

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



CONNECT TO SUCCESS MASTERS CONSULTING PROGRAM

RENASCIMENTO – GESTÃO E RECICLAGEM DE RESÍDUOS, LDA.



Individual Assignment

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A project carried out on the Masters in Management Program, under the supervision of:

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The final WorkProject is a project with a high sentimental involvement as it closes a huge “knowledge journey” that I’ve been through at Nova SBE. I have chosen to do my master thesis under a Field Lab Project as I thought it would better fit with my personality and the learning objectives I set before the decision, i.e. to do a WorkProject that could help me learn from the real market job, while applying all the theoretical frameworks learnt during these years at university.

Working side by side with Bernardo and Sofia was a pleasure because, in my opinion, we formed a very professional team, each complementing it with different inputs, allowing the project to progress correctly during the flow of the semester. Our strategy, during the different challenges we faced, was to undertake frequent group meetings in order to discuss, brainstorm and split tasks so that each one of us could work individually, at home, until the next meeting, where all, together, would discuss once again the main findings and define next steps to be taken.

During our first challenge, the main topic I would like to highlight was the fact that we have bundled a data base of companies from DGAVs website, whereby 1/3 of the total list was allocated to each one of us, which implied a research of the company characteristics complemented by an excel sheet with the relevant information. After that, all the e-mail responses were handled by Bernardo, and Sofia and I were responsible for calling companies, with no electronical contact available. My responsibility was to talk with petfood and fertilizer companies, which was a very time consuming task since for each of the phone-calls an introduction to the project was necessary, followed by a brief questionnaire. After this, all the main insights were written. It took us a little bit more time than what was expected because for some cases, I had to call more than once due to the fact that people did not answer the phone or the person in charge of the topic was not available. My second biggest task was to develop the context and company topics from

the 5 C's, after the definition of the challenge we were told to focus on (execution of a Marketing and Communication plans). I particularly highlight the company topic, because it took some time to understand the business model of the company, which involves Renascimento working with several entities such as customers and suppliers, in several business areas. Of course this was not a work developed alone, and thus all the group would be giving inputs for the project. Next, I described the placement and the promotion from the 4P's marketing mix analysis, aligned with Sofia and Bernardo on the other P's. For the communication plan, I was more focused on the Creative Strategy, defining the campaigns and describing all the details involved, being in contact with some experts from each of the business areas in case. The financials were a part of the project which took us some time due to the assumptions and lack of information, but together we could finish it with a good outcome, I think.

I may say this was the first project I had which implied a huge internal organization, maybe because Bernardo and I had to conciliate it with a full-time job, and thus all our team meeting were handled at night and during weekends. I learnt the importance of a project planning and thus, following the schedule advantages. Another key learning point to highlight was the references used because it was the first time I had so much theory supporting my company analysis and so, not being part of the notes on each topic. As one of my initial objectives was to understand the "enterprise world" and the consulting job, I learnt how hard it is to be aligned with other's thoughts. When talking about the company contacts, I learnt that we have always to keep in mind that we must insist on what we want, and if e-mail is not working, we must resort to other solutions, such as phones call and personal meetings. It was difficult to accomplish some defined deadlines, and when I was not getting the point on what could I do to add value to the project, the communication with the other members of the team was the solution foreseen.