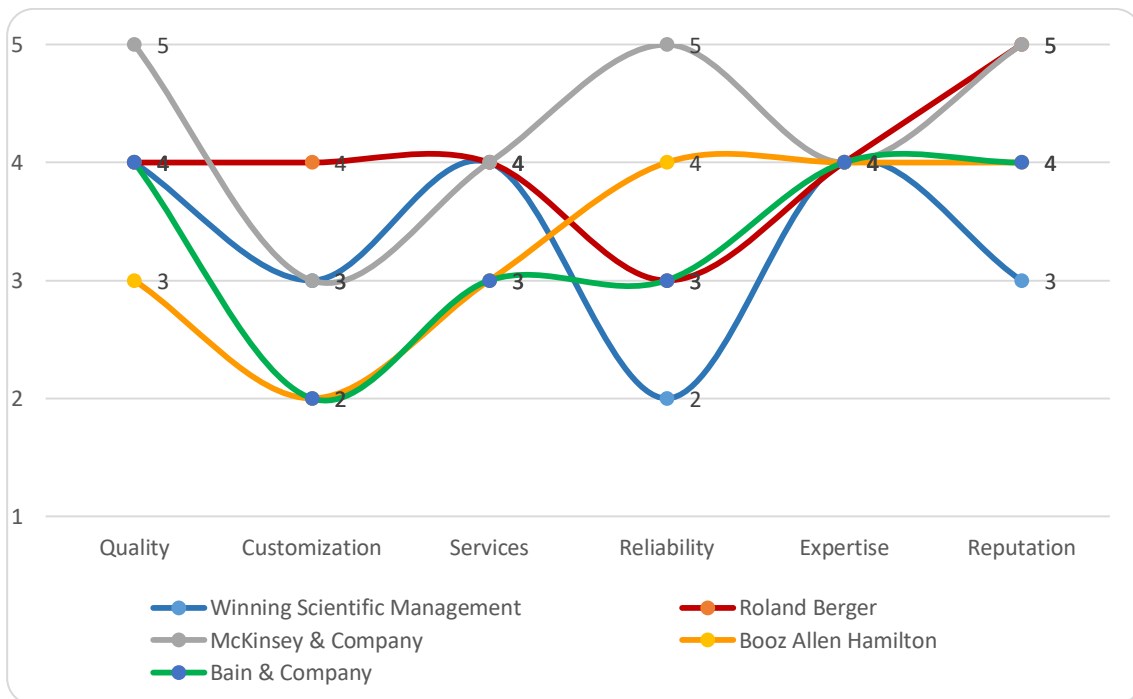
Figure 17: Competitive Index Analysis between the main competitors of the industry. Source: Own elaboration, 2016

5.2. Internal Analysis

5.2.1. Value Chain Analysis

Primary Activities

To better understand the activities through which WINNING Scientific Management develops its competitive advantage and creates shareholder value, it is helpful to separate the business system into a sequence of value-generating activities.
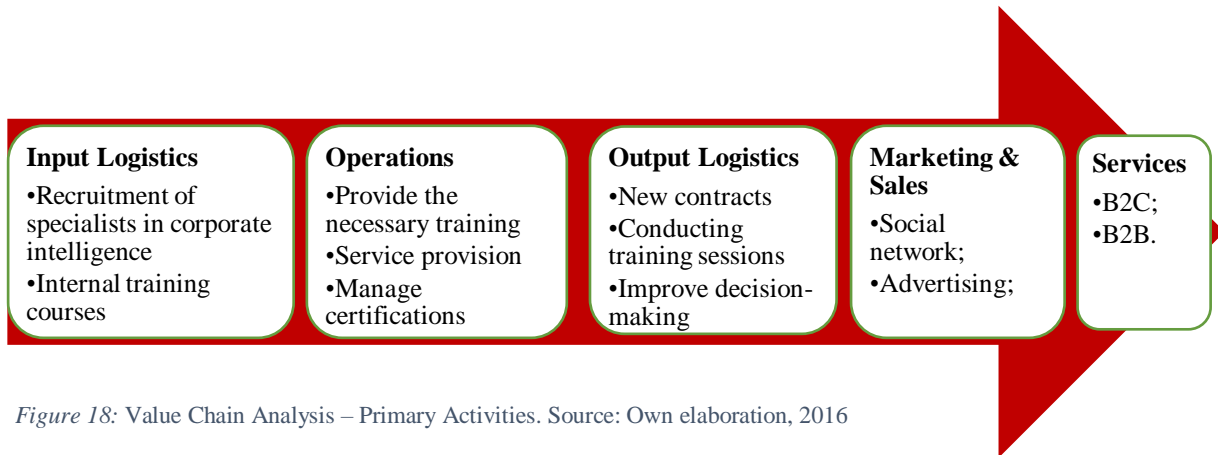
Figure 18: Value Chain Analysis – Primary Activities. Source: Own elaboration, 2016

Inbound Logistics: Recruiting experts in corporate intelligence; acquisition of knowledge, in order to train staff and to deliver the best service;

Operations: Provide the necessary training to specific employees; manage certifications; provision of customer service.

Outbound Logistics: The process of acquisition of new contracts; Conducting training sessions in corporate intelligence; and better decision making on a manager's daily basis.

Marketing & Sales: Communicate the service and its benefits and maintain a close relationship with customers.

All of this will be possible through website, Facebook, direct marketing and word of mouth.

Services: Provide customized service, aiming to leave client satisfied; and ensure service improvement.

Support Activities

Figure 19: Value Chain Analysis – Support Activities. Source: Own elaboration, 2016

Firm Infrastructure: Acquisition of technological, administrative and innovation services that allows WINNING maintain daily operations.

Human Resources Management: The recruitment process will be done carefully and the principal objective is to select technical experts that will add value to WINNING. Moreover, WINNING's management considers further training a crucial point and one of the objectives of human resources is to encourage a work environment that is both participative, motivating and productive.

Research & Development: In *Corporate Intelligence* industry, the *Research & Development* is one of the crucial activities that seeks technology development, innovation and continuous improvement in order to increase the quality of the service.

Procurement: Activities regarding the negotiation and acquisition of the service, and advertisement are fundamental in this industry to preserve an efficient procurement activity, and to keep a long-term strategy connection with suppliers.

5.2.2. OBS: Organization Breakdown Structure & Competencies Analysis

Regarding the way WINNING Scientific Management is currently organized, (figure 20), in terms of its structure designed, all factors point to a Matrix Organizational Structure. In this type of organizational structure, there is a fusion of functional and divisional structures, offering a solid coordination of services where decision making is decentralized, making it easier the reaction and the response to a fast moving industry. Furthermore, and particularly crucial for an industry of this nature, this is an organizational structure which supports innovation once it offers a flexible, dynamic and creative approach resulting by the flexible utilization of human resources, which are split in processes. This ensures a good standing of the same process. Below is represented WINNING Scientific Management organizational chart, where it can be highlighted the three different groups of processes: Core Business Processes, Support Business Processes, and Support Organizational Processes.
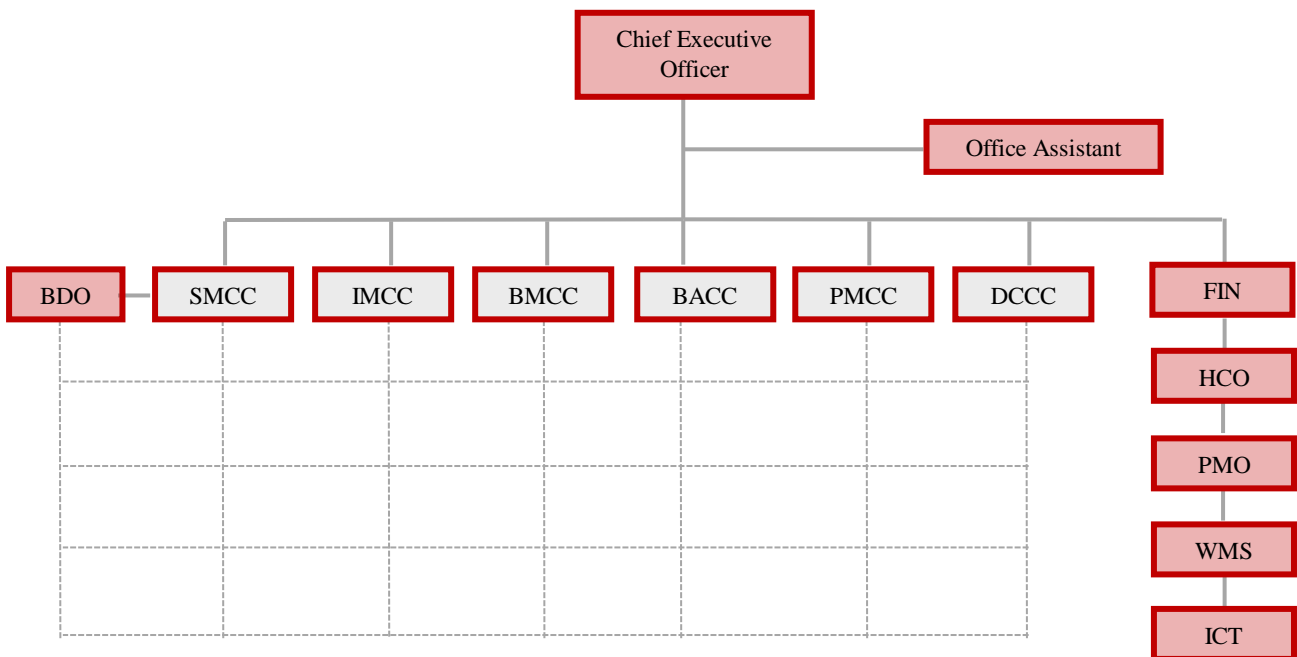
Figure 20: WINNING's Organization Breakdown Structure in 2016. Source: Own elaboration, 2016

Divided into several major groups of processes: Chief Executive Officer, where the mission is to ensure the continuous regeneration, sustainable growth, operational performance and compliance with the mission and values of the company; The competencies centres (Strategic Management, Innovation Management, Benefits Management, Business Analysis, Project Management and Dynamic Capabilities), which takes on a vital role in the whole structure, are the centres of company results that generate wealth directly to the delivery of customer service. All other structure operatively supports the competence centres, whether upstream, downstream or during their activity.

Competencies Analysis

The organizational structure discussed above showed decision's centres of WINNING Scientific Management where each capabilities or abilities will certainly contribute to set a competitive advantage. It can be identified two types of competencies: core and distinctive, in which the first one is related to knowledge, expertise and differentiating skills crucial to WINNING's strategy, and the latter one has to do with specific aspects that firms do better than their competitors. These competencies can be discussed according the Value Chain analysis to understand how the primary activities are provided by the organizational competencies.

Linking the several centres of competences previously recognized in the OBS with the Value Chain, namely primary activities, it is able to understand the classification of each capability owned by them with the objective to certify the achievement of the various value chain's activities. The majority of the departments deals with core and distinctive competencies in "Operations", "Output Logistics" and "Marketing & Sales". Regarding Innovation Management Competency Centre, it is responsible for generating new solutions that simplify operations and deals directly with training programs. The Benefits Management department offers various services since the implementation of benefits management tools, training, and evaluation of the maturity of the Investment Decision Process, among others. It aims to help organizations to decide which the right investments and to develop a strong culture for the rationalization of human and financial capital.

When it comes to the Business Analysis Competency Centre, it offers several benefits such as reducing rework in the projects, increased stakeholder satisfaction and reducing costs and project deadlines. The Project Management department has the task of ensuring that the organization's projects meet their objectives within the deadlines and established budgets. Beside this, it provides the definition of project management methodologies, macro estimation tools and enables recovery of critical projects. In order to differentiate, WINNING returned to innovate by creating Dynamic Capabilities department with a scientific approach, which aims to boost company's capabilities and how they bet in projects leaving the client even more satisfied.

5.2.3. Operational Risk

After describing WINNING's competencies and studying their classification, it could be identified in value chain which are the processes that are ensured by each competencies centres. Thereafter, it is classified the operational risk.

Operational risk is the risk linked to all internal activities of the company, which arise either directly or indirectly from people, systems or processes. It can be defined as any event that disturbs the normal flow of business processes that can mean a financial loss or even damage the company's image.

Based on internal research on WINNING (annex IV), it is possible to verify that the increased risk points and with greater uncertainty are:

Manage Customer Relationship:

This process aims to ensure that the management of the relationship with customers occurs in a standardized and predictable way, keeping clients and enhancing business continuity and new opportunities.

Ensure Quality Assurance / Quality Control team:

This procedure aims to add value and distinction to deliveries to customers as well as continuously promote the growth of the consultant, allowing the growth and development of the organization as a whole.

Recruitment:

The main difficulties in the recruitment process are:

- Attract talent – with so much offer on the market in WINNING areas, it becomes an arduous task;

- Employer Branding: Creation of a brand that the candidates perceive as desirable, is something that has to be always in perfection and where a great and continuous effort has to be made;

- Candidates in our areas do not feel the need to contact us and so proactive research work must be done;

- Very volatile candidates' database. Candidates that are available today, tomorrow no longer are.

6. COMPETITIVE ANALYSIS

6.1. SWOT Analysis

After several analysis performed, as PEST analysis, Industry Analysis and Competitors Analysis, it is designed the SWOT Analysis. This analysis will provide an understanding effectively and quickly, which are the internal and external points (strengths and opportunities) as well as the negative points (weaknesses and threats).

STRENGTHS

1. Continuous improvement culture
2. Bet on a young and dynamic team
3. Intention to satisfy the client as much as possible.
4. Growth capacity in short-term
5. It gives employees a growth within the company and in the market
6. Ease of exploring the networking market
7. Solid customer portfolio with potential for cross-selling services
8. Team formed in the areas of management and, consequently, strategy knowledge

WEAKNESSES

1. Little international depth
2. Few specialization in the field of strategic consulting, including innovation and corporate intelligence
3. Over allocation of managers' responsibilities
4. Young company in the market
5. Limited response capabilities according to the size of the team
6. Company culture is not yet established

OPPORTUNITIES

1. Enabling environment looking for strategic consulting services
2. A new international market
3. Mergers, joint ventures or strategic alliances
4. Market demand certified people
5. Growing importance of risk areas, governance and compliance
6. Approach to innovation is still embryonic in Portugal
7. Volatile markets
8. Increasingly complex markets

THREATS	1. Resource absorption with the outsourcing
	2. Short duration of business projects
	3. The existence of companies with more experience
	4. Lack of resources in market to hire
	5. Portuguese companies are mostly risk averse.
	6. Allocation of innovation resources below the desired
	7. Asphyxiation of taxes and high tax burden, which leads to a reduction of the economic rhythm.

Cross SWOT Analysis

After SWOT Analysis, it is relevant to accomplish a cross SWOT, in order to obtain the main points that should be taken into account and that WINNING Scientific Management can face. Only strengths and opportunities will be gathered in order to identify some actions that WINNING can take into account to win more customers. Therefore, after crossing the Strengths with the Opportunities we obtain the following actions:

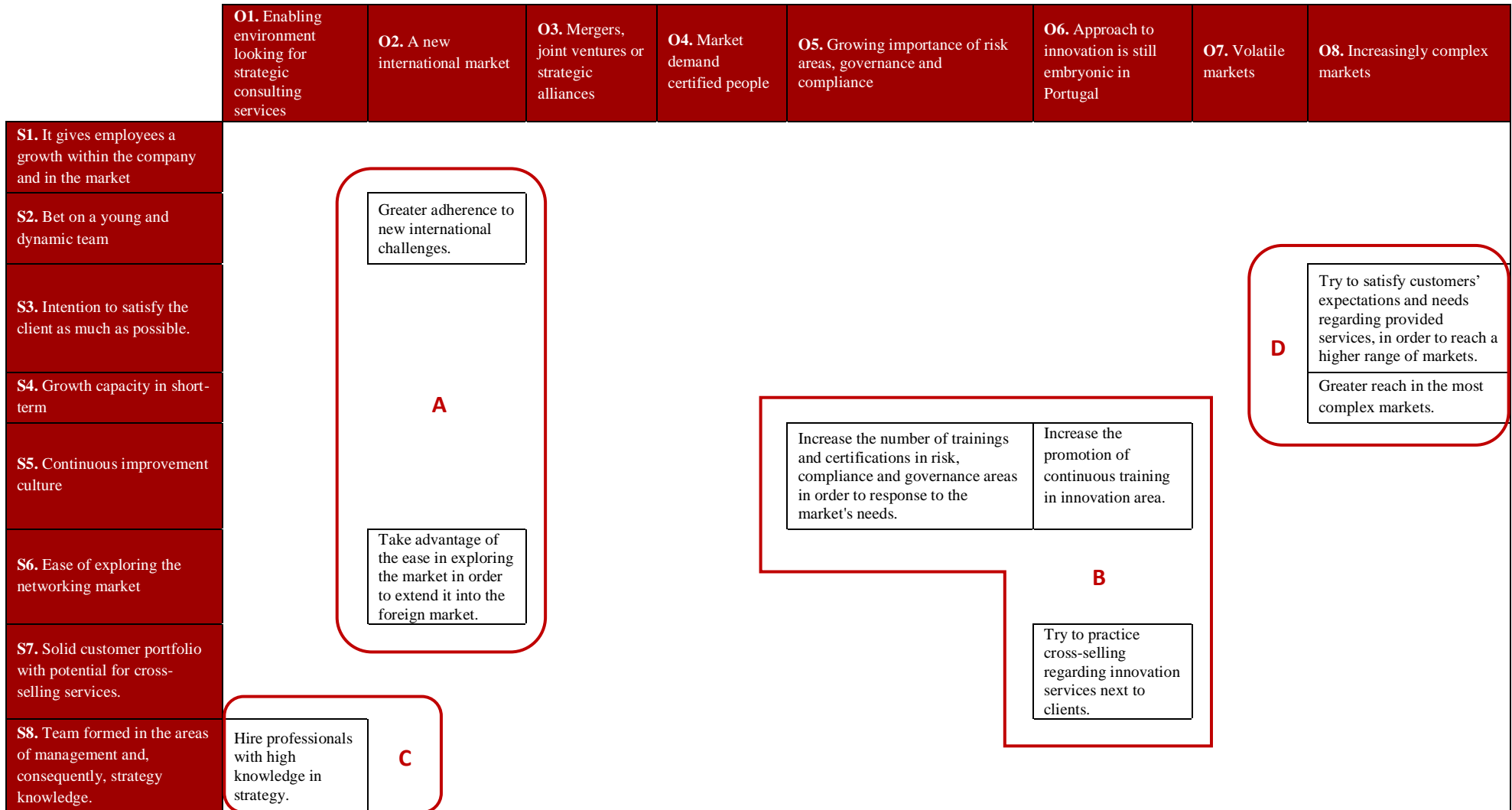|	O1. Enabling environment looking for strategic consulting services	O2. A new international market	O3. Mergers, joint ventures or strategic alliances	O4. Market demand certified people	O5. Growing importance of risk areas, governance and compliance	O6. Approach to innovation is still embryonic in Portugal	O7. Volatile markets	O8. Increasingly complex markets
S1. It gives employees a growth within the company and in the market								
S2. Bet on a young and dynamic team		Greater adherence to new international challenges.						
S3. Intention to satisfy the client as much as possible.								
S4. Growth capacity in short-term		**A**						Try to satisfy customers' expectations and needs regarding provided services, in order to reach a higher range of markets.
S5. Continuous improvement culture					Increase the number of trainings and certifications in risk, compliance and governance areas in order to response to the market's needs.	Increase the promotion of continuous training in innovation area.		Greater reach in the most complex markets. **D**
S6. Ease of exploring the networking market		Take advantage of the ease in exploring the market in order to extend it into the foreign market.						
S7. Solid customer portfolio with potential for cross-selling services.						Try to practice cross-selling regarding innovation services next to clients. **B**		
S8. Team formed in the areas of management and, consequently, strategy knowledge.	Hire professionals with high knowledge in strategy. **C**							

Figure 21: Cross SWOT Analysis. Source: Own elaboration based on previous SWOT Analysis. Note: S1 represents the first point of Strengths; O1 represents the first point of Opportunities, 2016.

6.2. Competitive Advantages

WINNING Scientific Management will have the following competitive advantages compared to its competitors:

- Solid customer portfolio with potential for cross-selling services;

- Team formed in the areas of management and, consequently, strategy knowledge;

- Young team with *make-it-happen* capacity;

- Current portfolio of services enables synergies with the new area, *Corporate Intelligence*, to the level of skills and knowledge of client industries;

- Growth capacity in short-term;

- Highly integrated portfolio;

- New "Scientific Management" component in the market;

- Dynamic source of injecting Opportunities.

7. MARKET STUDY

After analyzing the market, both externally and internally, a questionnaire was developed whose objective is to evaluate the barriers and difficulties that the Head of Marketing have in getting to reinvent their products portfolio permanently.

Taking into account the goal of the market study, it was divided into two parts[4]:

The first part, *I - Interviewed Profile*, it aims to characterize the sample, which is the people that had answered to the questionnaire, and it was intended to cover aspects such as gender, age, academic qualification, current activity sector, function and how long, and if he/she is in the marketing area.

The second and last part, *B – Why not reinvent daily?*, asks to the target "What are the three main difficulties/ barriers faced daily to reinvent continuously your product's portfolio?".

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[4] Confront with Annex V – Market Study Survey "Reinvent the future", p.66

Conclusions of Market Study:

With this, WINNING will easily be able to perceive what it should offer in the market with the creation of the new area, in order to obtain constant competitive advantage and to know exactly how to act. This will be mirrored in the service mix, especially in the part of the product.

Analyzing the results of the market study applied, between January and February of 2017, it is possible to access some information about the market and the main difficulties regarding the reinvention of products[5]. Taking this into account, 61% of the respondents are male, 50% aged between 36 to 55 years and 61% did a master's degree. Almost 30% works currently in services sector, where 42% holds the position of director, and 31% are working in that function between 11 to 15 years. In addition, 89% are currently in marketing area.

From the opinion about the three main difficulties / barriers faced daily to reinvent continuously the product's portfolio, several were the answers of Heads of Marketing. According to their answers, the difficulty in perceiving the real needs of the consumers, the lack of creativity, and not having the available budget are the main barriers to the constant innovation. It is extremely important to have information about the needs of our target in order to adapt the product/ service and add value to who will use it. Consumers are increasingly demanding and associate the brand to certain values, such as trust and professionalism. In addition to these facts, lack of time, resistance to change, regulatory/ legislative issues, hierarchical approval, lack of computer capacity, lack of human resources, lack of planning and consequent failure to achieve the proposed objectives, lack of sponsorships, lack of process management, and lack of knowledge of the actions of the competition in order not to be exceeded, are also barriers and difficulties that currently occur and that were identified by the target of this market study.

8. DEVELOPMENT STRATEGY

8.1. Strategy Selection

The result of the Cross SWOT's completion was translated into a set of possible challenges and ideas to be developed in the new strategy. Having said that, we will have several scenarios whose analysis is below:

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[5] Confront with Annex VI – Market Study Results, p.68

Scenarios analysis

A. *Greater adherence to new international challenges & Take advantage of the ease in exploring the market in order to extend it into the foreign market:* The expansion to other countries has gradually become a reality in the company. For this reason, I do not consider it the best strategic option to implement in the new area. Regarding to competition experience in foreign markets are a constant and therefore removes this strategy as being the most appropriate. The time and investment that would have to be necessary for the outcome to be expected would not be justified at least in the near future.

B. *Increase the number of trainings and certifications in risk, compliance and governance areas in order to response to the market's needs. & Increase the promotion of continuous training in innovation area & Try to practice cross-selling regarding innovation services next to clients:* Right combination to launch the new area in the company through a solid business strategy. It will meet with two of the great strengths of WINNING, cross-selling and training, taking into account the large competitors. Some initial investment will be needed, mostly at the resource level, since WINNING already has a high level of know-how both in terms of cross-selling and training. This strategy must be accompanied by a force of employees with the right skills.

C. *Hire professionals with high knowledge in strategy:* This challenge is not a weakness of the competitors, reason why it dismisses this option as the strategy to follow.

D. *Try to satisfy customers' expectations and needs regarding provided services, in order to reach a higher range of markets. & Greater reach in the most complex markets:* The presence of WINNING in several markets although it is one of the strengths of the company, reaching the largest number of those is not at all the best strategy. This new area will require tremendous focus and commitment on the part of all resources, either directly or indirectly.

According to my perspective, taking into account the objective of creating the new Corporate Intelligence area, the selected strategy will be the number B with the following challenges:

- Increase the number of trainings and certifications in risk, compliance and governance areas in order to response to the market's needs;

- Increase the promotion of continuous training in innovation area;
- Try to practice cross-selling regarding innovation services next to clients.

8.2. Service Mix

Product

With this strategy, the company will be able to create value and continually innovate its services through an area still little rooted in the consulting market.

The new area will have responsible staff with extensive knowledge on the subject, and the following services will be available:

- Consulting:
  - Outsourcing in corporate intelligence;
  - Cross-selling services.
- Training:
  - Internal and external training;
  - Training for certification.

Price

Price is one of the most decisive factors to be taken into account by clients when seeking solutions to their problems and needs. Moreover, this variable is distinguished from others because it can change depending on competition and possible changes in demand.

With this in mind, it is possible to conclude that the price of the service must be competitive, but at the same time it should be sufficient to cover the initial investment with certified employees and generate profit. It is also important to consider the psychological price, which means, the price that clients are available to pay.

The definition of the retail price also takes into account the time required for the execution of a particular service, the complexity of the project and the customer profile.

One of the methods most used to establish the price of a certain service is to make the comparison with the price of the competitors. WINNING Scientific Management, in order to

stand out and have a competitive advantage in the market compared to its competitors, makes an equivalent input value to 50% of McKinsey & Company, for example.

Place

The Consulting and training services will be available in the website http://www.winning.pt/, where there will be information related to the training and its certifications, as well as an overview of the consulting service with context, challenges, pains, expertise, and contacts information. So, it is possible to say that it is a short distribution channel, which is characterized by the inexistence of intermediates.

Furthermore, WINNING is located in Portugal with headquarters in Lisbon.

Promotion

For a business to be successful, it is necessary to communicate and divulge the services as a way to show to the target audience its differentials and benefits.

The main objectives of this strategy are: to give credibility and technical competence, to leverage the benefits and characteristics of the new services, to create value together of the clients, in order to acquire the available services, and to create notoriety and recognition.

This strategy will be accompanied mainly by activities above the line:

Above the line:

- **Official website:** All the information regarding the new corporate intelligence services (consulting and training) will be available to the public in http://www.winning.pt/ website.
- **Social networks:** The presence in social networks is nowadays an important factor to make known a certain service and to promote it, so it will be used WINNING Facebook and LinkedIn page in order to create a closer relationship with clients. There will be information about training and certifications related to corporate intelligence area.

Every year, events take place in several universities whose objective is to promote the companies together with the students, in order to make their services known and even lead to possible recruitment processes. WINNING intends to participate in these events, also to publicize the new services in the market.

People

In order to provide an excellent service it is fundamental to choose the right people to form a perfect team, once it is the people who make the difference. To make this possible, the team should be composed by certified workers and training related to the theme should be available. Nowadays, customers are increasingly looking for a personalized service and it is in the moment of interaction that they have the perception of the quality of that service.

For these new services it will be necessary a team of five people: the manager/responsible, two trainers and two consultants to realize the needs of customers and consequently create value.

Process

The process is related to the key processes to support the strategy to adopt and with the mechanisms and procedures through which clients experience the service and its quality. For WINNING the most important processes are the following:

- Develop Business Prospecting – This procedure aims to ensure the ideal conditions for preparation for effective entry into new clients:
    1. Identify Customer;
    2. Contact customer;
    3. Prepare meeting;
    4. Result of the meeting;
    5. Document Lessons Learned from the prospecting process;
    6. Ensure periodic follow up of prospecting actions.
- Manage business plan – This procedure aims to create value for WINNING and growth consultant, thus allowing, growth and development of people and organization.
- Plan and Manage Training – This procedure aims to ensure predictability in the occurrence of training and its proper management.
- Manage recruitment – The objective of this procedure is to attract potentially qualified candidates who are able to fill positions within the organization. The same takes into account its present and future human resources needs.

Physical Evidence

WINNING facilities are the basis for any service. It is here that everything begins until the time when the consultants move or are allocated to certain clients, whose objective is the provision of the new service.

Below it is possible to observe some pictures of the installations:

Figure 22: WINNING, outside. Source: WINNING Scientific Management Website

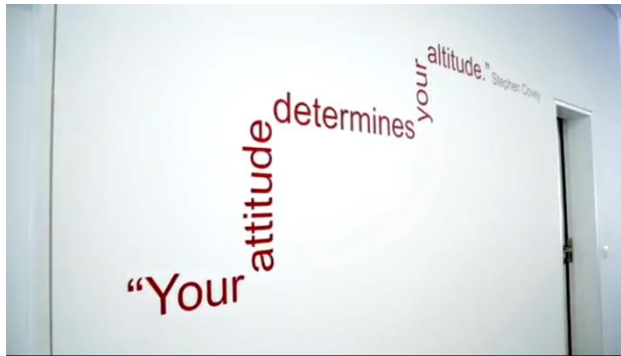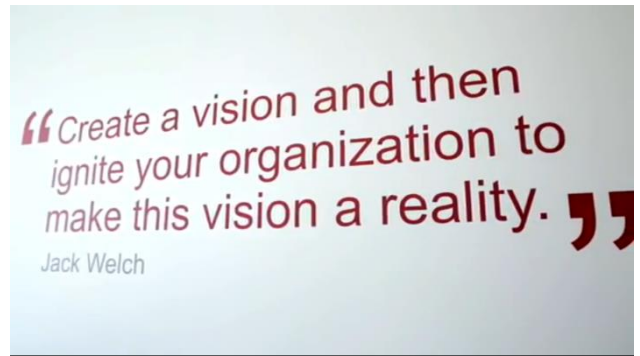*Figure 23:* WINNING, open space. Source: WINNING Scientific Management Website

Figure 24: WINNING, office decoration. Source: WINNING Scientific Management Website

9. IMPLEMENTATION OF THE STRATEGY PLAN

9.1. Implementation Plan

After all the analysis carried out and clarified the ways to act in the market, it is relevant and extremely important to define the implementation process of the new area, *Corporate Intelligence,* in WINNING Scientific Management. This will define the steps/activities that will be developed from the beginning to the end of the process:

1. Formulation of business ideas – 5 days

2. Analyse the feasibility of study – 30 days

3. Nomination of the manager/director – 4 days

4. Training of current employees to start the team – 30 days

5. Recruitment and selection of certified workers – 23 days

6. Communication and promotion of new services – 50 days

7. Team constitution – 2 days

8. Service provision – 1 day

The forth task consists on training the current employees in order to start the team, where support platforms will be updated and the team of *Corporate Intelligence* will be trained. While this activity is taking place and while the recruitment and selection of certified professionals is ongoing, will be doing the promotion and communication actions. As promotional actions we have events at universities, and will be followed a strategy above the line, betting on the company official website and social networks.

Looking at these descriptions, it is possible to conclude that all this process will take almost 19 weeks, with the start date of September 4, 2017 and a launch date of January 10, 2018 (more details in annex VII). A GANTT diagram (figure 26) was elaborated with all necessary activities for the implementation process, whose objective is also to understand activities' precedence.
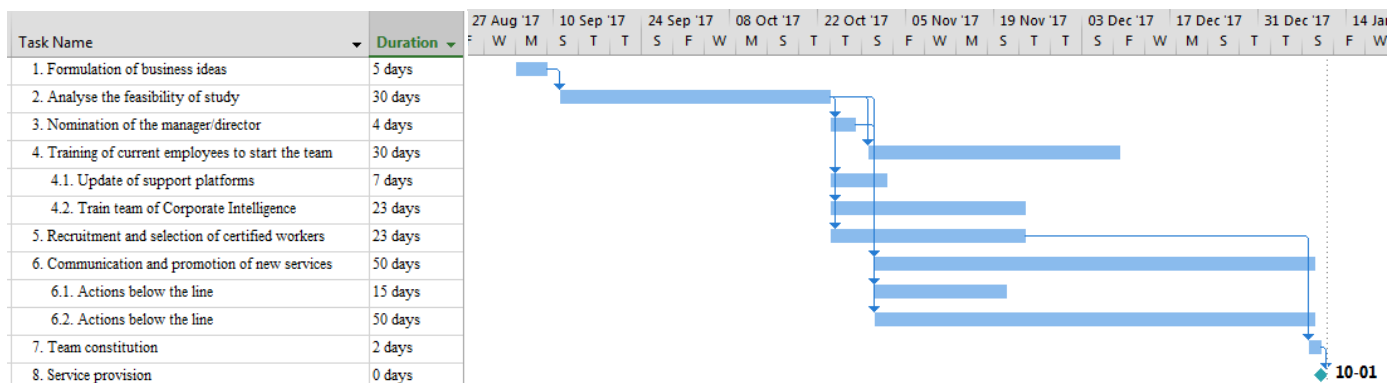

Figure 25: GANTT Diagram. Source: Own elaboration, 2017

10. MONITORING MECHANISMS

Defining the strategy for launching the new area is the time to design the mechanisms for monitoring and controlling the execution of the project.

Questions such as: What indicators of employee satisfaction need to monitor? What indicators of efficiency and productivity need to monitor? What economic and financial indicators need to monitor? What indicators of service quality need to monitor? What market indicators need to monitor? What measures should be implemented in case of deviations from the planned?

How often should such monitoring be carried out?, should be taken into account for the choice of indicators as well as the industry concerned and the part of the business to be monitored.

Thereafter, below are some KPI's in order to monitor the strategy chosen:

- Net Profit Margin – This indicator measures the profitability of the business, i.e., how effective it is at generating profit of each revenue obtained. This will be verified quarterly and will be very useful to make long and short term financial decisions.

- Overage Cost – This indicator means a cost per unit of a positive inventory remaining at the end of a specific period. This control will be done each quarter.

- Revenue vs Target Revenue – This analysis will be a comparison between the actual revenue and the projected revenue. The discrepancies between these two numbers will be analyzed in order to identify the performance of the new area. For a better understanding, these two indicators will be reviewed every quarter.

- Customer Satisfaction & Retention – Make the customer happy and they will continue to be our customer. This should be the thought. In order to measure the satisfaction of the client, it will be analyzed the percentage of customers repeating a purchase every month.

- Number of Customers – By determining the number of clients that WINNING gained and lost, it is possible to understand whether or not the company is meeting its customers' needs. This indicator will be used every quarter.

- New Customers – Analyze each quarter the number of new customers in order to understand the evolution of the area.

- Lost customers – For the company, it is considered a lost customer when it has not had a commercial relation with the same for more than 12 months. This analysis will be performed also each quarter for more reliable data.

11. CONCLUSION

This strategic plan was elaborated in order to study the viability of the creation a new area at WINNING, Corporate Intelligence area.

According to Porter's Analysis, it is possible to conclude that WINNING is facing a medium attractiveness industry over the long term, which means that it can represent a barrier or an enabler. On the other hand, PEST Analysis evidences that there are conditions to develop and move forward with Corporate Intelligence area. The strongest facilitator in the analyzed context is the Technological factor, the other facilitators also evidence strength with the exception of the political factor. Greater attention should be given to the political factor since it is perceived as a barrier in the current context, mainly due to the high tax burden.

In order to accomplish the main objective and taking in consideration the diagnosis done on the Portuguese industry context, were defined several solutions. Each of them aims to be a launching pad for the new area, however with different perspectives, objectives and directions, from training, certifications, explore the international market, cross-selling services, highly specialized hirings, and entrance into new markets.

The right combination to launch the new area in the company through a solid business strategy is to increase the number of risk, compliance and governance training and certifications, in order to respond to the market's needs & Increase the promotion of continuous training in innovation area & Try to practice cross-selling regarding innovation services. It will meet with two of the great strengths of WINNING, cross-selling services and training, taking into account the large competitors. Some initial investment will be needed, mostly at the resource level, since the company already has a high level of know-how both in terms of cross-selling and training.

The solution presented evidences space for improvement in the areas of international market and new markets entrance.

Strategic Plan for a Corporate Intelligence Business Unit in Consulting Field

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- WINNING Scientific Management Website (consulted on December, 18th of 2016): http://www.winning.pt/management-consulting/innovation-management

Study Materials

- Strategy Management & Control, Class Notes, MScBA, 2013/2014
- WINNING Corporate Presentation 2015

ANNEXES

Annex I – Strategic Planning and Management Framework

Strategic Management System	Building Block 1.0 – Lead	Building Block 2.0 – Think	Building Block 3.0 – Plan	Building Block 4.0 – Act
Definition	Enable an organization's leadership team to develop and execute an effective and efficient strategic plan and ultimately a strategic management system.	Analyze, understand, and forecast the organization's current and possible future external environment. The purpose is to discover the basis for an optimal organizational strategy.	Determine and clearly articulate the organization's strategy. Explore and analyze options. Objective criteria are used to select the strategy or strategies for success. A foundation is laid enabling the strategy to be operationalized.	Do it. Integrate. Execute. Reprioritize. Measure and report on outcomes. Adapt the plan as necessary.
Process 1.1	Provide perpetual leadership	Provide perpetual leadership	Provide perpetual leadership	Provide perpetual leadership
Process 1.2	Assess the situation – High Level Understanding / "Base Knowledge"			
Process 1.3	Organize the initiative			
Process 2.1		External future assessment – Macro and Sector Level		
Process 2.2		Internal assessment – Capabilities, Functions, Processes and Culture		
Process 2.3		Customer and potential customer assessment		
Process 3.1			Strategy formulation – Strategic Planning	
Process 3.2			Strategy formulation – Annual business / Operational planning (Department or Unit Plans)	
Process 4.1				Performance culture and strategy execution process
Process 4.2				Align the organization to build accountability
Process 4.3				Act on performance information
Process 4.4				Evaluate strategy execution

Figure 26: Strategic Planning and Management Framework. Source: 2015. ASPBOK 2.0.: Strategic planning and strategic management body of knowledge. ***Association for Strategic Planning***

Annex II – WINNING Track Record 2015

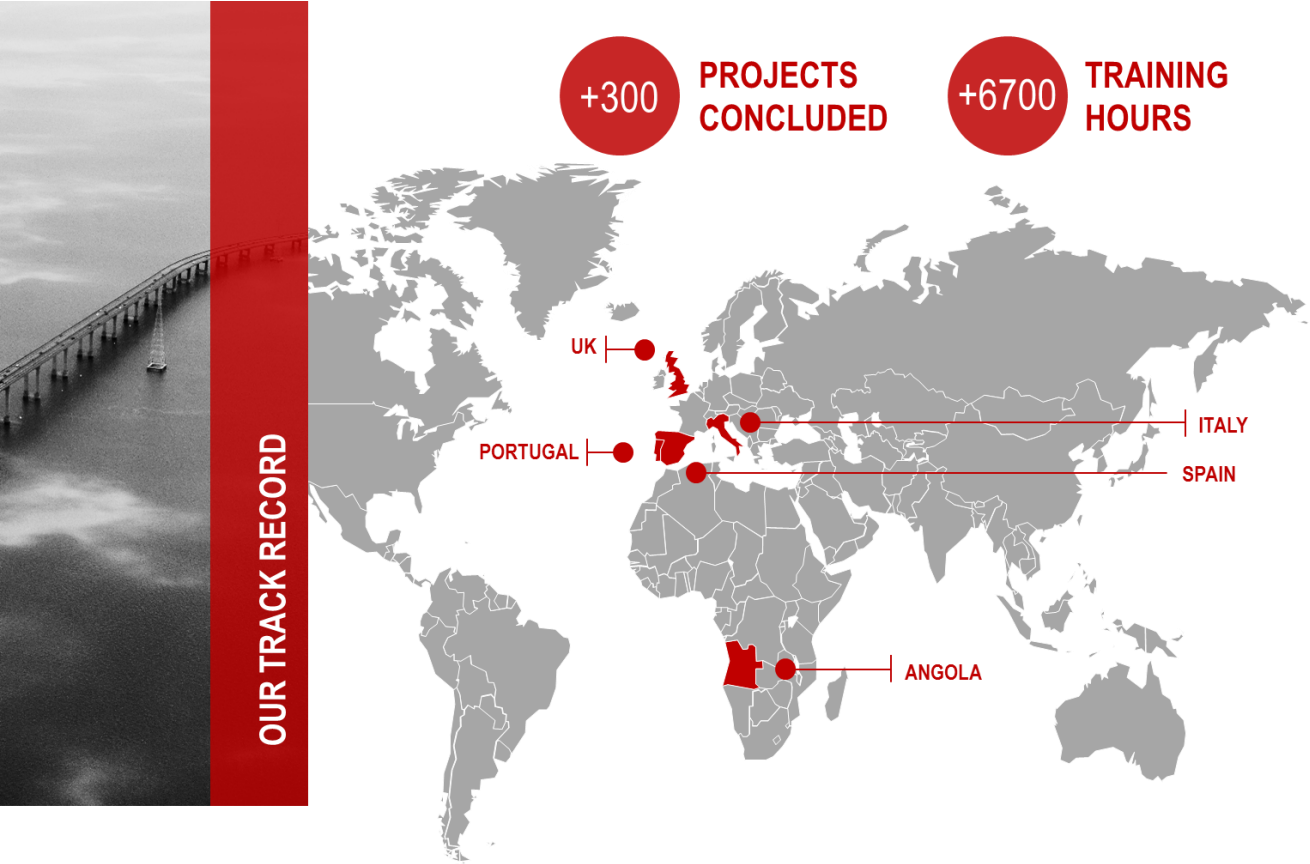*Figure 27:* WINNING Scientific Management Track Record. Source: WINNING Corporate Presentation 2015.

Annex III – WINNING Clients regarding 2015

Figure 28: WINNING Scientific Management clients. Source: WINNING Corporate Presentation 2015.

Annex IV – WINNING processes and procedures

Procedures and Processes
Ensure Document Control
Ensure Records Control
Manage Internal Audit
Ensure Nonconformity Control
Manage Corrective Actions
Manage Preventive Actions
Manage Procedures Development
Ensure Integrated Weekly Planning
Ensure Best Practices in Email Writing
Ensure Quality and Rigor in the Writing Process
Ensure File Naming
Ensure Desktop Environment
Manage Work in "Open Space"
Ensure Entry / Exit Time
Manage Absences
Manage Goals Sheet
Report Adjudications
Develop Business Prospecting
Manage Installed Base
Report BAP
Elaborate Proposals
Manage Electronic Communication Model
Ensure Status Report
Manage Consultants Business Plan
Manage Monthly Billing
Ensure Monthly Performance Appraisal
Ensure completion and approval of Timesheet
Perform Weekly and Monthly Reporting

Planning and Managing Vacations
Ensure Compliance Report
Present Expenses
Public training planning
Manage Entry and Exit of Employees
Ensure Good Manufacturing Practices
Ensure Tailoring of Internal Methodology for Project Management
Evaluate Customer Satisfaction
Plan Non-Allocated Employees
Ensure Physical Progress by Type of Service
Manage Change Request
Ensure Project Charter
Send Training Certificates
Preparing Training Sessions
Update Training Catalog
Prepare Logistics Training
Manage Training Material Orders
Ensure Closing and Evaluation of Training
Manage Training Knowledge Base
Evaluate Trainers
Manage Purchases and Expenses
Assign Role Charter
Manage Headphones Usage
Ensure Quality Control of Planning
Manage Candidate Database
Ensure Portfolio Dashboard
Ensure Good Practices in Marking and Conducting Meetings
Update Knowledge Base
Guarantee Process Improvement Plan
Ensure Consolidated Business Plan
Define Business Strategy

Create New Business Areas / Markets
Redefine Government Model
Establish Business / Technical Partnerships
Manage Customer Relationship
Ensure Quality Assurance / Quality Control team
Manage Career Plans
Manage Hiring Proposals
Update Sugar CRM
Perform Business Action Plan Follow Up
Manage Wage Processing
Manage Payments to State and Suppliers
Manage Charges
Purchase Technological Material
Manage Access Sugar CRM
Manage Moodle Access
Manage Office Cleaning
Manage Correspondence
Manage economato
Manage Facilities Opening and Closing
Manage Relationship with Landlord / Condominium
Manage Organization of the Office Spaces
Manage Security
Manage Suppliers
Manage Maintenance of Certifications
Recruitment
Select employees
Search Profiles
Hire Employees
Update Plan Action Recruitment
Communicate Opportunities, Articles, Innovation
Ensure Project Plan

Manage Intranet Access and ICT Equipment
Manage EPM Access
Daily Finance Report
Unique Initials of each Employee
Manage Use of Corporate Image
Register and Check Monthly Financial Information
Manage Payment for Meal Grants
Check Monthly Costs of Employees
Contact with process candidates
Employee Salary Management
Transition of Consultants between Competence Centers
Prepare Closing Report
Standardize Linkedin Profile of employees
Background Sheet Creation
Articulation of stakeholders in the training process
Creation of the Dossier of Manuals, Documentation, Tests and Works
Creation of the Project Dossier
Creation of the Technical-Pedagogical Dossier
Room Dossier
Document management and archiving
Survey of Training Needs
Creation of the Selection Dossier
Preparation of the backings of dossiers
Prepare Training Abroad Installations
Handling complaints
Selection of Trainers
Management of enrollment in Training Courses
Intra-Company Training Planning
Disclosure of Training Action
Training Development Follow-up
Creation of the Action Dossier

Provide Access to Trainees
Prepare Insurance Training
Payment and Returns Policy
Selection of Graduates
Intervention Plan
Ensure that all electronic equipment is always operating
Proposals / projects should always be known to the HCC
Ensure computer maintenance
Website update
Update Social Networks
Manage the delivery of Press Releases to the Media
Monitor the presence of WINNING in the Press

Figure 29: WINNING Procedures and Processes. Source: Own elaboration, 2017

Annex V – Market Study Survey "Reinvent the future"

"Reinvent the future"

Dear (a). Mr (a)

I am finalist student at ISCTE Business School and I am now finishing my master's thesis in Business Administration. In the context of the completion of the thesis, is intended to evaluate the barriers and difficulties that the Head of Marketing have in getting to reinvent its products portfolio permanently. To achieve this objective, it is asked for your cooperation by answering the issues presented, based on your experience and your day-to day.
We ensure that all information and material collected will be kept confidential and will be used exclusively for academic purposes. After obtaining the results, they will be returned to you.

Thank you for your cooperation; it is essential for the success of research.

Caro (a),

No âmbito da tese de Mestrado em Gestão de Empresas no ISCTE Business School, pretende-se avaliar as barreiras e as dificuldades que os responsáveis de Marketing têm em conseguir reinventar o seu portfólio de produtos de forma permanente. Para alcançar este objetivo, é pedida a sua cooperação respondendo às questões solicitadas, baseando-se na sua experiência e no seu dia-a-dia.

Toda a informação recolhida é confidencial e será apenas usada para efeitos académicos. Após obtenção dos resultados, os mesmos ser-vos-ão divulgados.

Obrigada pela sua colaboração, será essencial para o sucesso da investigação.

*Required

Part I – Interviewed Profile

1. Gender *
1. Género
○ Male (Masculino)
○ Female (Feminino)

2. Age *
2. Idade
[   ]

3. Academic Qualification *
3. Qualificações Académicas
○ Primary School (Ensino Primário)
○ Basic Education (Ensino Básico)
○ Highschool (Ensino Secundário)
○ University Education - Degree (Licenciatura)
○ University Education - Master (Mestrado)
○ University Education - PhD (Doutoramento)

4. Current Activity Sector *
4. Atual Sector de Atividade

○ Trade and Retail (Comércio e Retalho)

○ Education (Educação)

○ Health (Saúde)

○ Transport (Transportes)

○ Banking (Banca)

○ Tourism (Turismo)

○ Insurance (Seguros)

○ Services (Serviços)

○ Public Administration (Administração Pública)

○ Other: [_____]

5. Function *
5. Função

○ Executive (Executivo)

○ Director (Diretor)

○ Manager (Gerente)

○ Technical Role (Técnico)

○ Other: [_____]

6. How long have you been in the function referred above? *
6. Há quanto tempo se encontra na função referida anteriormente?

[_____]

7. Currently, are you in marketing area? *
7. Atualmente faz parte da área de Marketing?

○ Yes (Sim)

○ No (Não)

Part II – Why not reinvent daily?

8. What are the three main difficulties / barriers faced daily to reinvent continuously your product's portfolio? *
8. Quais são as três principais dificuldades/barreiras com que se depara no seu dia-a-dia para reinventar de forma continua o seu portfólio de produtos?
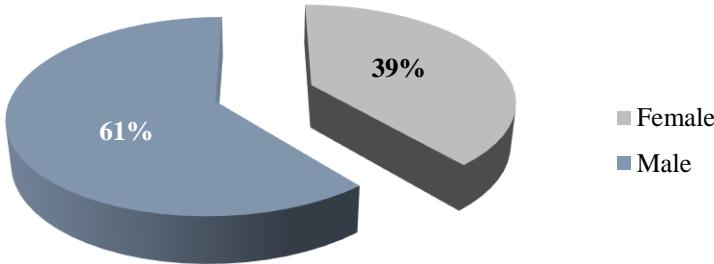
[_____]

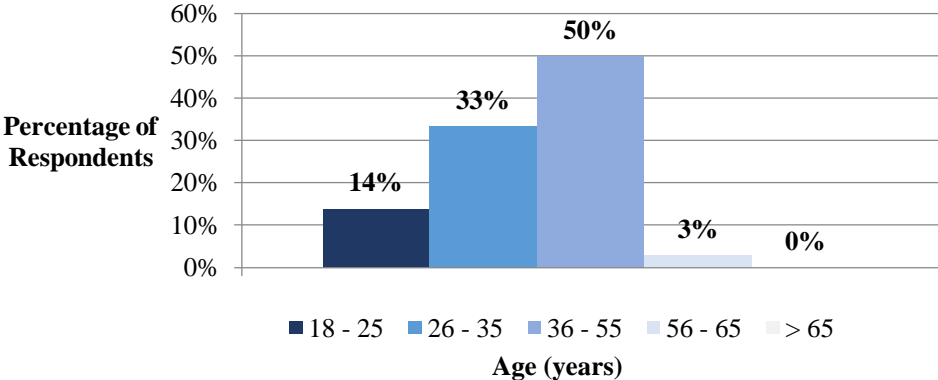**Annex VI – Market Study Results**

Total answers: 36

Valid answers: 36
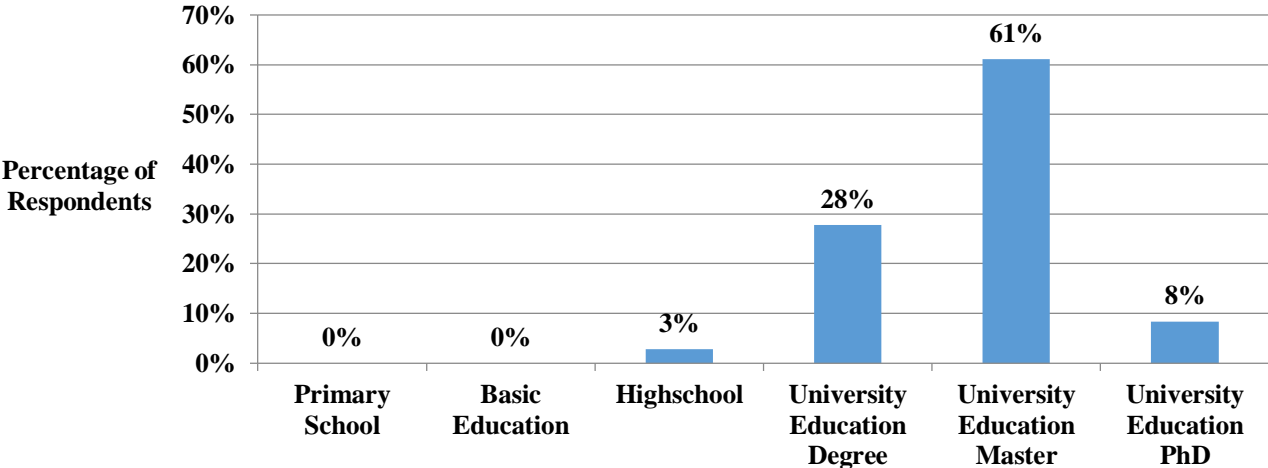
Application date: since January to February, 2017

1. Gender

2. Age

3. Academic Qualification

4. Current Activity Sector
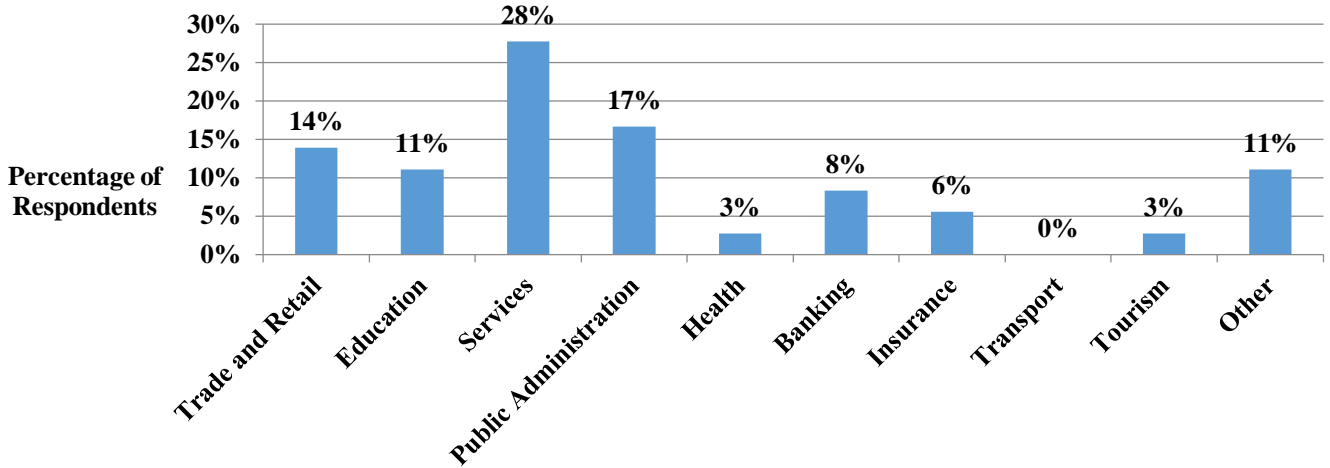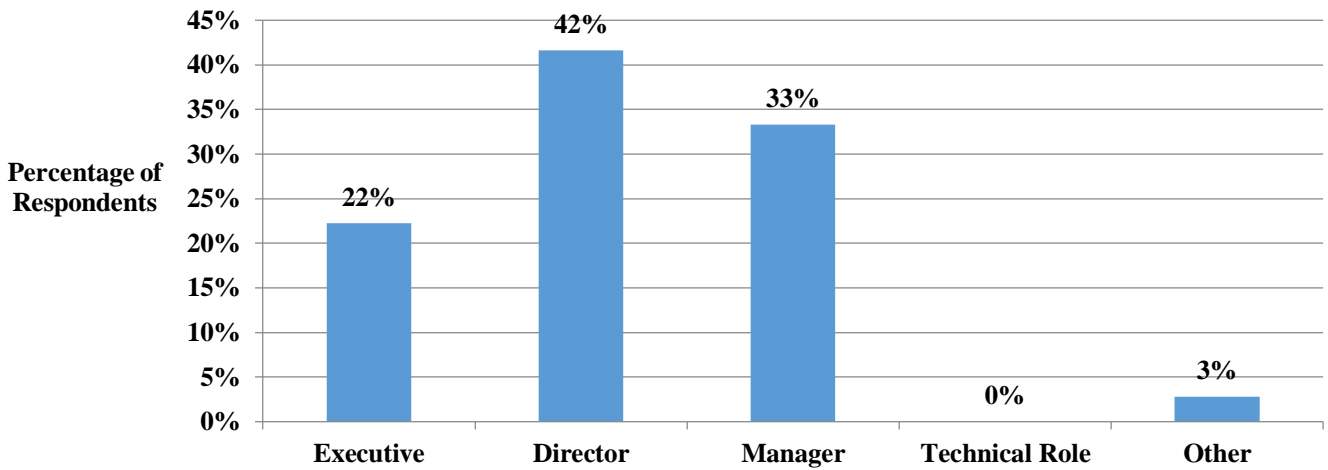
Percentage of Respondents

- Trade and Retail: 14%
- Education: 11%
- Services: 28%
- Public Administration: 17%
- Health: 3%
- Banking: 8%
- Insurance: 6%
- Transport: 0%
- Tourism: 3%
- Other: 11%

5. Function

Percentage of Respondents

- Executive: 22%
- Director: 42%
- Manager: 33%
- Technical Role: 0%
- Other: 3%

6. How long have you been in the function referred above?

Percentage of Respondents

- 1 - 5: 11%
- 6 - 10: 28%
- 11 - 15: 31%
- 16 - 20: 19%
- 21 - 25: 11%
- > 26: 0%

Time (years)

7. Currently, are you in marketing area?

Yes
No
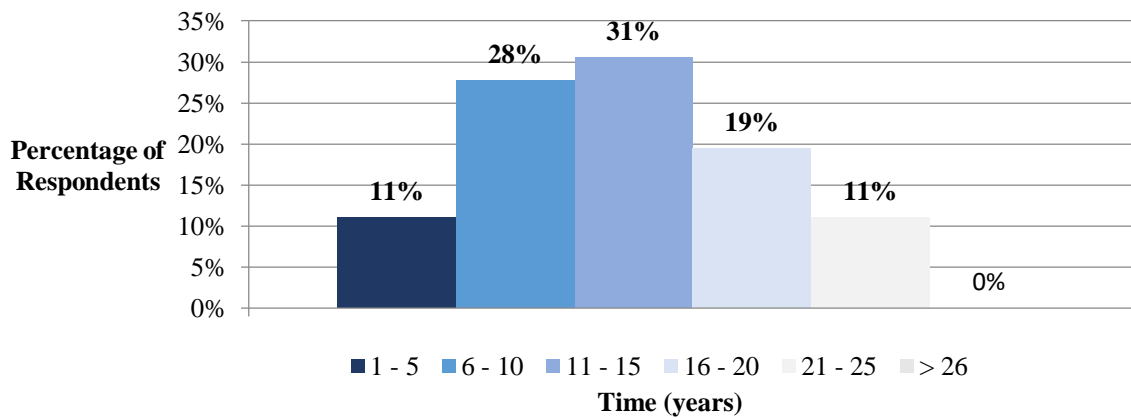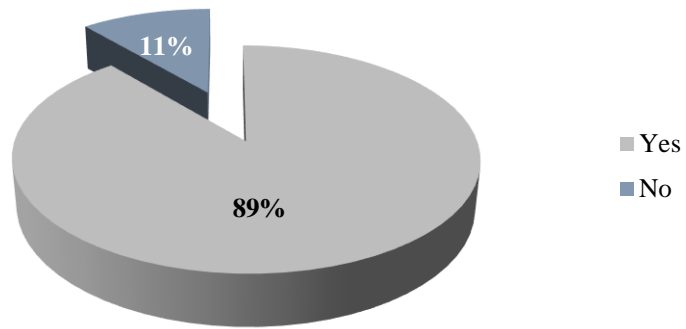
Annex VII – Implementation

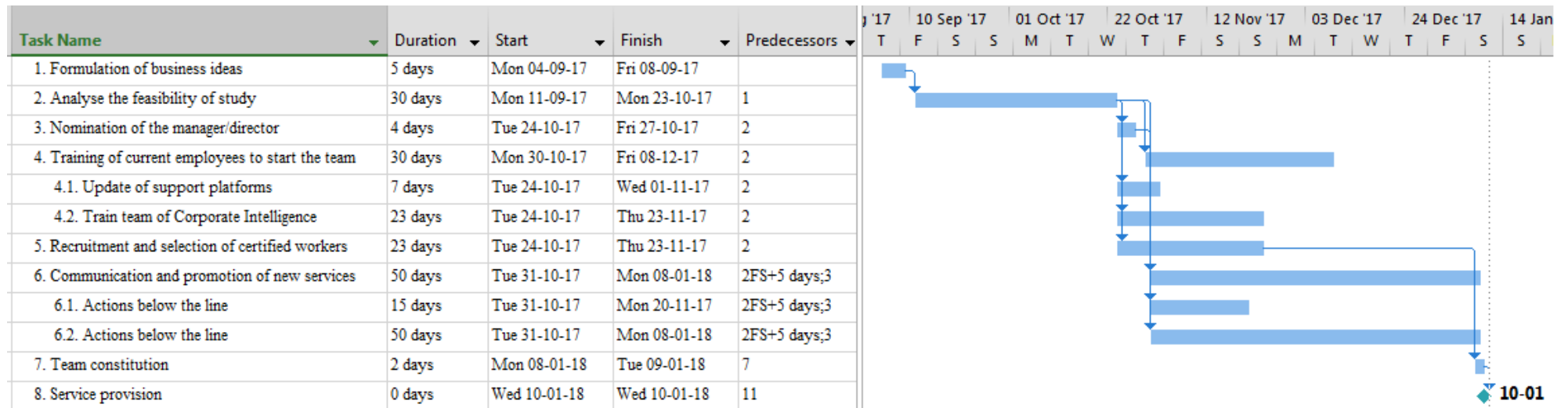| Task Name	Duration	Start	Finish	Predecessors
1. Formulation of business ideas	5 days	Mon 04-09-17	Fri 08-09-17	
2. Analyse the feasibility of study	30 days	Mon 11-09-17	Mon 23-10-17	1
3. Nomination of the manager/director	4 days	Tue 24-10-17	Fri 27-10-17	2
4. Training of current employees to start the team	30 days	Mon 30-10-17	Fri 08-12-17	2
4.1. Update of support platforms	7 days	Tue 24-10-17	Wed 01-11-17	2
4.2. Train team of Corporate Intelligence	23 days	Tue 24-10-17	Thu 23-11-17	2
5. Recruitment and selection of certified workers	23 days	Tue 24-10-17	Thu 23-11-17	2
6. Communication and promotion of new services	50 days	Tue 31-10-17	Mon 08-01-18	2FS+5 days;3
6.1. Actions below the line	15 days	Tue 31-10-17	Mon 20-11-17	2FS+5 days;3
6.2. Actions below the line	50 days	Tue 31-10-17	Mon 08-01-18	2FS+5 days;3
7. Team constitution	2 days	Mon 08-01-18	Tue 09-01-18	7
8. Service provision	0 days	Wed 10-01-18	Wed 10-01-18	11

Figure 30: Implementation and precedents. Source: Own elaboration, 2017