

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



CONNECT TO SUCCESS CONSULTING PROGRAM

SALINA GREENS

INDIVIDUAL PART



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A Project carried out on the Master in Management Program, under the supervision of:

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Question 1: Learning insights acquired during this thesis elaboration

Being part of the program Connect to Success, done through a partnership between US Embassy in Portugal and NovaSBE, was a rich experience in terms of learning since it allowed the application of all the knowledge acquired during this master to solve real problems. The work with Salina Greens developed my capabilities of assessment and evaluation of a company's current situation in several areas such as strategy, finance and marketing communications. Also, since this thesis' goal was to solve real problems and create effective solutions to them, this experience gave me a significant contact with the real market, where information is always not linear since it is a not controlled environment. The circumstances changed in a frequent basis and the solutions initially planned were not the most suitable ones anymore. This required a change in the overall strategy, demanding flexibility, adaptability and creative thinking.

The major struggle was the lack of information regarding this specific market. Nevertheless, it compelled to a market search in order proceed with the thesis, and that prepared me for future situations of lack of data. In addition, since the company was a producer, it gave me a different business view since it is the first step of the value chain, and usually problems are more related with final consumers and to B2C instead of B2B market. Furthermore, the elaboration of this thesis developed my critical thinking, since all results had to be questioned in order to detect errors, as nothing was straightforward. This factor also made the teamwork more interesting since different points of view had to be discussed and analysed. Finally, this work also showed me the weight that the cooperation between colleagues and clients has in the overall performance, since it promotes a trustful relationship and increases transparency from all parts.

Question 2: Thesis parts that I was more involved

Initially several information regarding the product and the market was read in order to understand them better as well as several questions about the business were asked to the CEO. After acquiring a deeper market's knowledge, I did an assessment of strengths and weaknesses as well as the opportunities and threats in the market, identifying several problems and positive aspects. The next step was to define the overall strategy while more information was pursued. On an initial phase, I was responsible for the assessment of favourable conditions for the product's exportation in two countries, Spain and United Kingdom. In this analysis, a deep information research was done, which resulted in a PESTLE analysis for each country. I also developed the Portuguese Market analysis, which was also further developed in the National Marketing Strategy. In this analysis I assessed the overall Portuguese market, paying special attention to the differences between the B2C and B2B sectors and evaluating national competitors. At the same time, the financial analysis of the company as well as the financial scenarios were done together, by my colleague and I. Nevertheless I was more focused on sales in Portugal, while Jessica was more concerned with sales in Germany. Regarding the market research, I was responsible for the online survey that concerned final consumers and for the questionnaires that were applied to retails and restaurants. Due to the financial and production area constraints, the overall strategy had to be changed several times, in order to choose the optimal one.

Finally, it is important to stress that the collaboration's level between members was very high and the two of us were aware of the other's progress and every decision and strategy was discussed and analysed before it's implementation.