**GEE**

**Financial Management**

* Make a balance sheet (indicate that the company's assets are presented on a certain date).
* Make an income statement (measurement of the company's financial performance over a given period).
* Write account movements.
* Make a cash-flow statement (statement that presents the detailed historical information about what were the receipts and payments of a company during a specific period - demonstrates the company's ability to generate cash).
* Make a financial analysis:
  + Understand macro (national and international trends) and industrial context.
  + Analyse company position (Balance sheet, Income statement and Cash-flow)
  + Structural evolution and ratio analysis:
    - Profitability -> Ability to generate profit from resources:
      * **Return on sales** – percentage of net income that comes from sales.
      * **Return on equity** – percentage of net income that comes from equity. (DuPont analysis)
      * **Return on assets** - percentage of net income that comes from assets.
    - Efficiency -> How efficiently assets and resources are being used:
      * **Asset turnover** – How efficiently the company uses its assets to generate sales.
      * **Inventory turnover** – How fast the company sells its inventory.
      * **Average Inventory Period** – Average number of days the company holds the inventory for.
      * **Average Collection Period** - Average number of days the clients use to pay their debts**.**
      * **Average Payment Period** – Average number of days the company takes to pay their vendors**.**
    - Liquidity -> Ability of the company to pay its short-term debts:
      * **Current Ratio** – Ability of the company to cover its short-term debts with its assets.
      * **Quick ratio** – Ability of the company to cover its short-term debts with its assets except inventory.
      * **Cash ratio** - Ability of the company to cover its short-term debts with its cash and equivalents.
    - Leverage – Measure of the company’s capital structured by measuring how it leverages both liabilities and equity:
      * **Equity to assets** – Proportion of the company’s assets that are financed by equity.
      * **Debt to equity** – Relative proportion of debts and equity used to finance the company’s assets.
      * **Coverage of fixed investments** – Proportion of the company’s fixed assets that are financed by equity and long-term debt.
      * **Interest coverage** – Ability to cover interest payments with the Earnings Before Interest and Taxes (EBIT)

**Marketing**

* 7 Ps of marketing:
  + Product
  + Price
  + Promotion
  + People
  + Processes
  + Places
  + Physical evidence
* Segmentation variables:
  + Geographic segmentation
  + Socio-demographic segmentation
  + Psychographic segmentation
  + Behavioural segmentation
* Effective segmentation criteria
  + Measurable
  + Substantial
  + Accessible
  + Differentiable
  + Actionable
* Positioning
  + Positioning is the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market.
  + *Among (target market), our offering is the brand of (frame of reference) that (point of difference) because (reason to believe).*
  + Describe points of parity and point of difference.
* Unitary contribution margin - the selling price of the product minus the variable cost that was incurred to produce the product.
* Break-even - Activity level beyond which revenues cover all costs.

**Operations**

* The Resources view:
  + Organization is a set of tangible, intangible and human assets.
  + Useful in deciding the amount and types of resources needed.
    - Sizing – How many resources do we need to invest in?
    - Timing - When should we increase or reduce resources?
    - Type – What types of resources are best?
    - Location – Where should our resources be located?
* The Processes view:
  + Purpose of resources is to work to generate value.
  + Useful in showing how resources perform activities and generate value.
    - Supply – When to outsource and how to handle suppliers?
    - Technology – What technologies do our processes need?
    - Demand – How do we match to available supply?
    - Innovation – When and how do we innovate and improve?
* The competencies’ view:
  + What the organization’s resources, processes and values allow to do (its abilities)
  + Useful in determining the set of outputs, products, and services that the operation will be particularly good at providing.
    - Cost – What’s the total cost of operating?
    - Timing – What’s the total time necessary to transform inputs into outputs (and lead time)?
    - Quality – What is our ability to deliver quality products?
    - Flexibility – What is the operations flexibility to change inputs, activities, volumes, or outputs?
  + Business Strategy
    - Mission and objectives definition
      * The mission statement of a firm focuses on its present business purpose - “*who we are and what we do*”
    - SWOT Analysis

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* + - * PESTEL
        + Political
        + Social
        + Environmental
        + Economic
        + Technological
        + Legal
  + Porter´s Five Forces of competition
    - Threat of new entrants
    - Power of suppliers
    - Power of buyers
    - Product substitutes
    - Intensity of rivalry
  + Interpret industry:
    - **Unattractive industry** -> low profit potential
      * Low entry barriers.
      * Suppliers and buyers have strong positions.
      * Strong threat of product substitution.
      * Intense rivalry between competitors
    - **Attractive industry** -> high profit potential
      * High entry barriers.
      * Suppliers and buyers have weak positions.
      * Few threats of product substitution.
      * Moderate rivalry between competitors

**Entrepreneurship**

* Business Model (Canvas):
  + **Product-Market Fit:**
    - Value Proposition
      * Solution
      * Unique features
      * Key Benefits
    - Customer Segments:
      * Customer architype.
      * Job-to-be-done.
      * Customer workflow
      * Current Solutions
  + **Connecting to customers:**
    - Channels
      * Types of channels
      * Channel partners
      * Channel Flow Diagram
      * Channel Economics
    - Costumer Relation
      * Strategy to get, keep or grow clients.
      * Customer acquisition cost (CAC).
      * Customer lifetime value (LTV).
        + LTV > 3 x CAC with < 12 months to recover CAC.
    - Revenue Streams
      * Revenue model/ Pricing model.
      * Payment flow.
      * Define and size target market.
      * Sales projection
  + **Operations**
    - Key Partners
      * Partners.
      * Reasons for partnering.
      * Risk and costs.
    - Key Resources and Key activities
      * Alignment among Resources and Activities, and with Value, Propositions and Customer Segments
    - Costs
      * Operating plan and its costs
      * Six steps:
        + Operating plan
        + Market model
        + Staffing plan
        + Cost projections
        + Income statement
        + Cashflow statement