

Informação

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A company plans to open a new production plant which it expects to operate for 5 years. The investment in non-current assets, to be made in full at the start of the project, consists of €1,000,000 in tangible assets and €200,000 in patent licenses. The profit forecasts for this period are as follows:

	1	2	3	4	5	
Sales		300 000 €	320 000 €	400 000 €	550 000 €	600 000 €
Fixed costs		50 000 €	51 500 €	53 050 €	54 640 €	56 280 €

Variable costs represent 15% of sales.

The figures presented already take into account forecast inflation of 3% per year, where applicable.

It is expected that there will be a need to invest in working capital to maintain a cash level of 10% of sales.

Under a special regime, amortization of tangible non-current assets will be made at an annual rate of 25%, and amortization of intangible non-current assets at an annual rate of 33%.

The expected tax rate is 30%, and the cost of capital is 20%.

The end of life value is expected to match the book value of the assets.

Pergunta 1

What type if this investment project? Please justify your answer.

Pergunta 2

Calculate the cash flow statement as well as the NPV and IRR of this project.

Pergunta 3

Would you carry out this project? Why?

Pergunta 4

Competitive positioning is attained by:

Selecione uma opção:

- ☒ a. Low cost or differentiation through unique activities / products ✓
- ☐ b. The type of intangible assets the company has
- ☐ c. Resource appropriation regime

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Resposta correta:

Low cost or differentiation through unique activities / products

Pergunta 5

Organizational capabilities are:

Selecione uma opção:

- ☒ a. Complex combinations of assets, human resources, and processes that organizations use to turn inputs into outputs ✓
- ☐ b. They are based on the complementarity between intangible and human resources available to the company
- ☐ c. Easy to identify and acquire

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Resposta correta:

Complex combinations of assets, human resources, and processes that organizations use to turn inputs into outputs

Pergunta 6

Which of the following are elements of competitive advantage:

Selecione uma opção:

- ☐ a. The magnitude, sustainability and appropriateness of the advantage
- ☒ b. Industry attractiveness ✗
- ☐ c. Access to markets

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Resposta correta:

The magnitude, sustainability and appropriateness of the advantage

Pergunta 7

Making an advantage sustainable by avoiding imitation is part of a strategy based on:

Selecione uma opção:

- ☒ a. Porter's framework ✗
- ☐ b. T-P-M linkages
- ☐ c. Resource-based view

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Resposta correta:

Resource-based view

Pergunta 8

One of the central implications of job-to-be-done approach is that customers are:

Selecione uma opção:

- ☐ a. Experts in describing competition for a potential innovative product
- ☒ b. Experts in describing the problem they have and how they solve it today ✓
- ☐ c. Product development experts, notably by specifying product features

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Resposta correta:

Experts in describing the problem they have and how they solve it today

Pergunta 9

What is the importance of controlling commercialisation resources?

Selecione uma opção:

- ☐ a. Increase the diversity of products available in the market
- ☐ b. The impact on the number of sold product units
- ☒ c. The ability to appropriate innovation returns ✓

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Resposta correta:

The ability to appropriate innovation returns

Pergunta 10

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In terms of market size, the job-to-be-done approach:

Selecione uma opção:

- ☒ a. Reduces the size of the market as jobs-to-be done are very specific ❌
- ☐ b. Does not influence market size
- ☐ c. Expands the size of the current market as, in the classical view, there is underconsumption

Resposta correta:

Expands the size of the current market as, in the classical view, there is underconsumption

Pergunta 11

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Dominant design is established for one product category:

Selecione uma opção:

- ☐ a. It is always established by the cheapest product design in the category
- ☒ b. It is influenced by factors such as consumer adoption ✔️
- ☐ c. Immediately after the first product is introduced in the market

Resposta correta:

It is influenced by factors such as consumer adoption

Pergunta 12

Describe a T-P-M linkage for a technology of your choice. Describe the technology capabilities, the product attributes and the market segment and needs.