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:

PhD. Carlos Alberto Marques
1. Introduction

First and foremost, it is quite fair to acknowledge that all elements of the group contributed equally for the execution of the project. On this note, given our background in Marketing Management, the three of us were really motivated to deliver the most accurate project that we could, under all circumstances. Two to three meetings were scheduled, on a weekly basis, which was really important to keep track of every detail that could arise. Furthermore, it is also fair to state the contribution of Renascimento’s collaborators. Every time assistance was needed, we could count on their contribution and input. On this note, several e-mails were sent, on a weekly basis, and a few phone contacts were made.

2. Main insights learned

The execution of this project was really meaningful, as it helped me to extend both my soft and hard skills. Above all, as I conducted this project while working on a full-time job, I learned to deal with high amounts of stress and mental distress. The first time this situation took place, was when the aim of the project had to changed, during the month of October. The initial challenge for the execution of this project, was to address the short-term viability, long-term potential and profitability of a new business area of the company, i.e. by-products of animal origin. Nevertheless, since this is a very specific market, where statistical and financial information is not available for public consultation, conducting a quantitative research was almost impossible. Although, a data base containing 300 companies was developed, no relevant information was retrieved, as 80% of the companies had never heard of this business area or simply weren’t interested in it. Under these circumstances, and with the help of our advisor, PhD. Carlos Marques, the scope of the project was then changed. On this note, a Marketing Plan, with a special emphasis on a Communication Plan, was our new challenge. In the end,
all of this situations, aligned with my full-time job, helped me to foster my cognitive skills, my resiliency, conflict resolution, teamwork, problem-solving and endurance skills.

3. Individual Contribution

In what concerns my specific contribution to the development of the present project, the following topics were mostly covered by me. In what concerns the Marketing Plan, I was mostly responsible for the execution of the Methodology; Competition, Key Success Factors and Pestle analysis; the description of the values sustaining Renascimento; the description of the qualitative research (all of us got in touch with a given number of enterprises); the development of the entire STP strategy (segmentation, targeting and positioning) and the execution of the Pricing component of the Marketing mix. In what concerns the Communication Plan, I was mostly responsible for the communication objectives, action objectives and campaign tracking and evaluation (mostly by KPIs). It is important to mention, that all of us conducted the execution of all campaigns and subsequent risk analysis, together, as it was easy to brainstorm ideas and insights. Furthermore, regarding the first challenge of this project, each one of us was responsible for 1/3 of the execution of the database, containing companies present in DGAVs website. On this note, I was responsible for sending and keeping track of the e-mails. I also had my share of contribution on the execution of the Excel files for the computation of both the media budget and financial analysis (NPV).

In conclusion, I can say that, throughout the execution of the project, I always assumed a “finisher” role, as I always reviewed the content to correct English typos and to keep track of consistency and coherence.