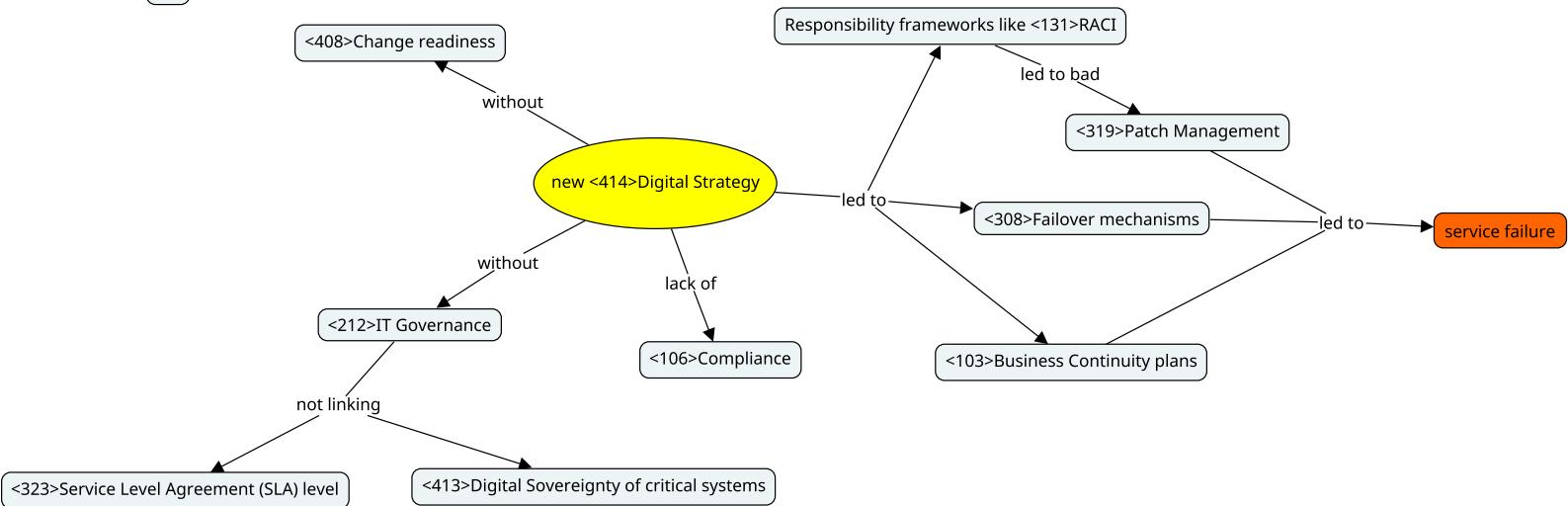
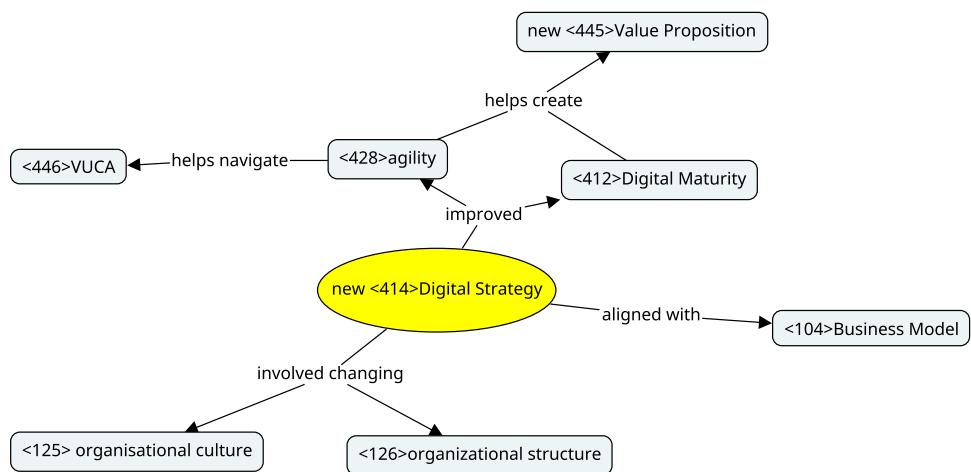


78832 - João Andrade

1.3



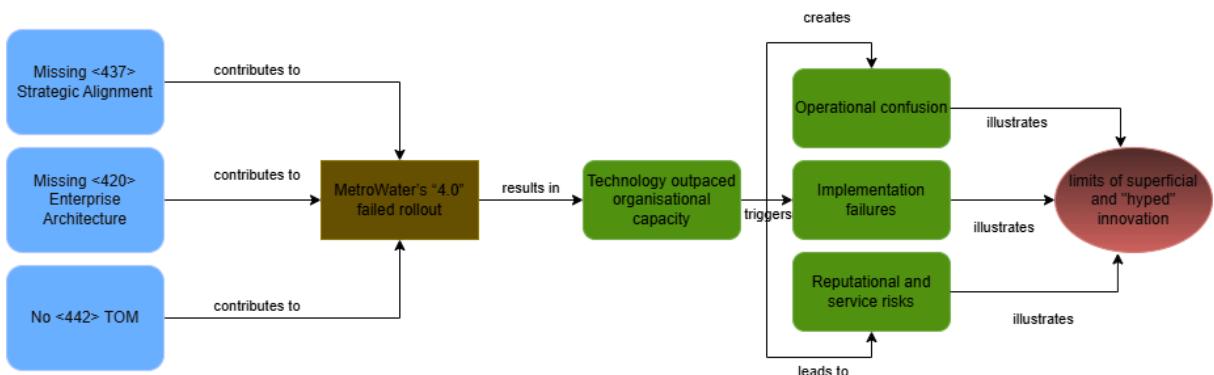
2.3



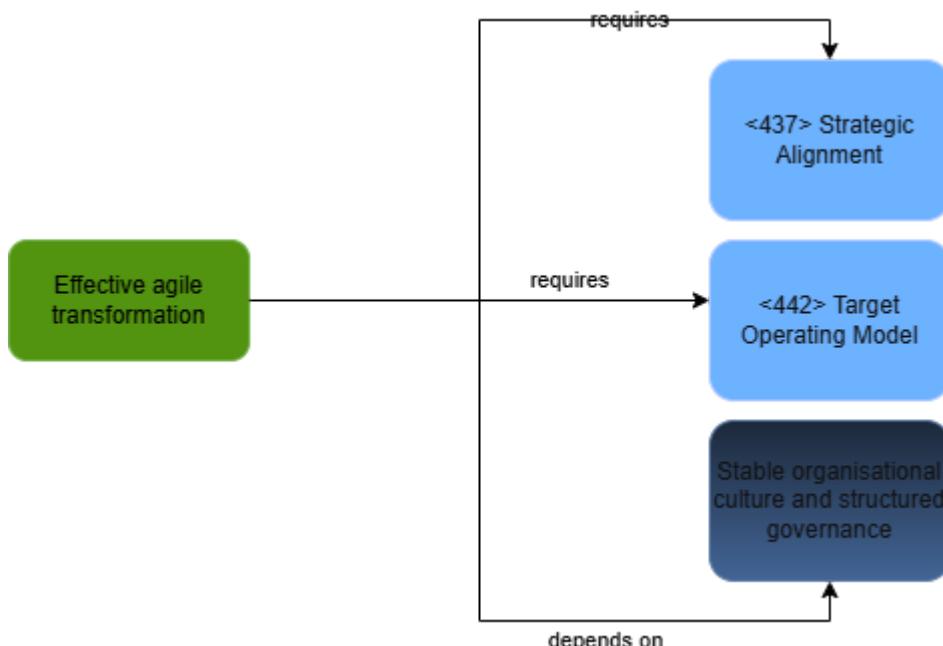
# Concept Maps delivery - Essay 4 (IT, Strategy, and Change)

Name	Student number
Nuno Miguel Sarmento Palma	86903

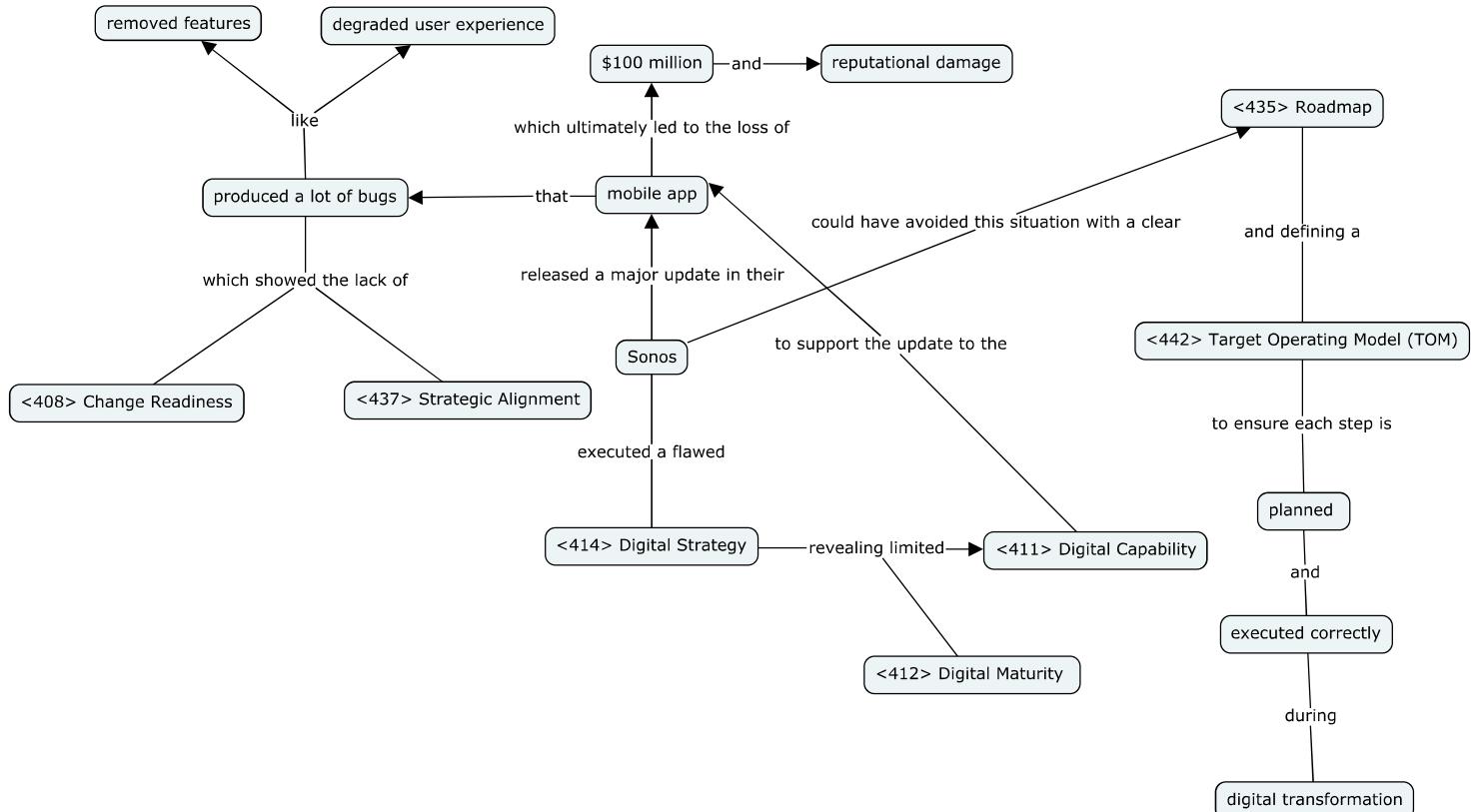
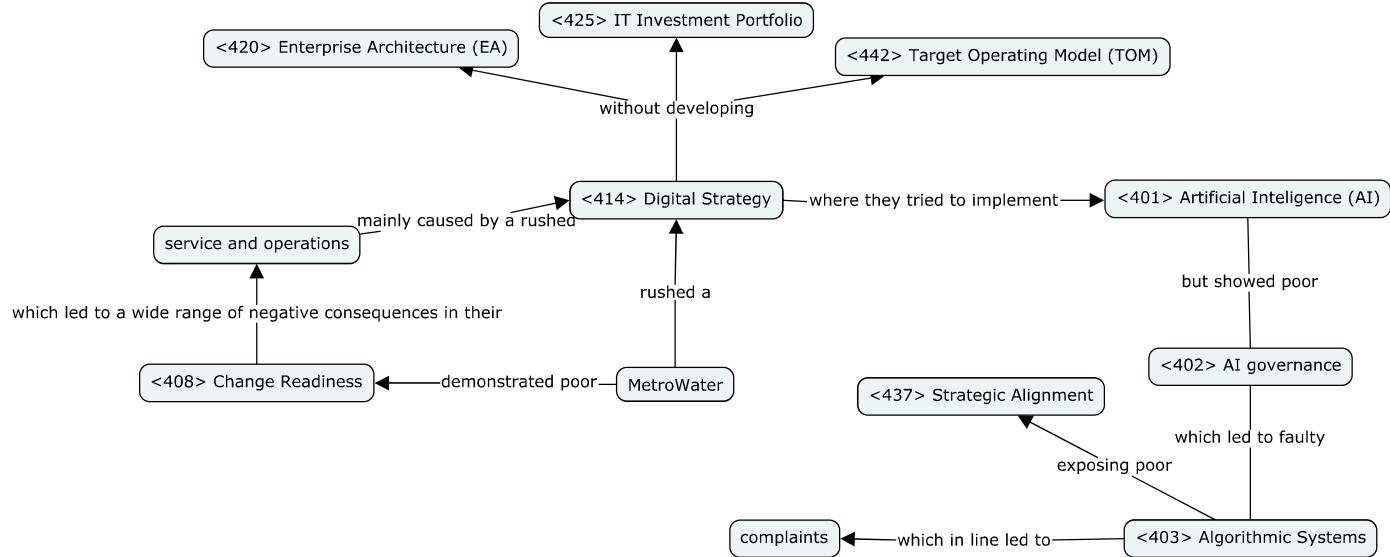
## Concept map for MetroWater Leap Too Far



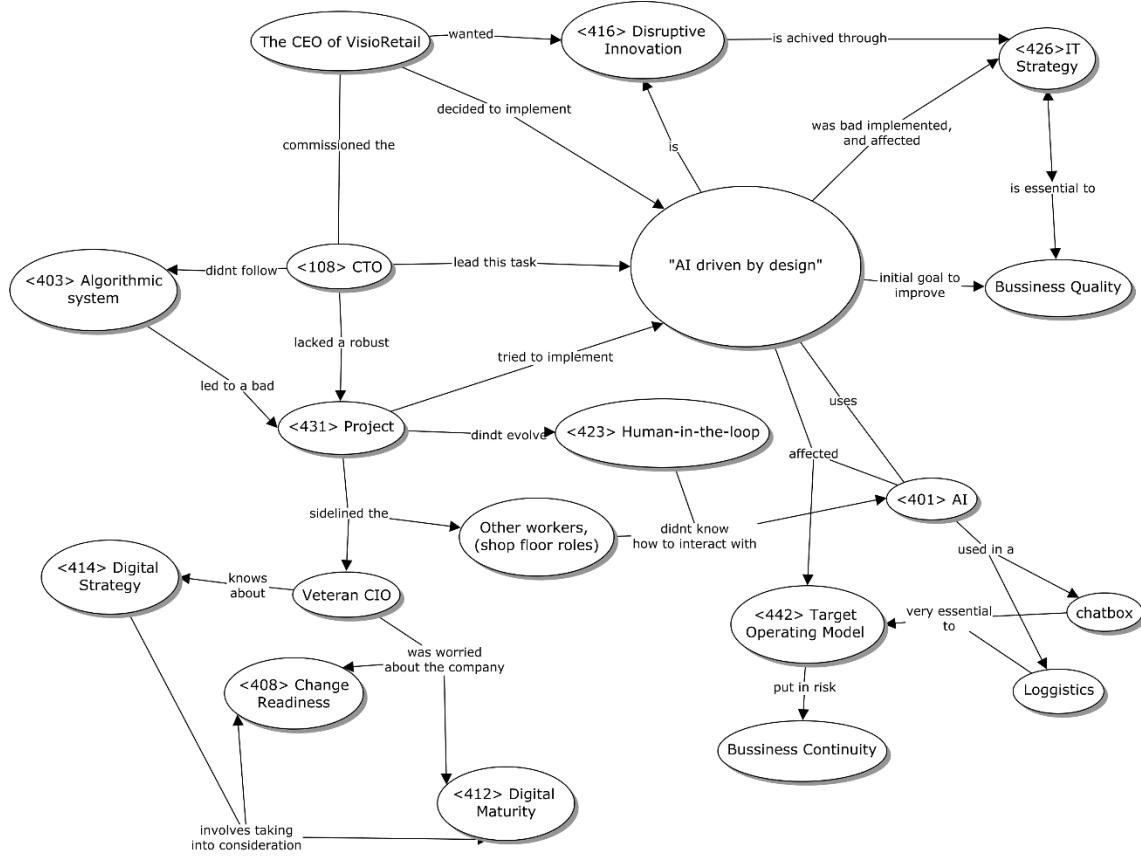
## Concept map for ING and the Agile Transformation



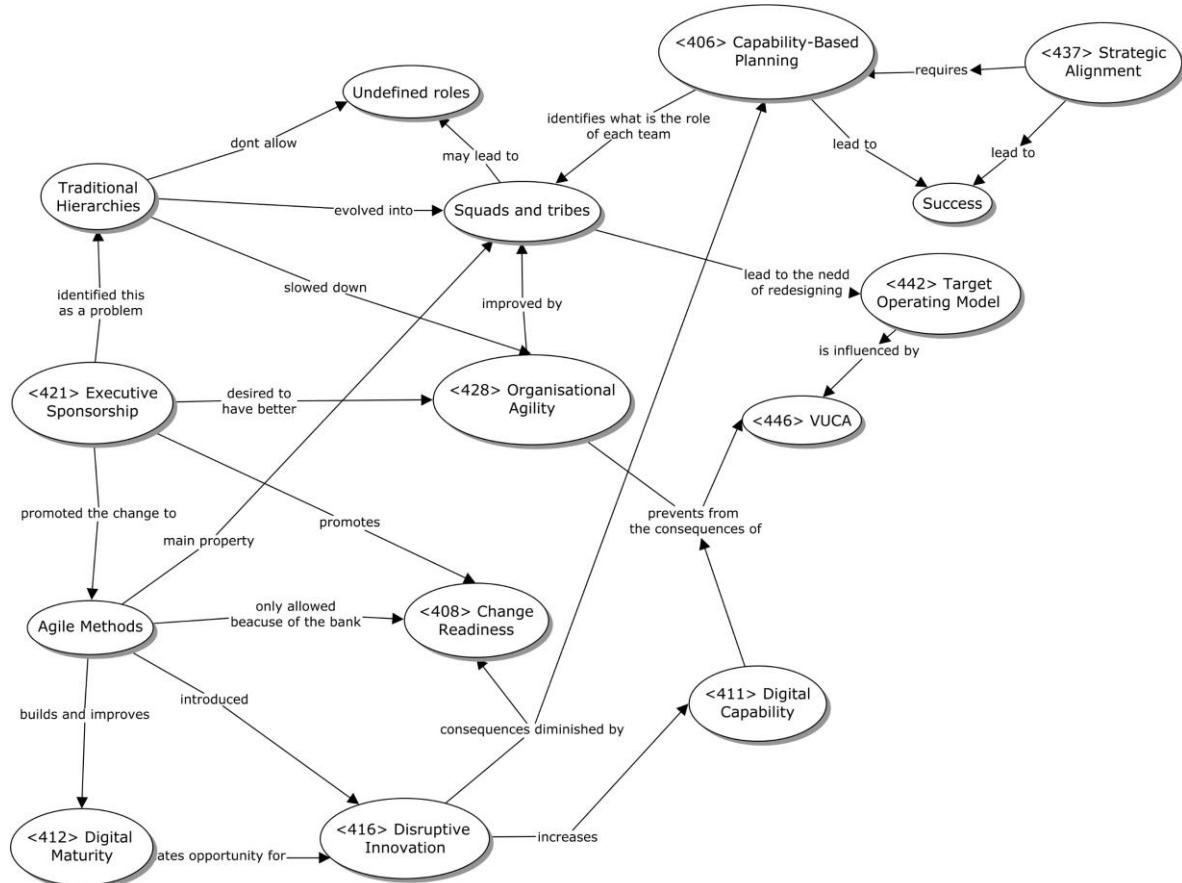
# Afonso Pereira, 93572



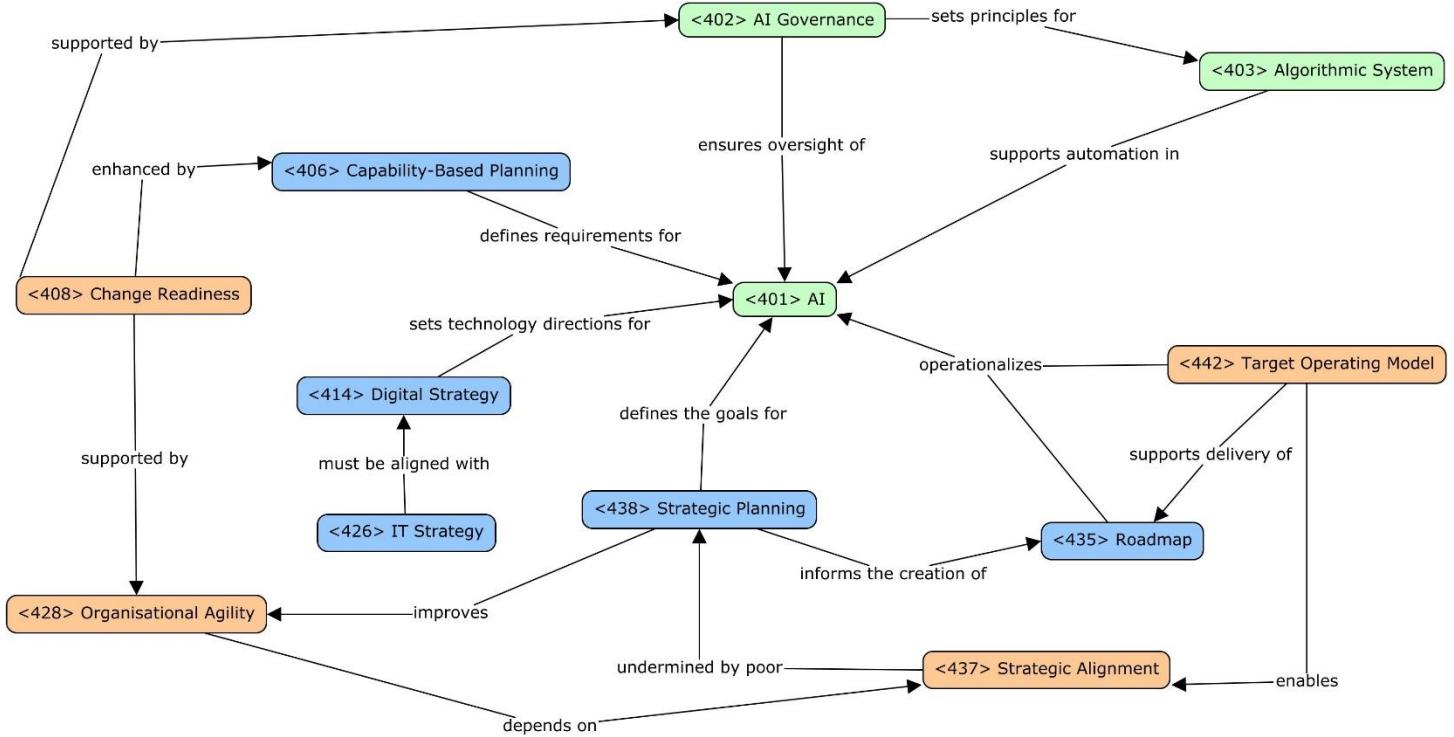
## Q1- 4. VisioRetail AI Misfire



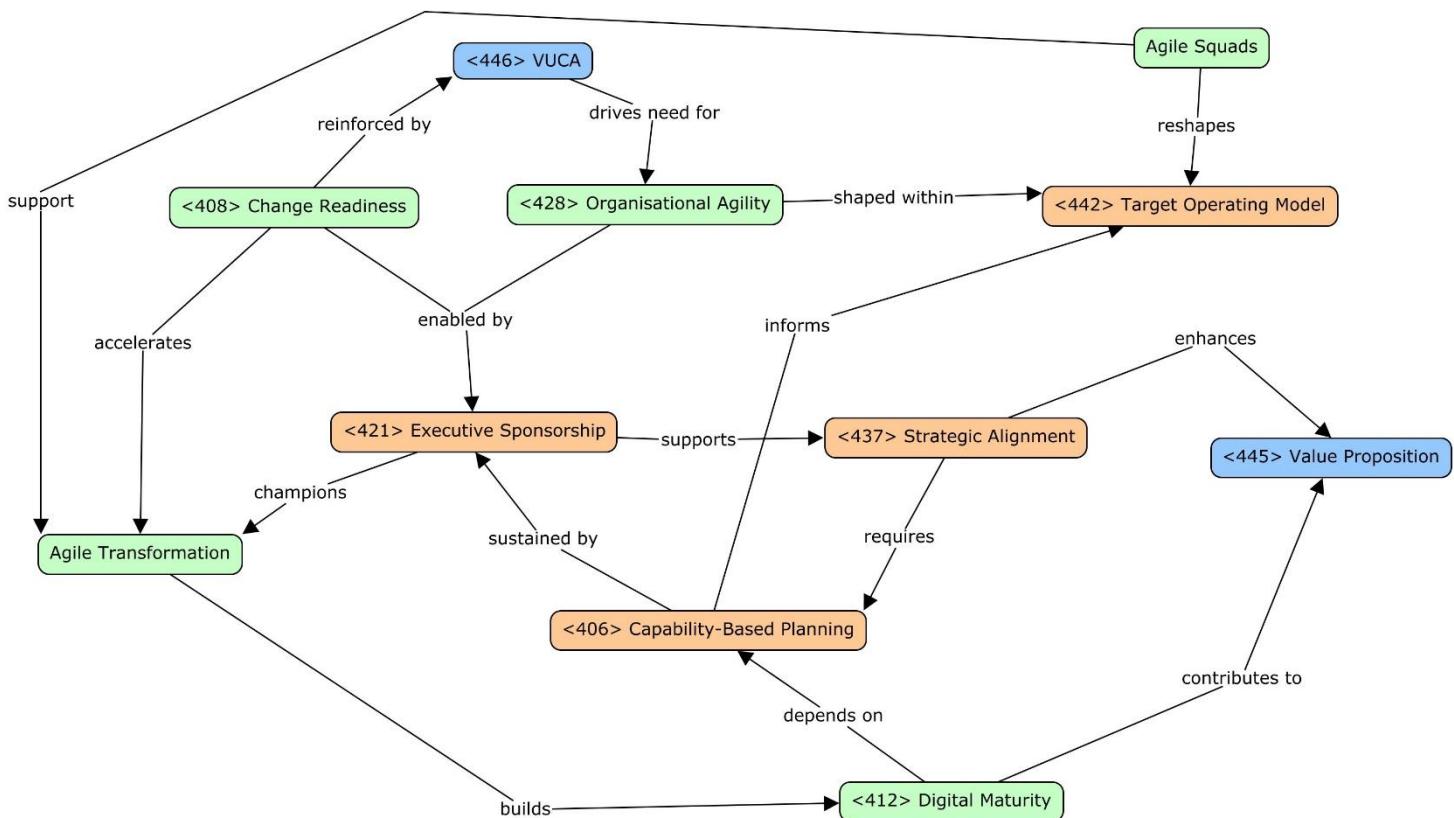
## Q2- 3.ING and the Agile Transformation



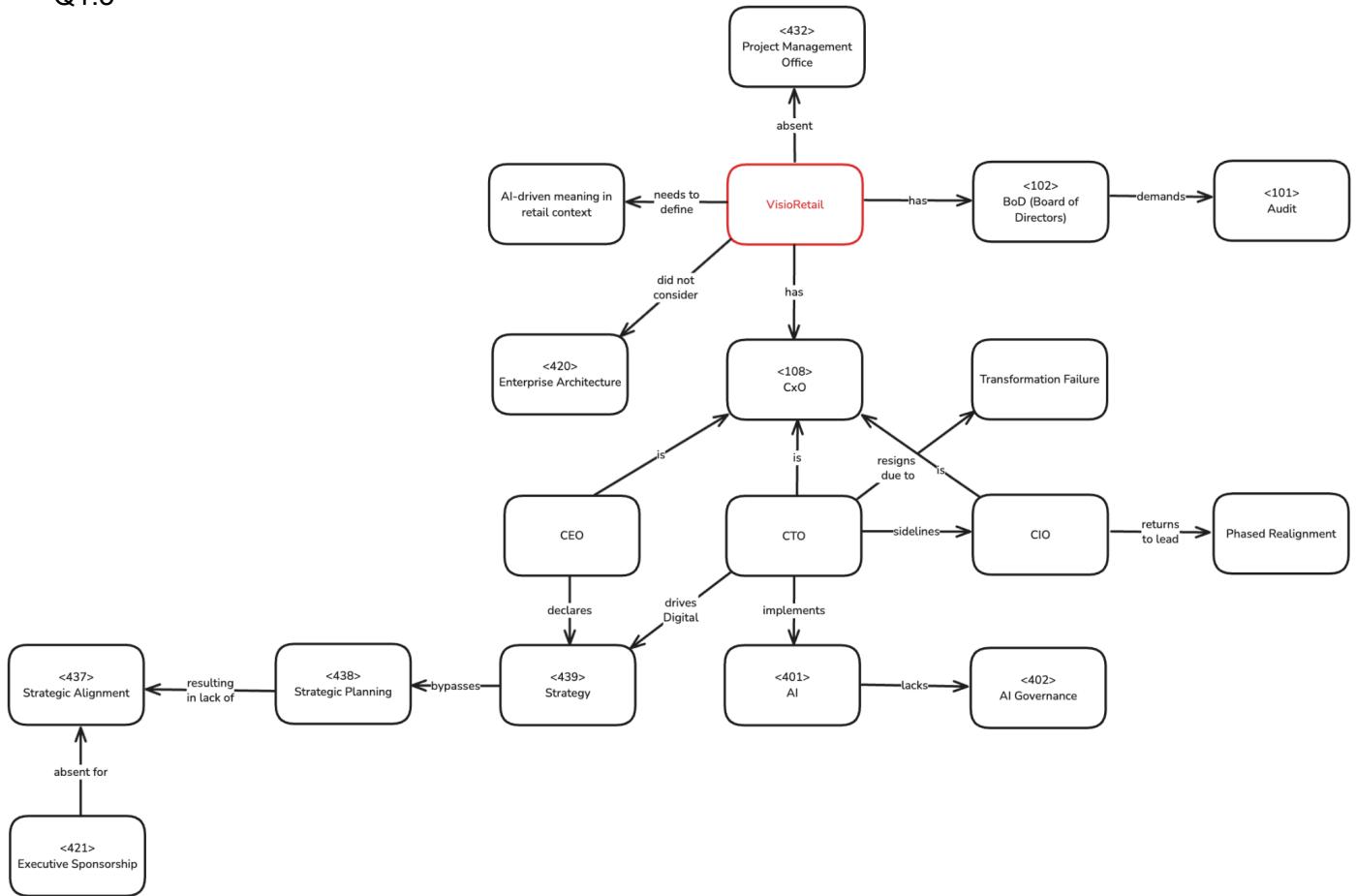
### Q1.3 – Story Analysis: 4. VisioRetail AI Misfire



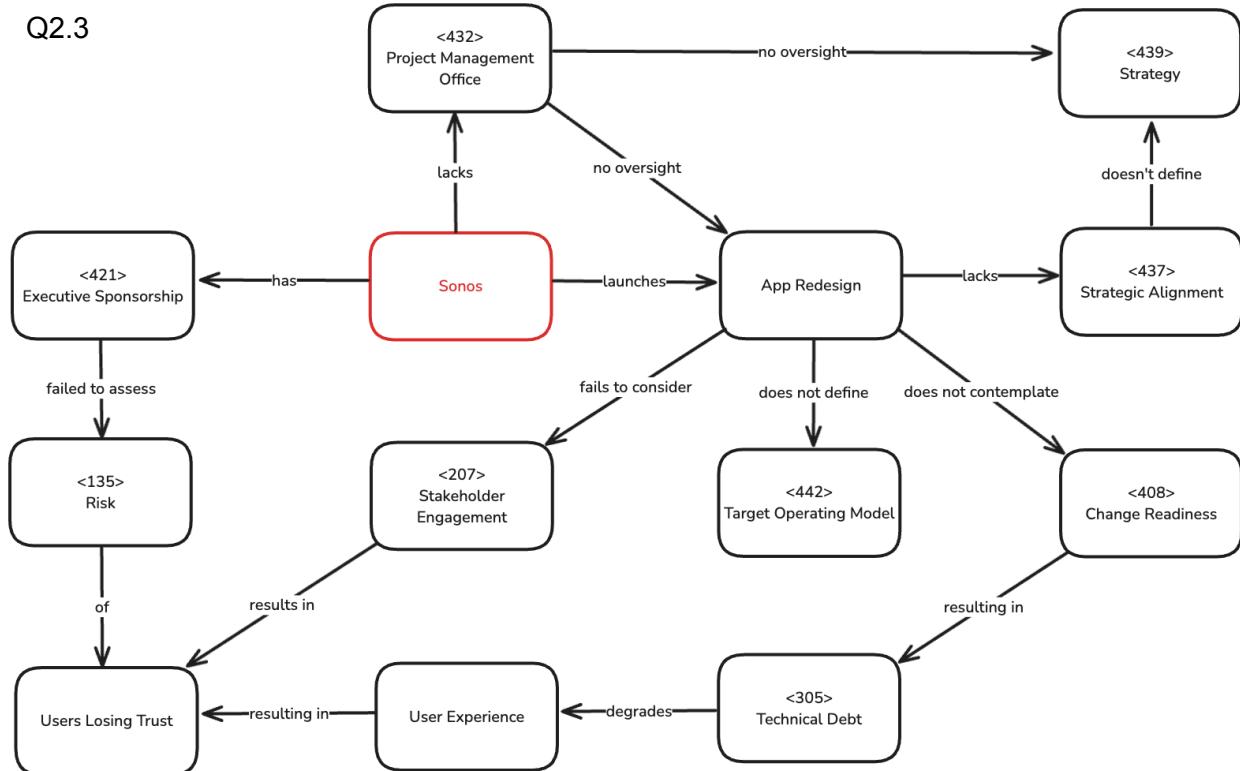
### Q2.3 – Case Analysis: 3. ING agile transformation (2015)

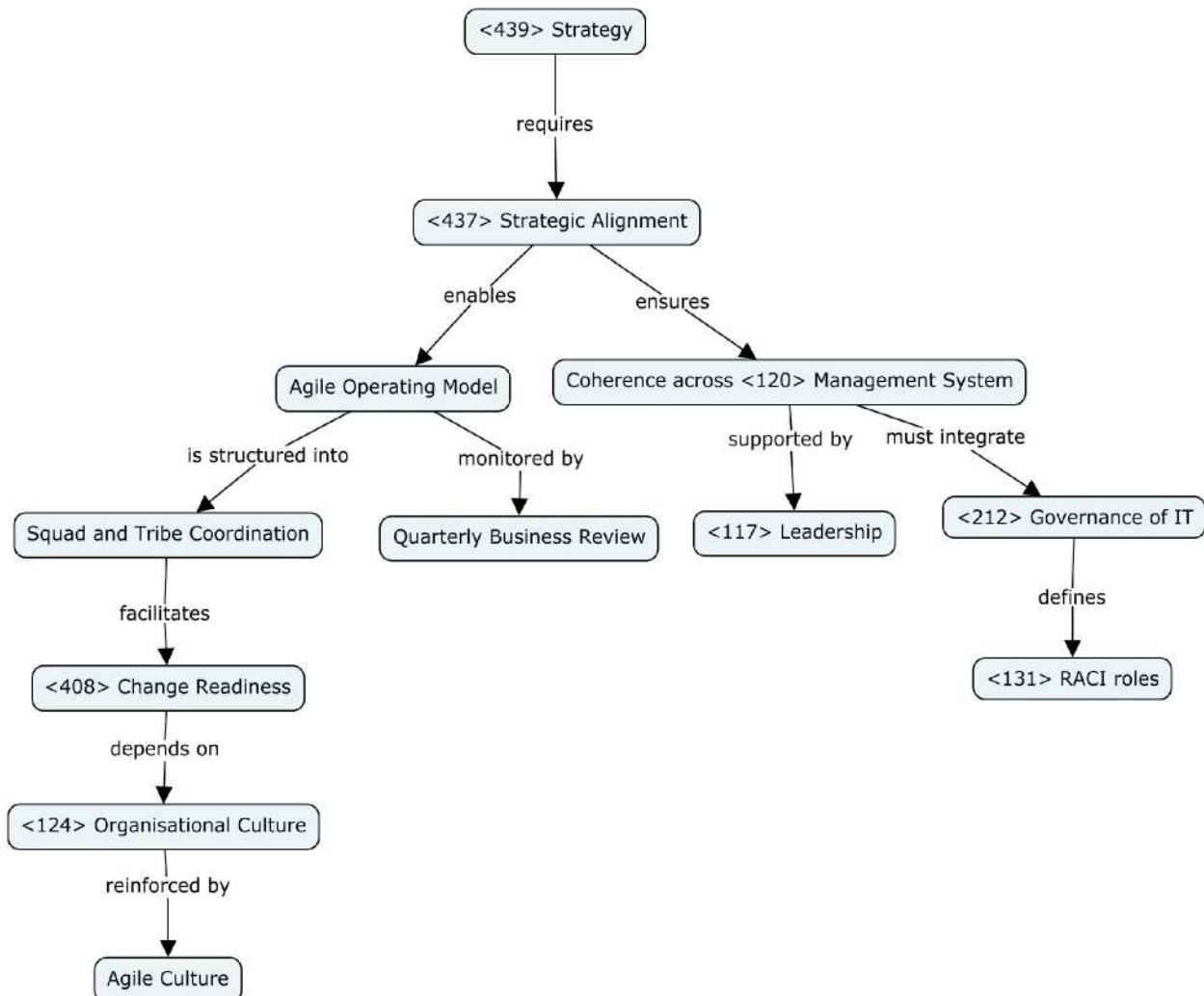
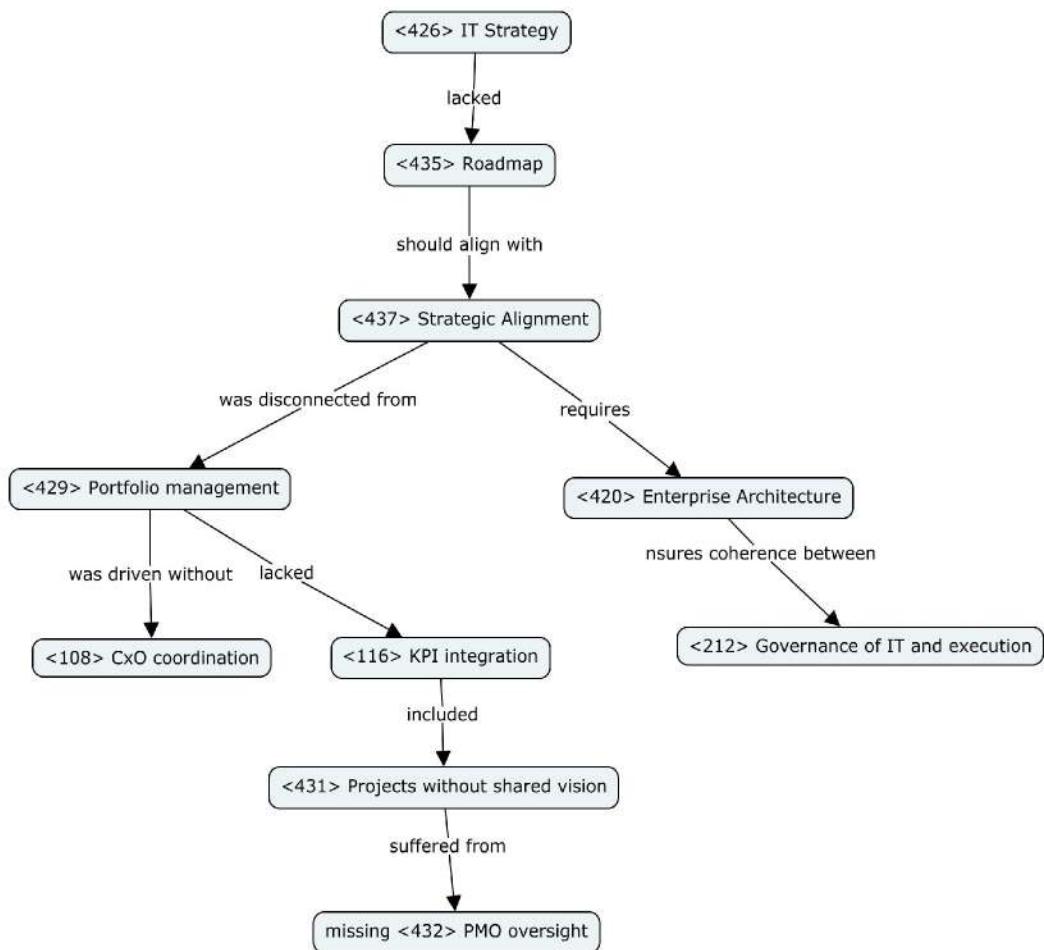


### Q1.3

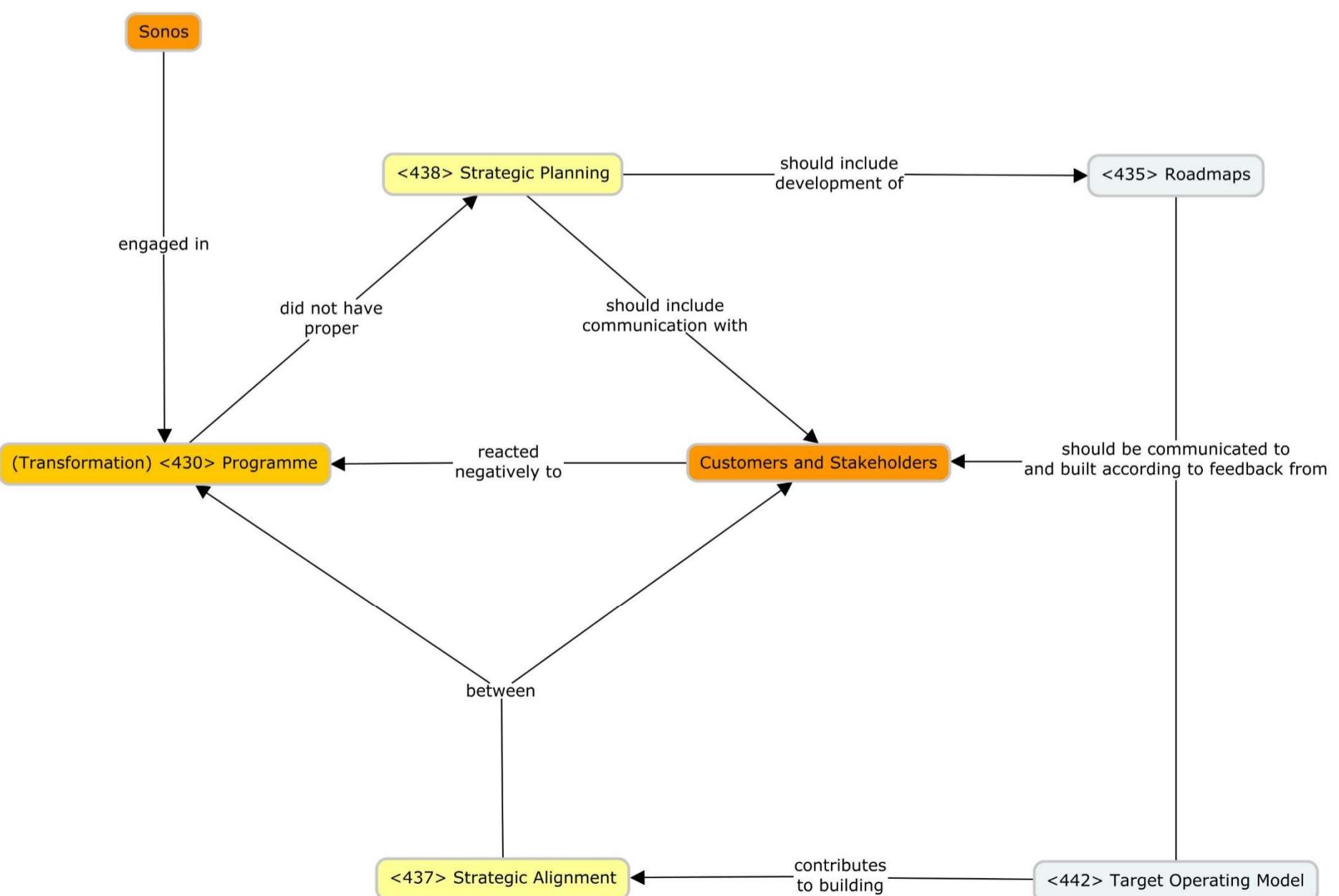
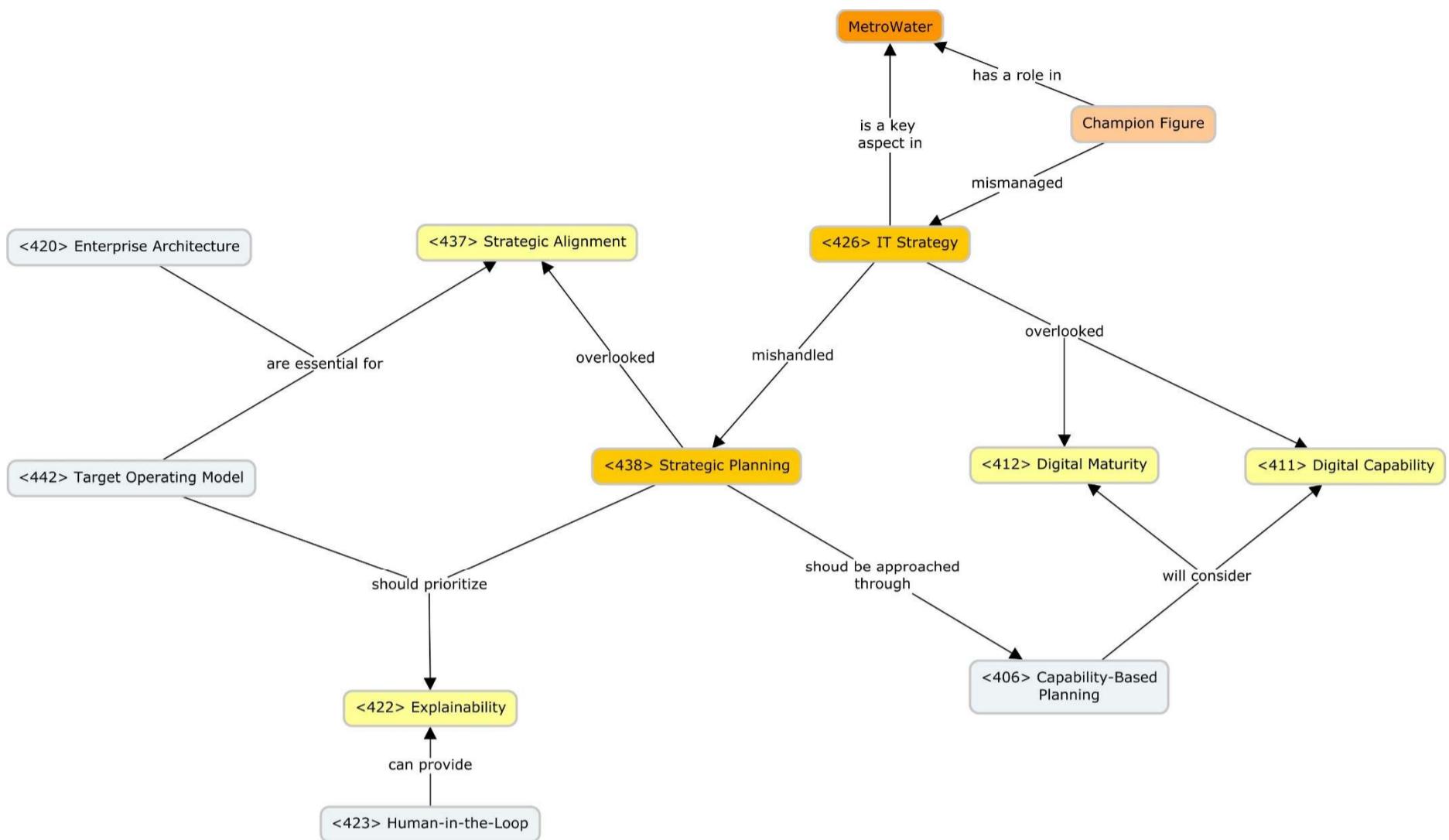


### Q2.3





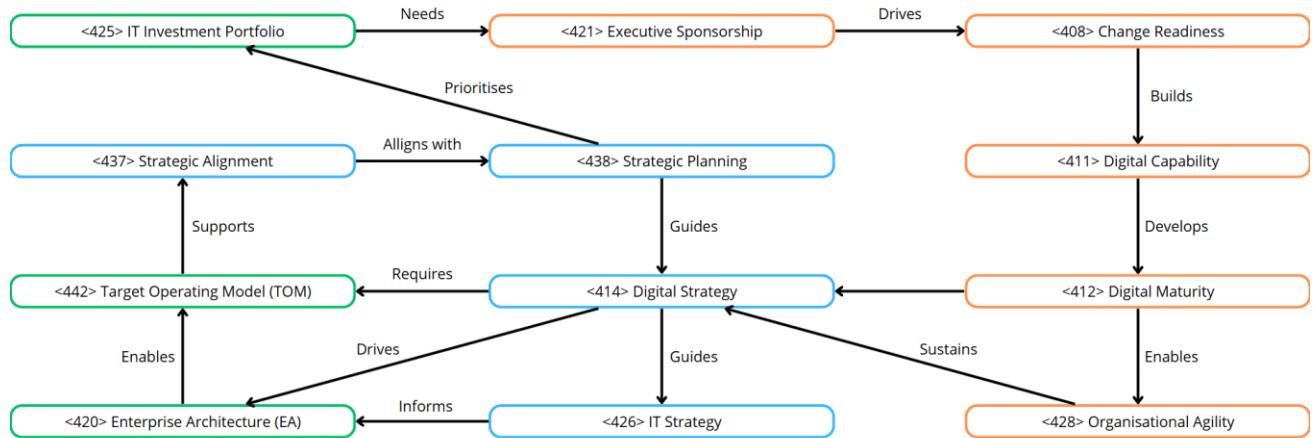
# Francisco Capelo, 95743



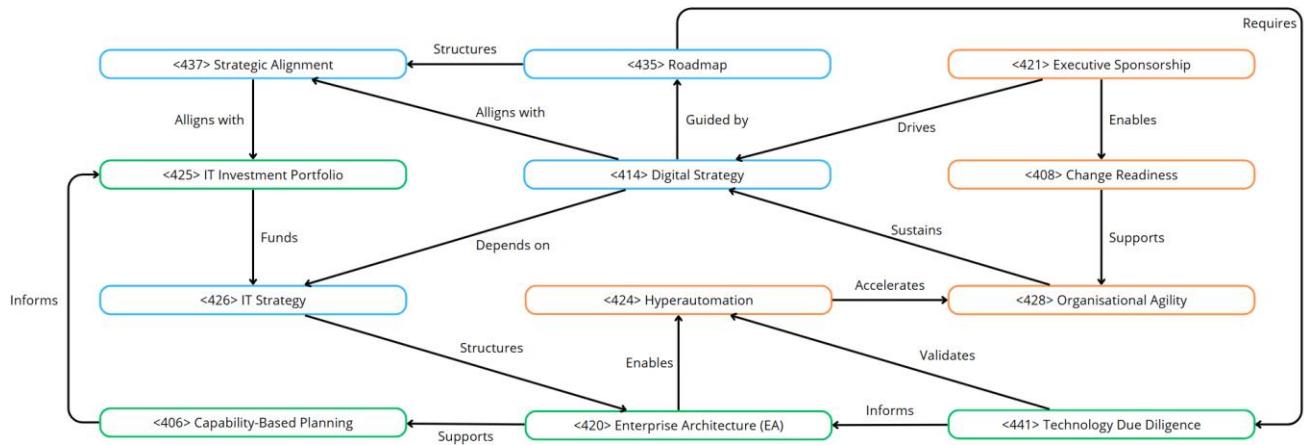
Tomás Santos

96100

Q1.3

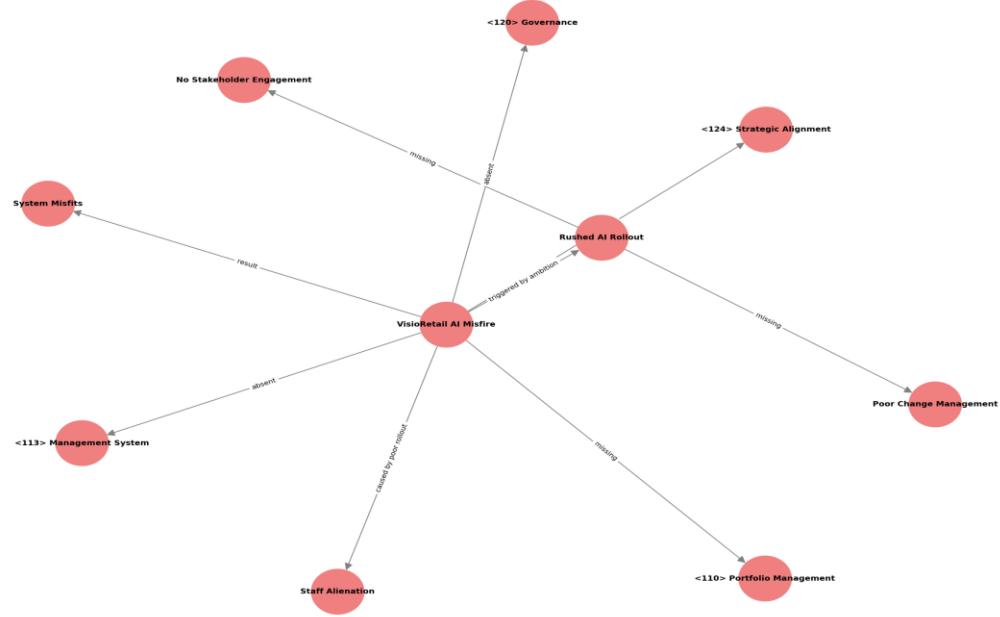


Q2.3



Guilherme Maia, 96223

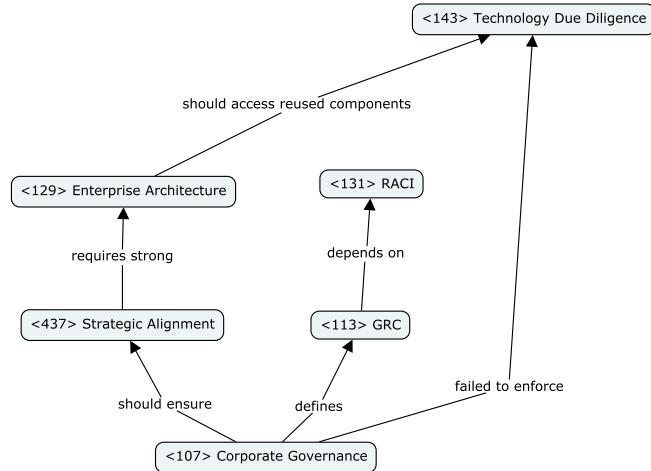
### Q1.3



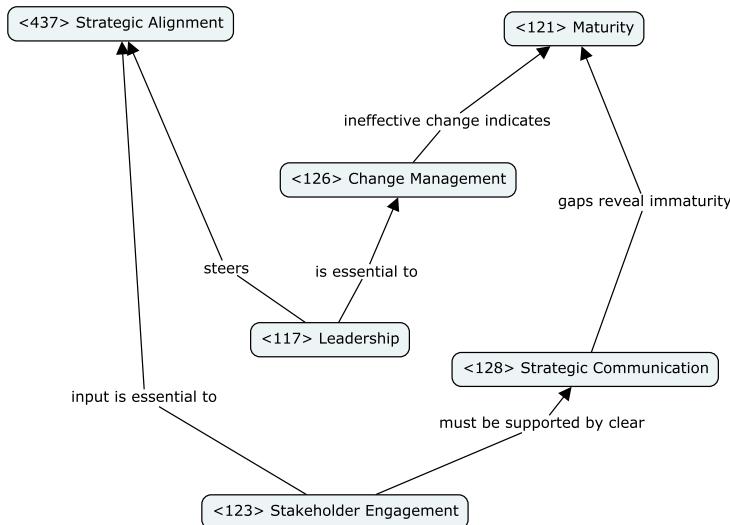
### Q2.3



## 96656 Joaquim Luz Bação



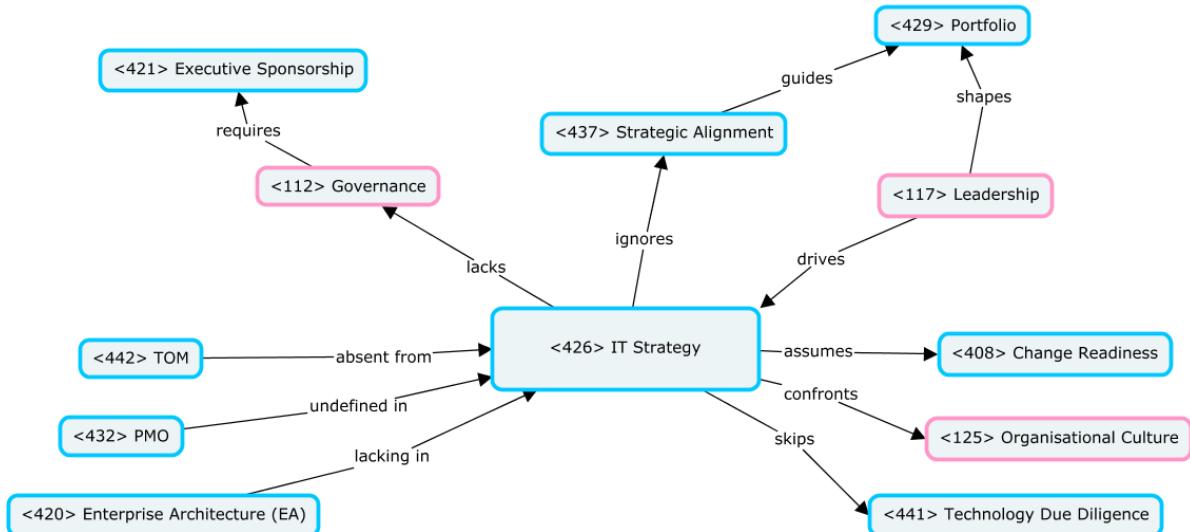
BeaconLab lacked <143> Technology Due Diligence and <129> Enterprise Architecture, undermining <437> Strategic Alignment. <107> Corporate Governance and <113> GRC failed to define <131> RACI roles. <124> Organisational Culture tolerated shortcuts, leading to risk exposure and delayed innovation.



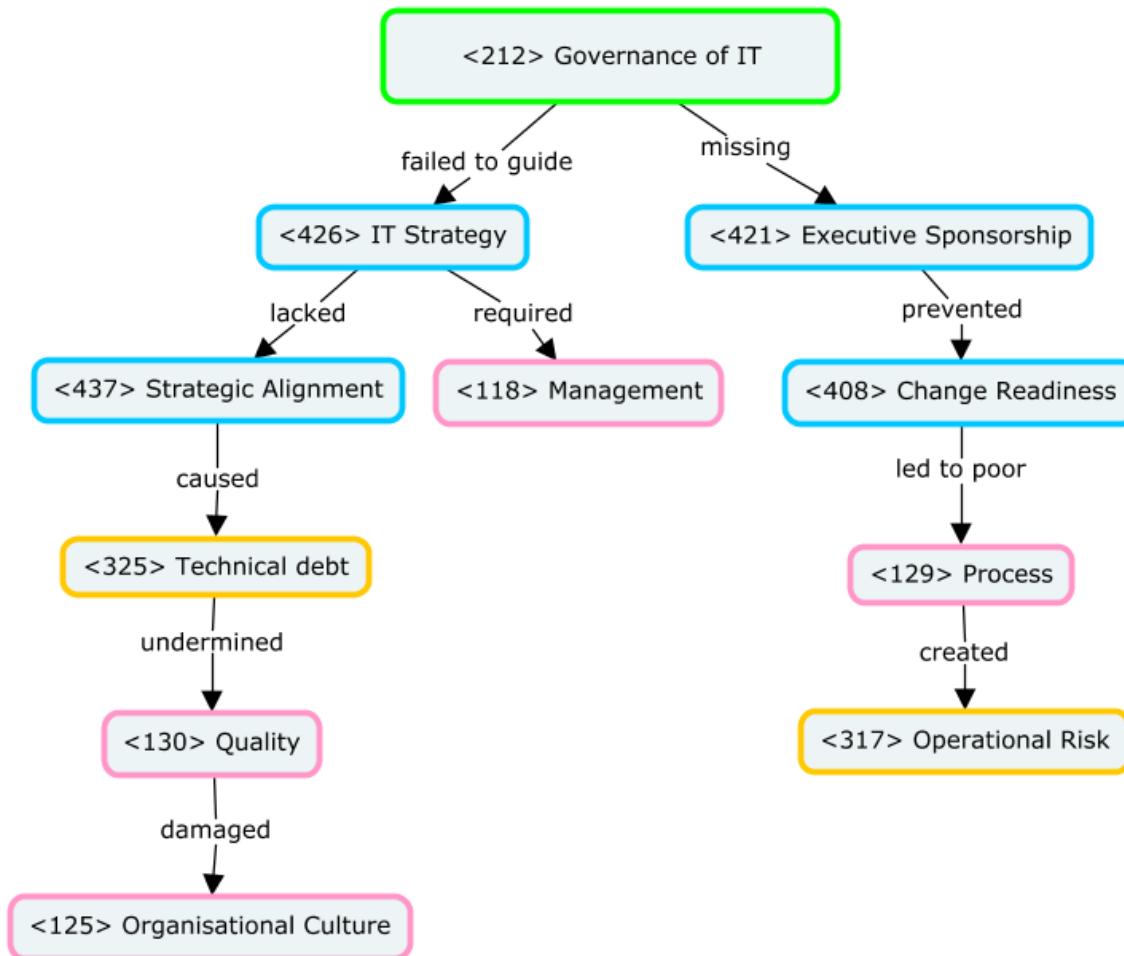
Sonos failed to align digital redesign with <125> Target Operating Model and <437> strategy. Weak <123> Stakeholder Engagement, low <121> Maturity, and poor <128> Communication undermined <126> Change Management. <117> Leadership didn't secure alignment or prepare for user response.

96904 Pedro Severino

Q1.3

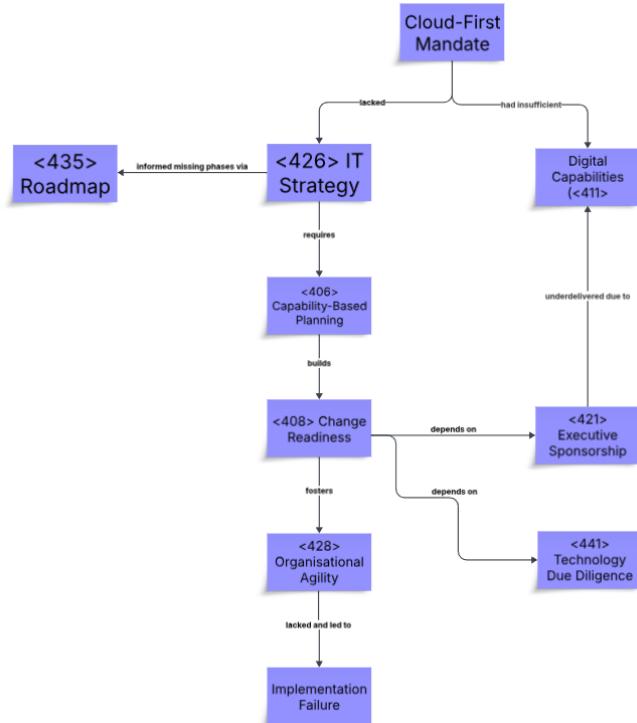


Q2.3

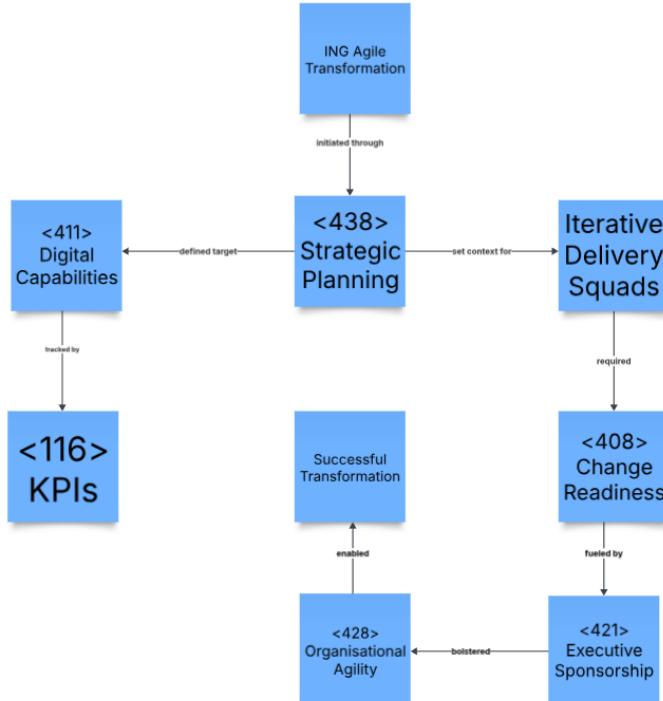


# Martim Moita de Abreu 98956

## Q1.3

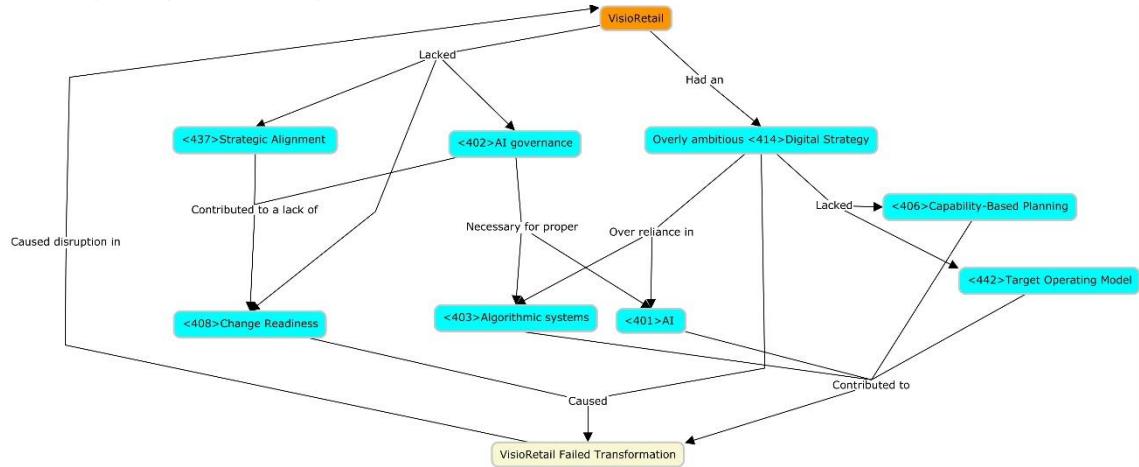


## Q2.3

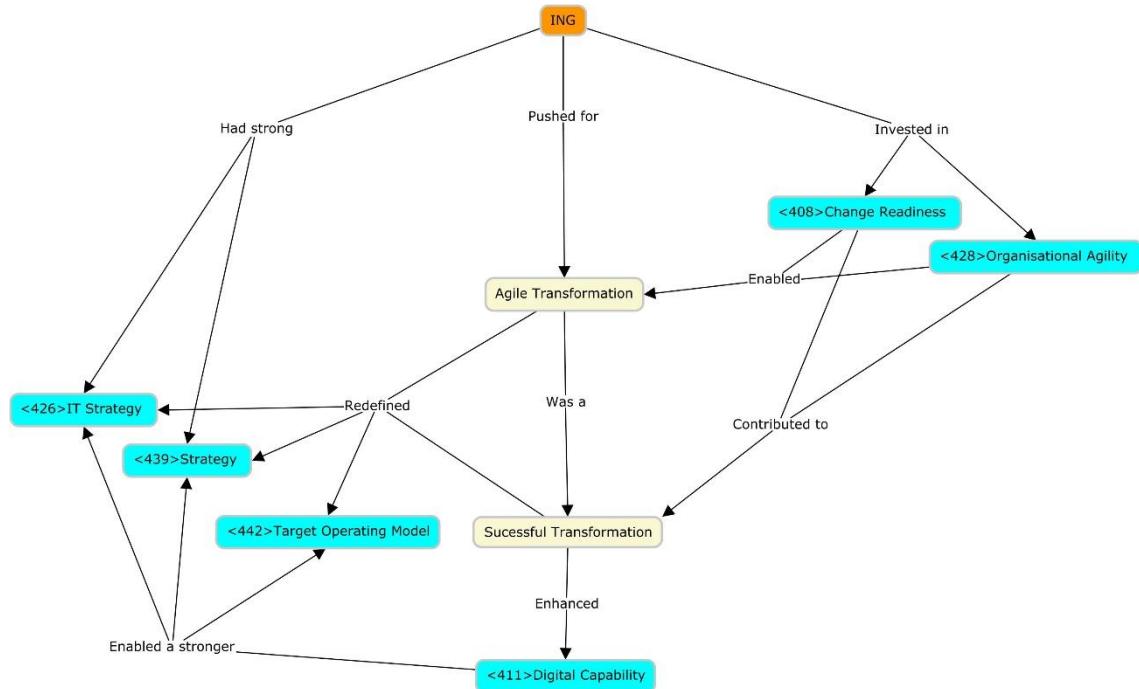


Miguel Capitão 98957

### Concept map Q1.3: Story 4



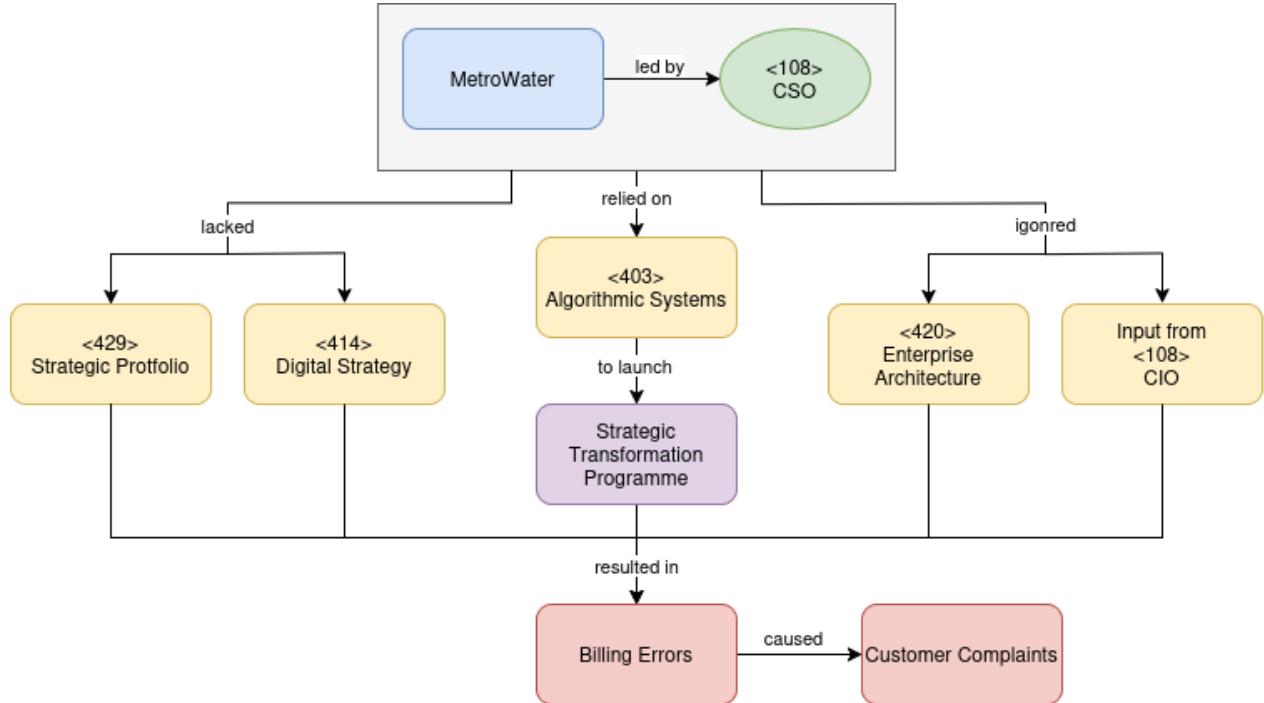
### Concept map Q2.3: Case 3



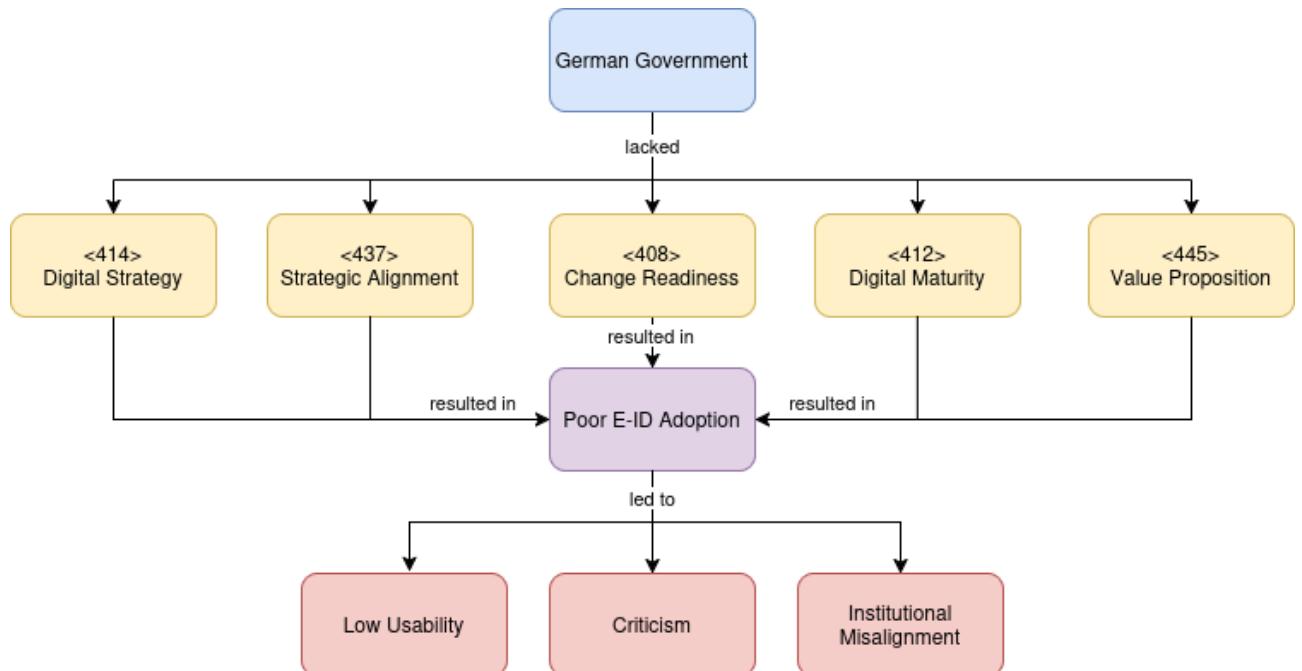
# João Pires - 99090

## SGSI 2025 - Essay 4

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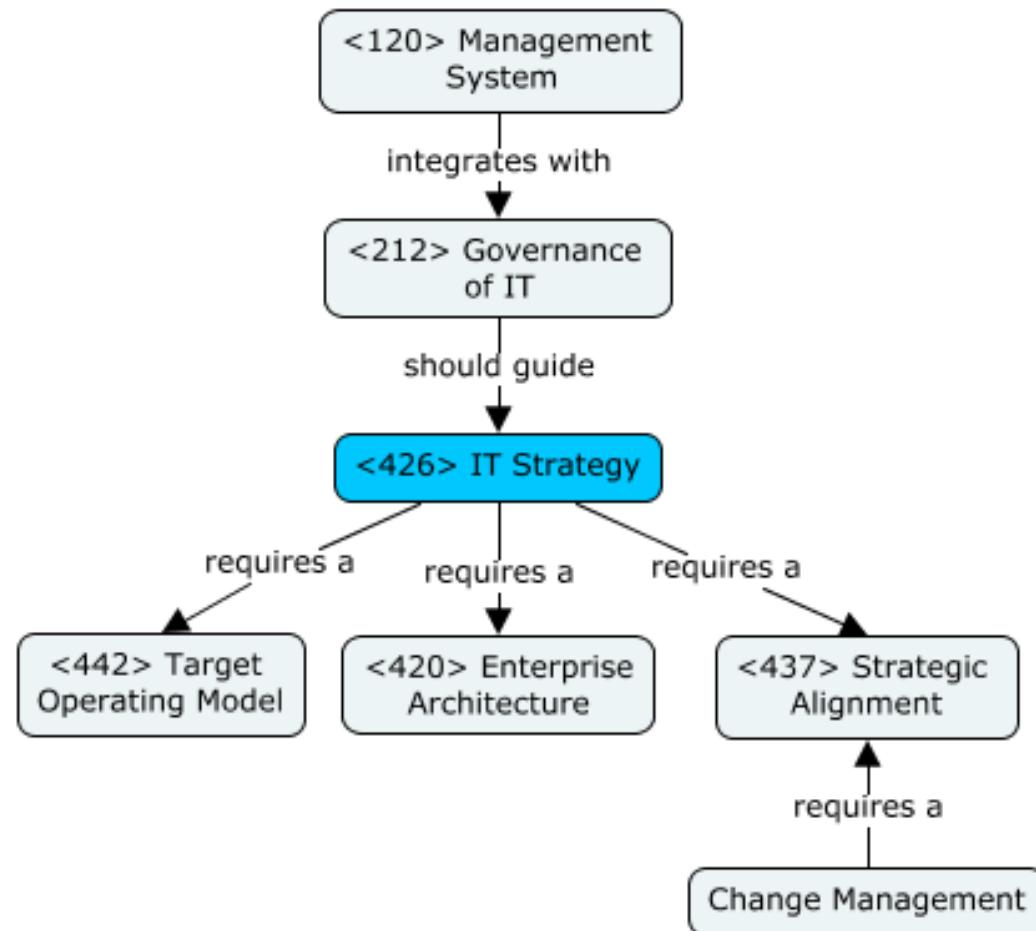
Q2.3:



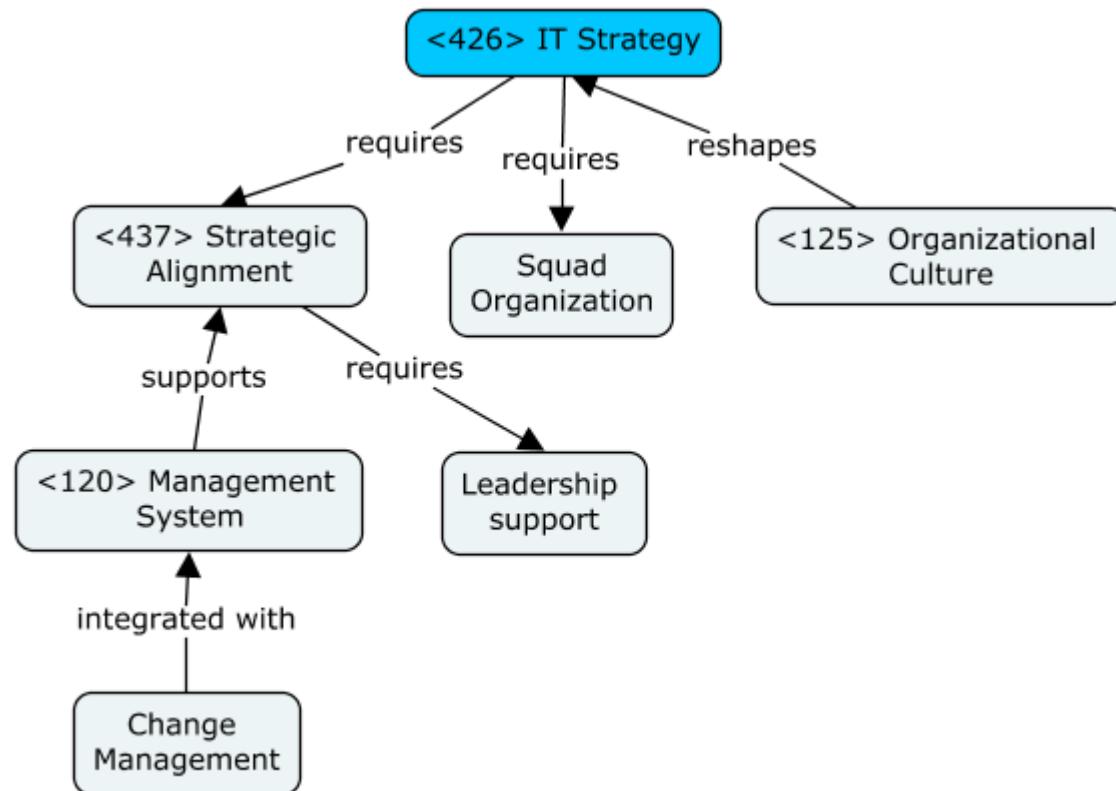
# Rui Costa (99120)

Concept maps:

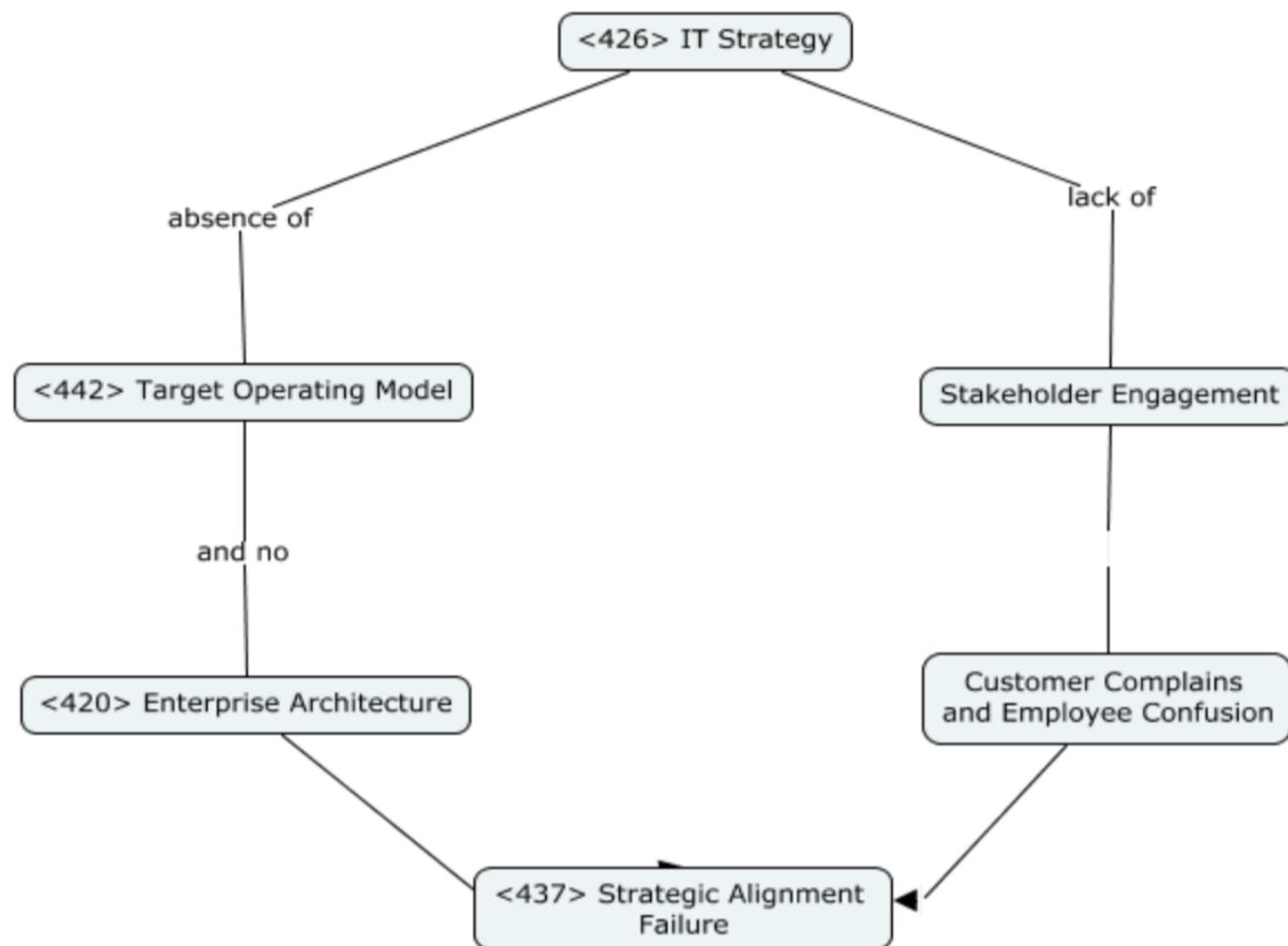
- Q1.3:



- Q2.3:

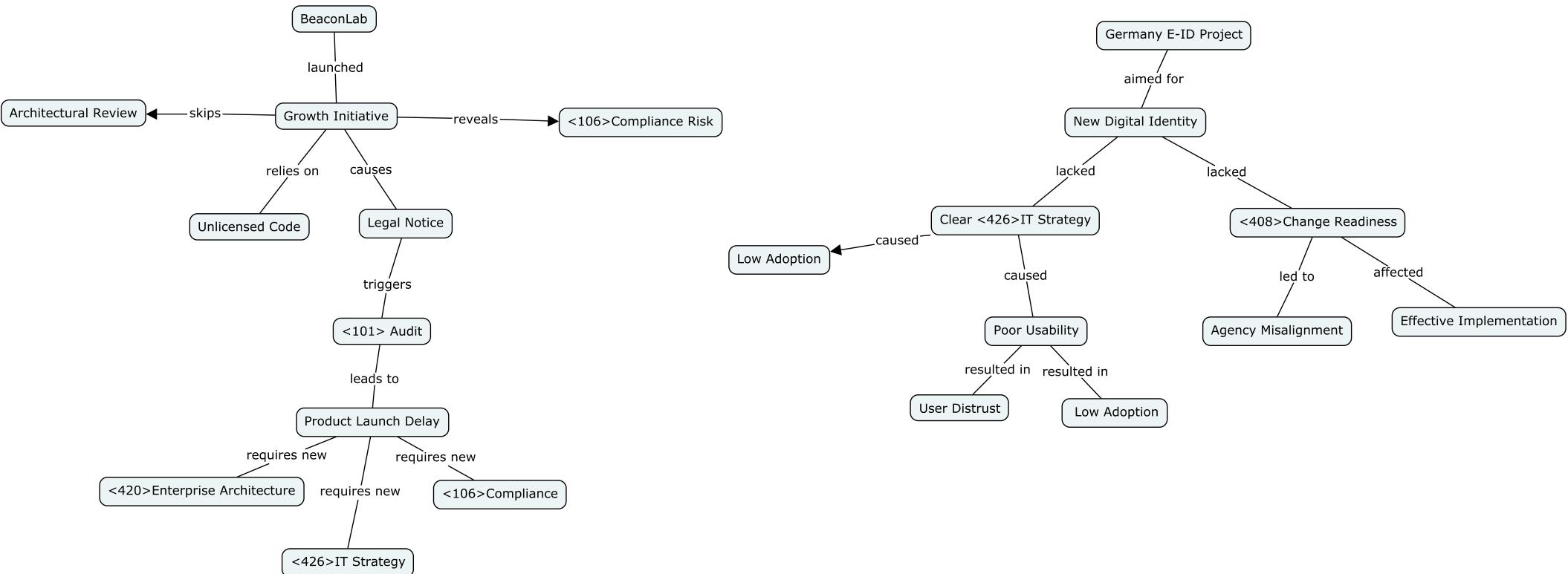


Q1.3

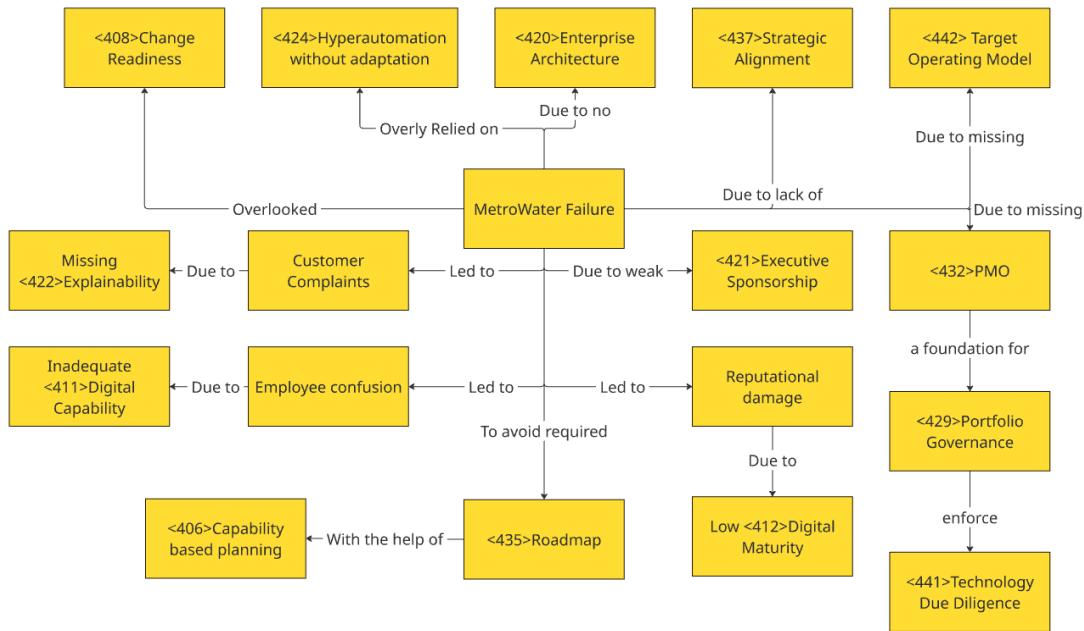


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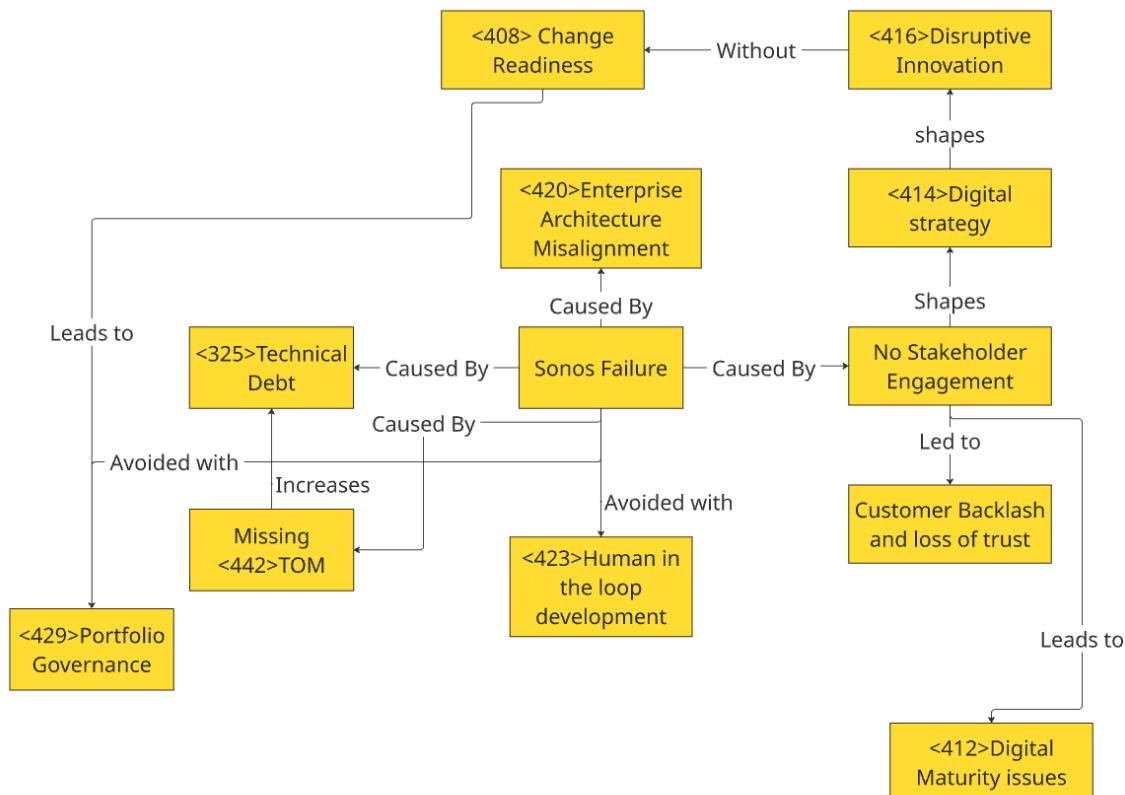




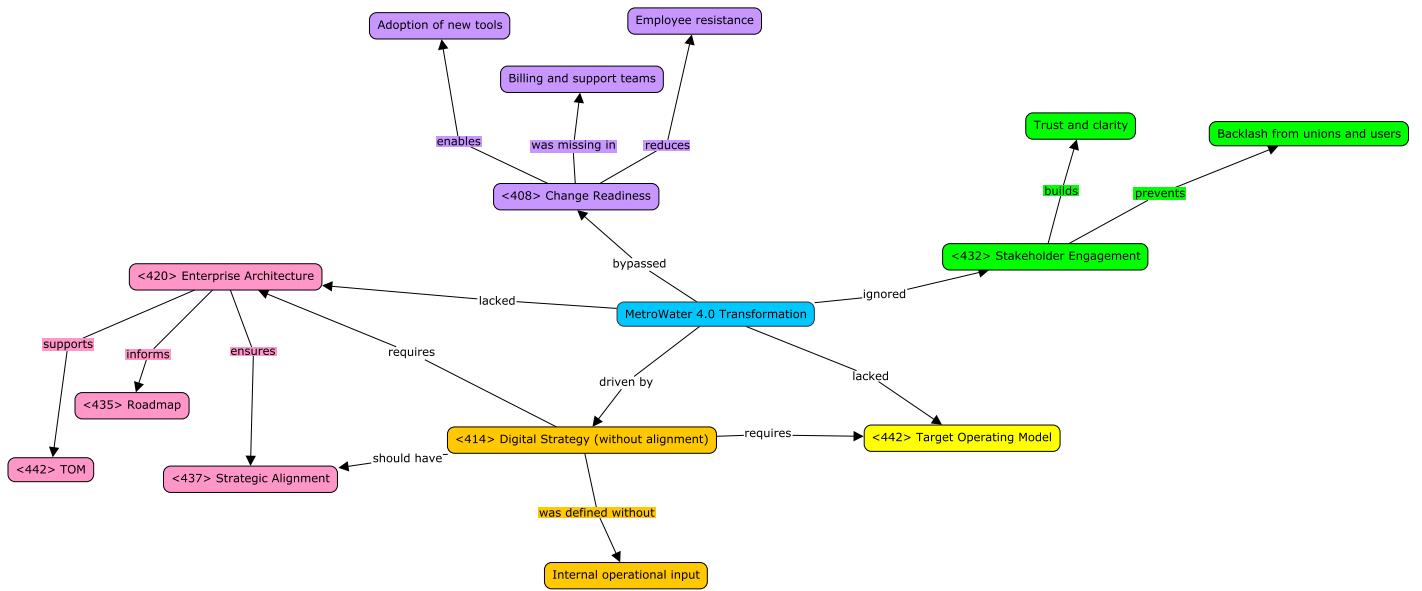
### Q1.3: MetroWater Leap Too Far



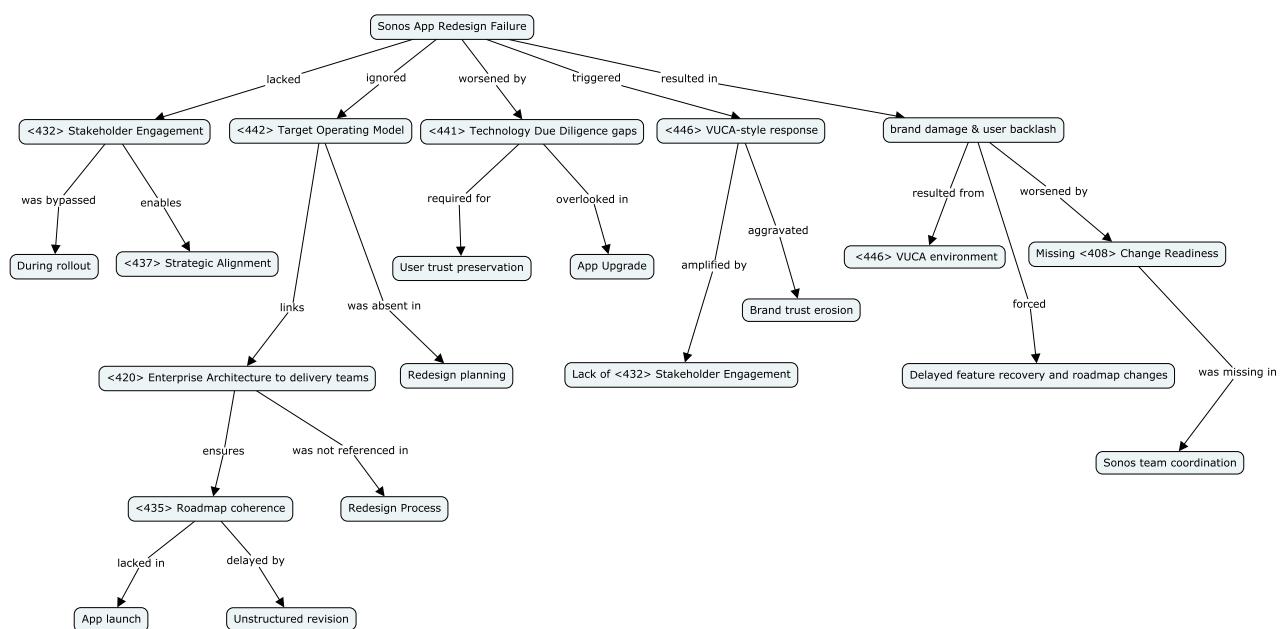
### Q2.3: Sonos App Overhaul Fallout

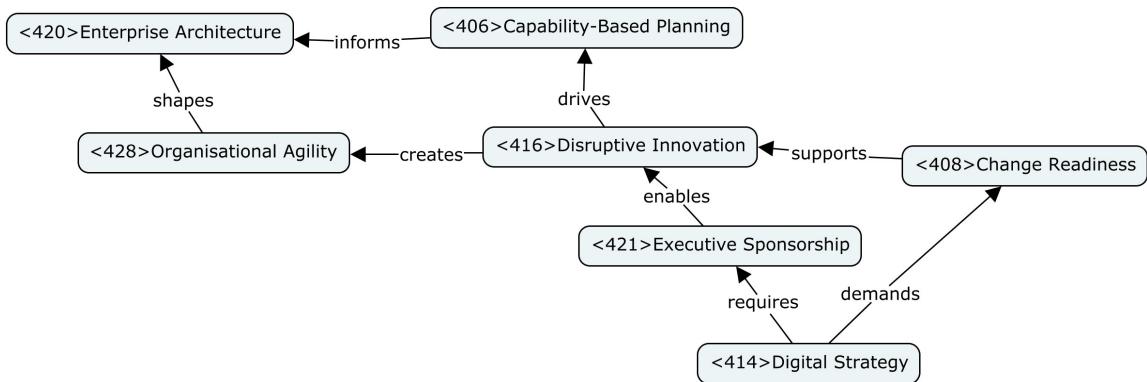
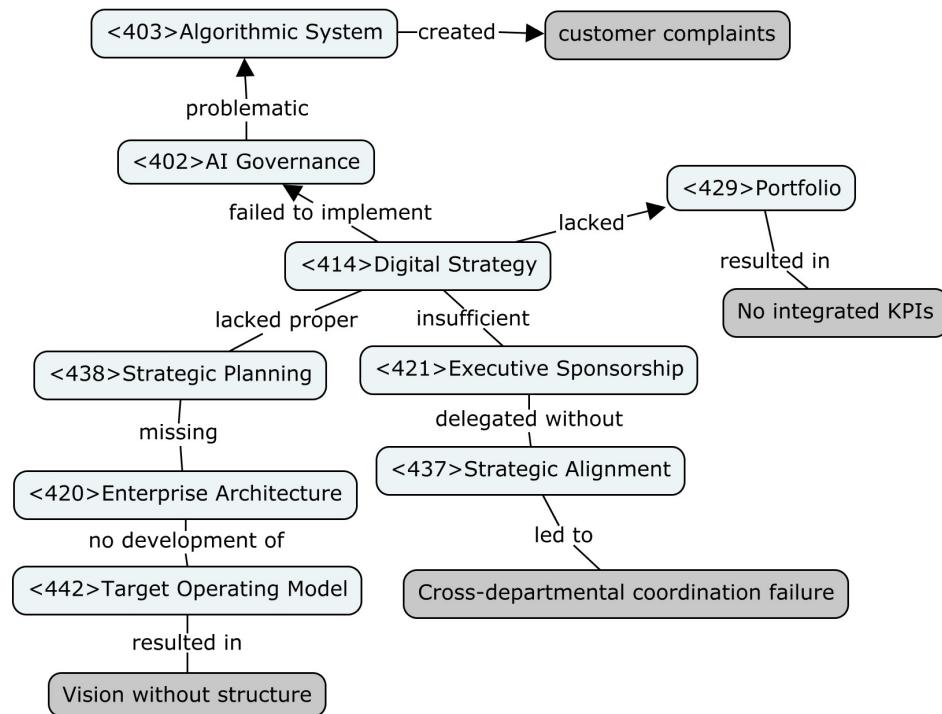


## Q1.3

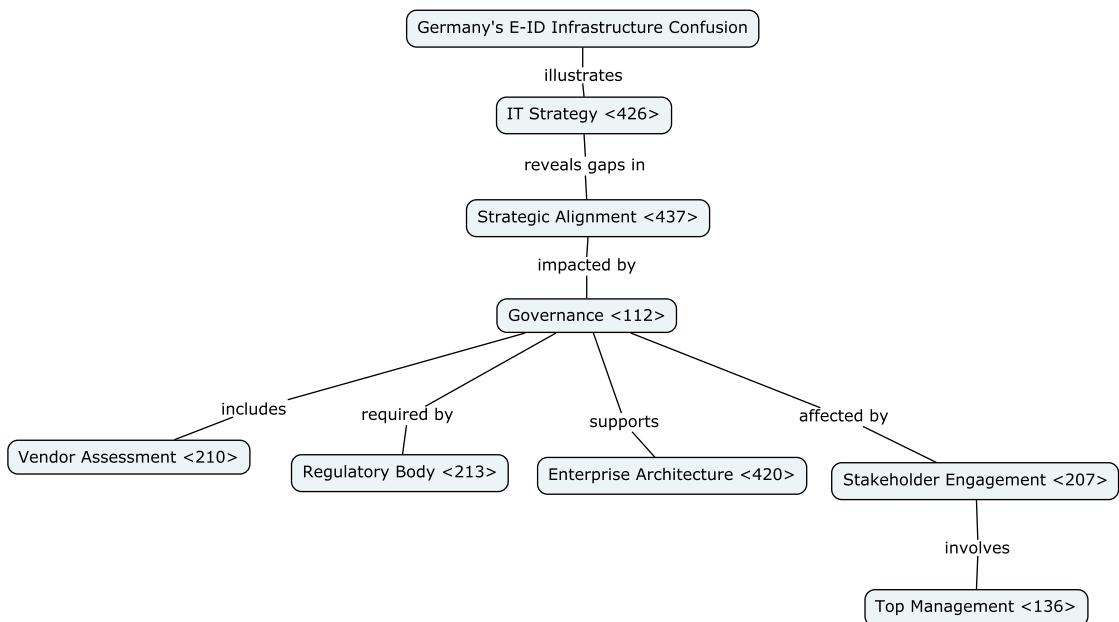
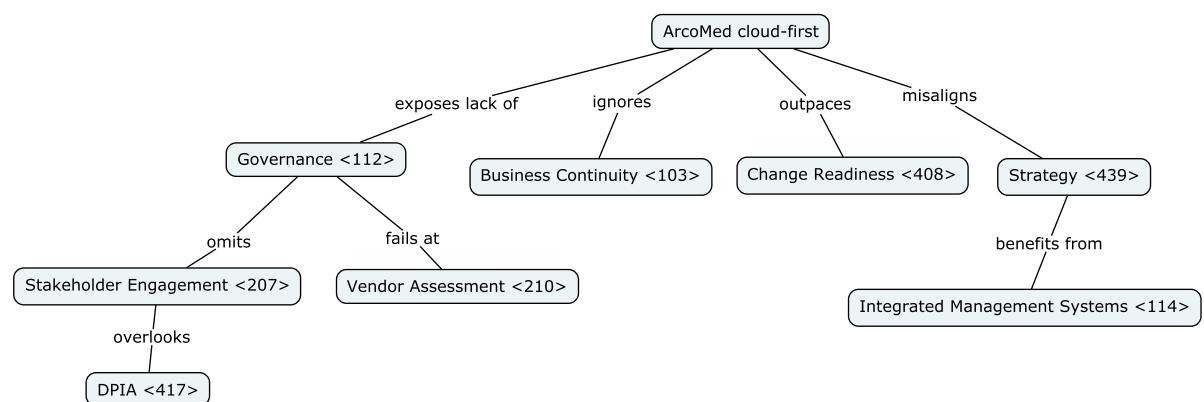


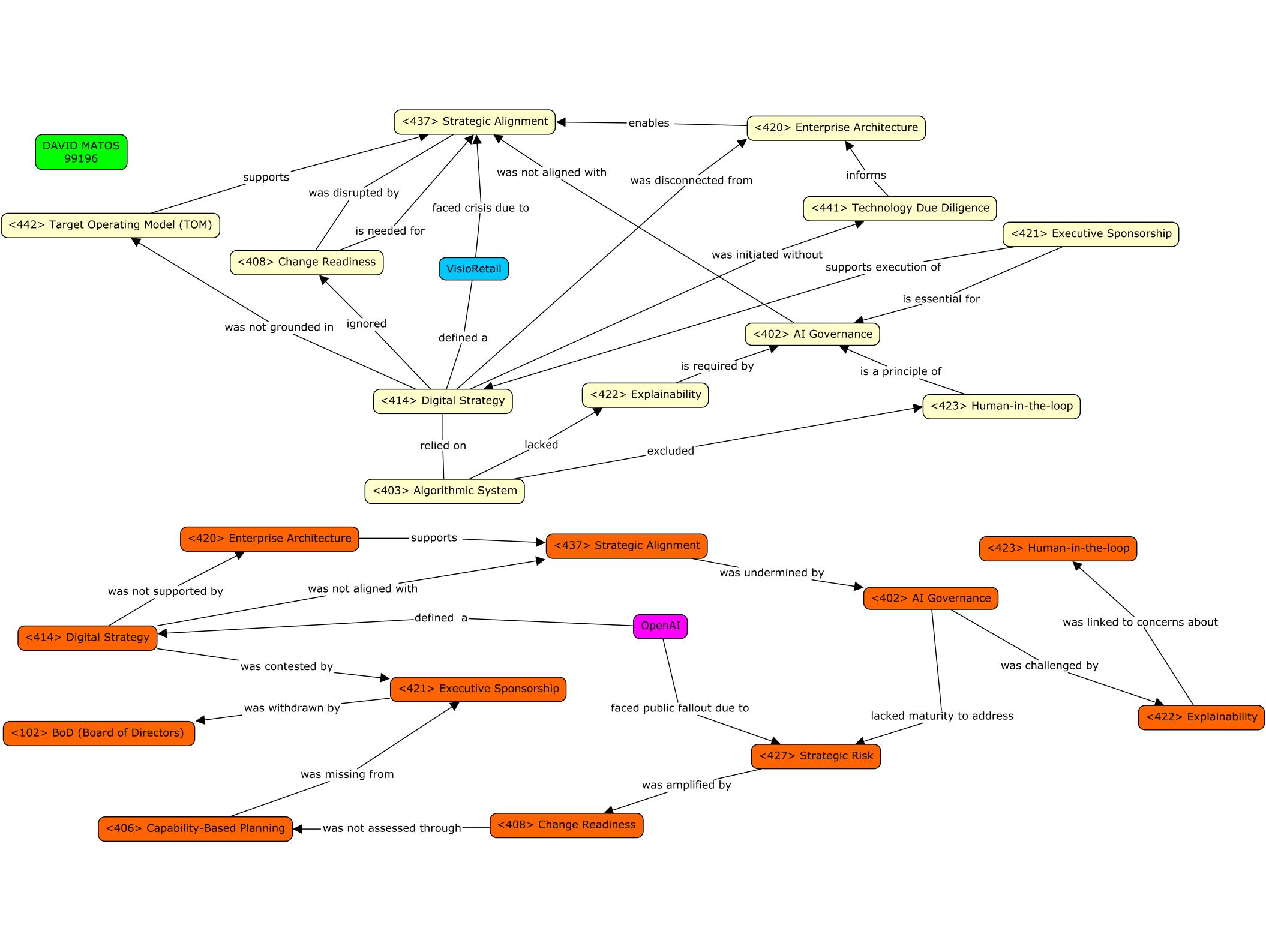
## Q2.3





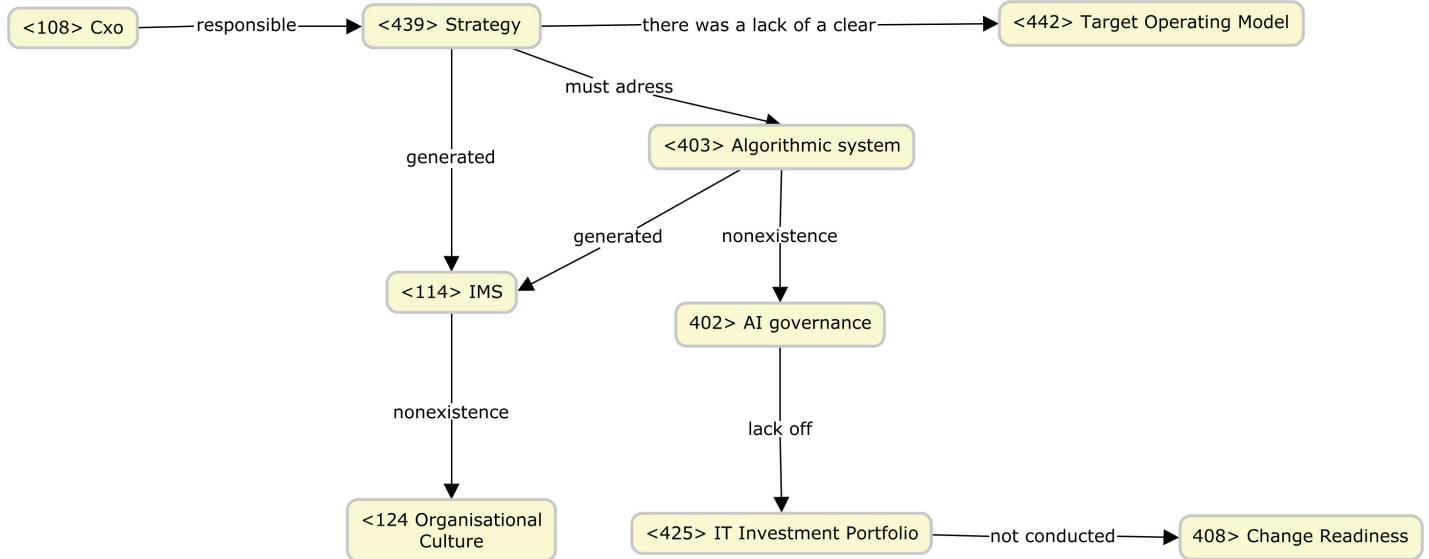
Constança Cunha 99193



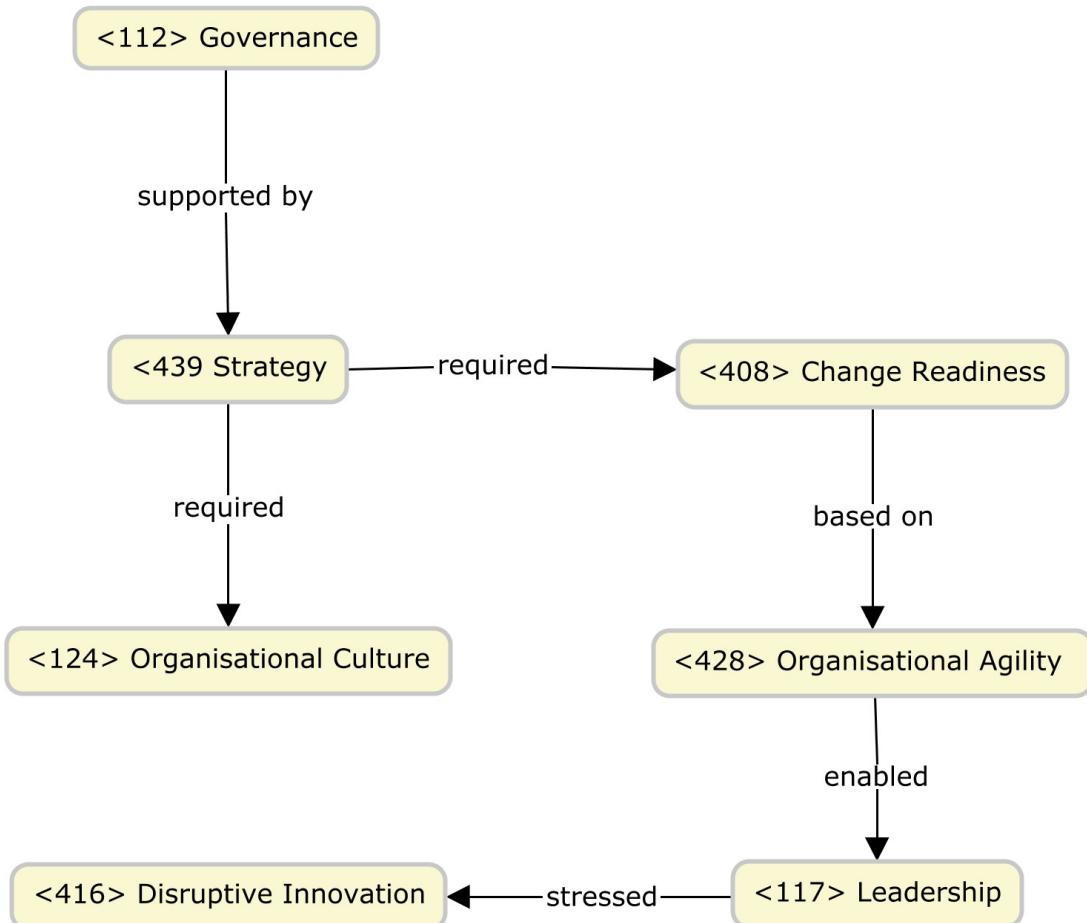


Diogo Borges - 99203

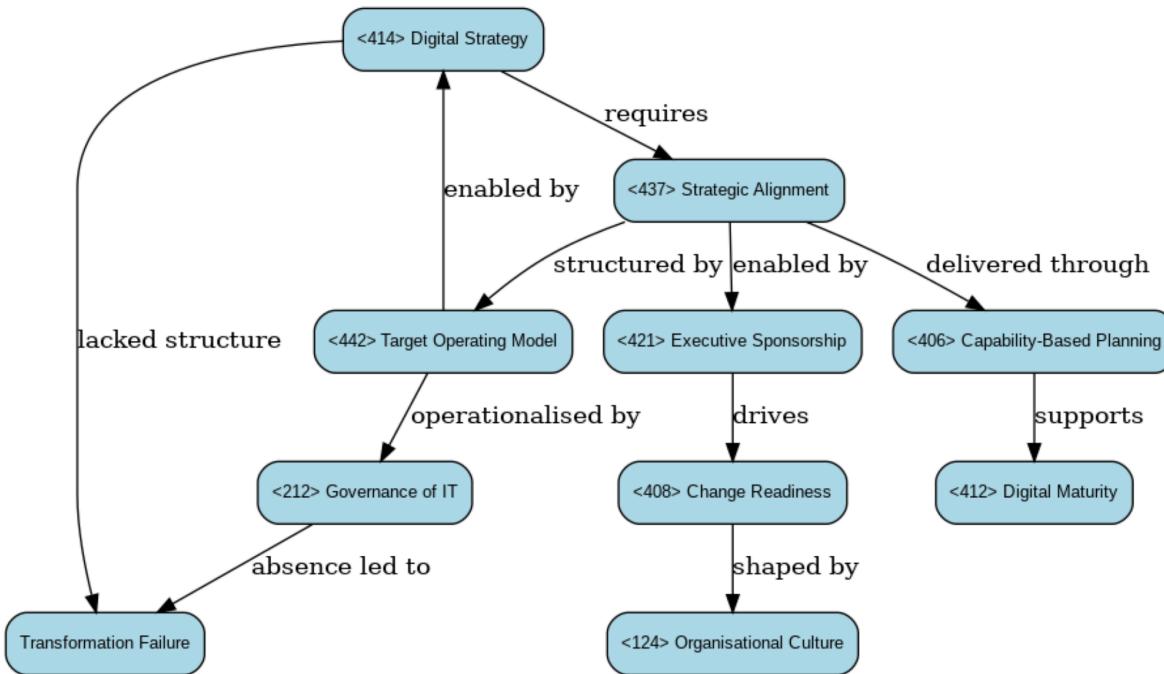
Question 1.3



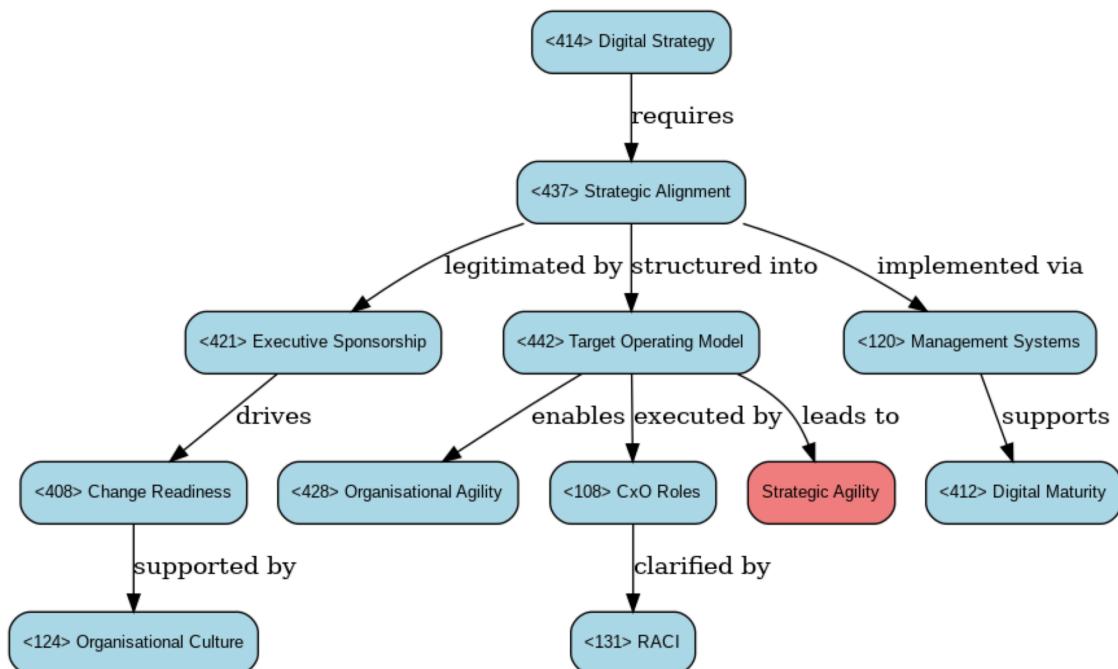
Question 2.3



Q1.3

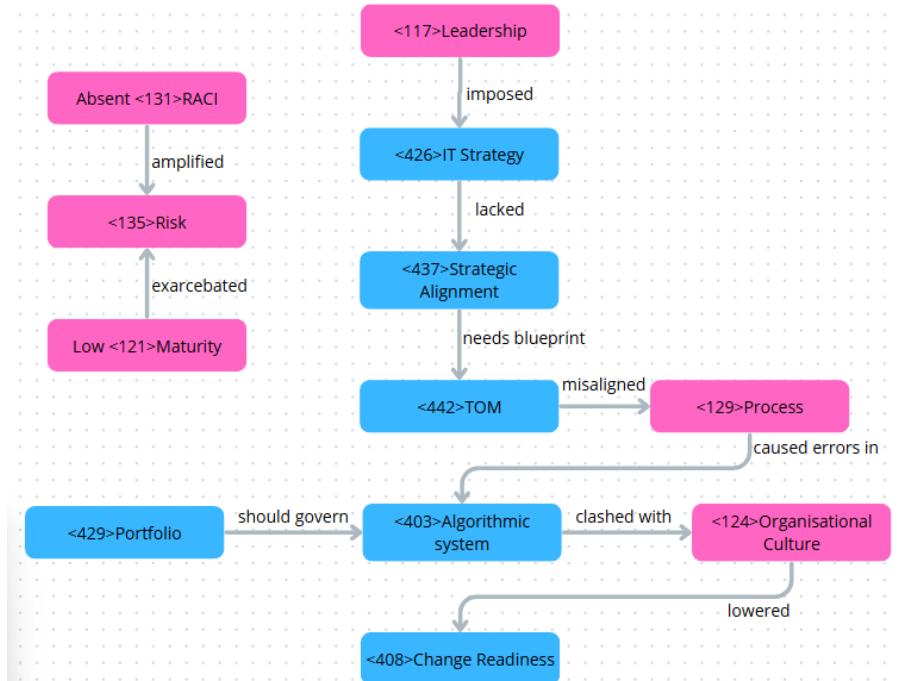


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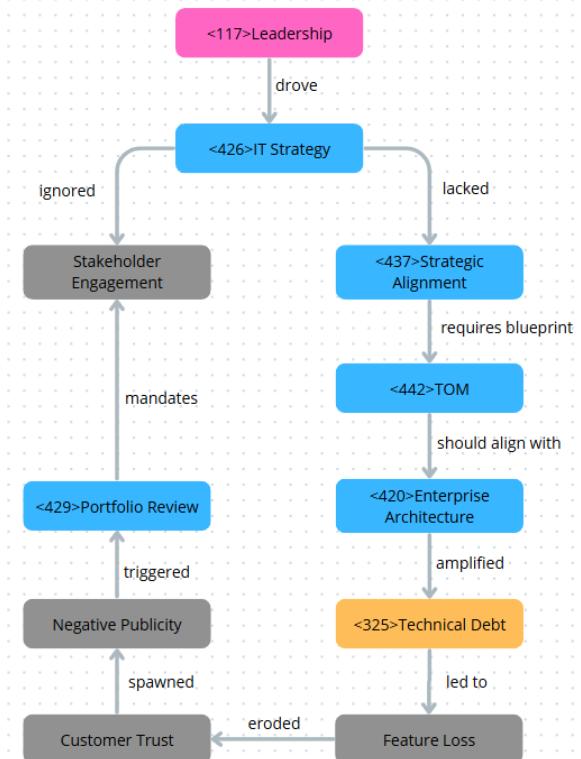


Eduardo Lobo 99213

QUESTION 1.3:



QUESTION 2.3:



**Stakeholder Engagement** - systematic involvement of users and partners in planning and roll-out.

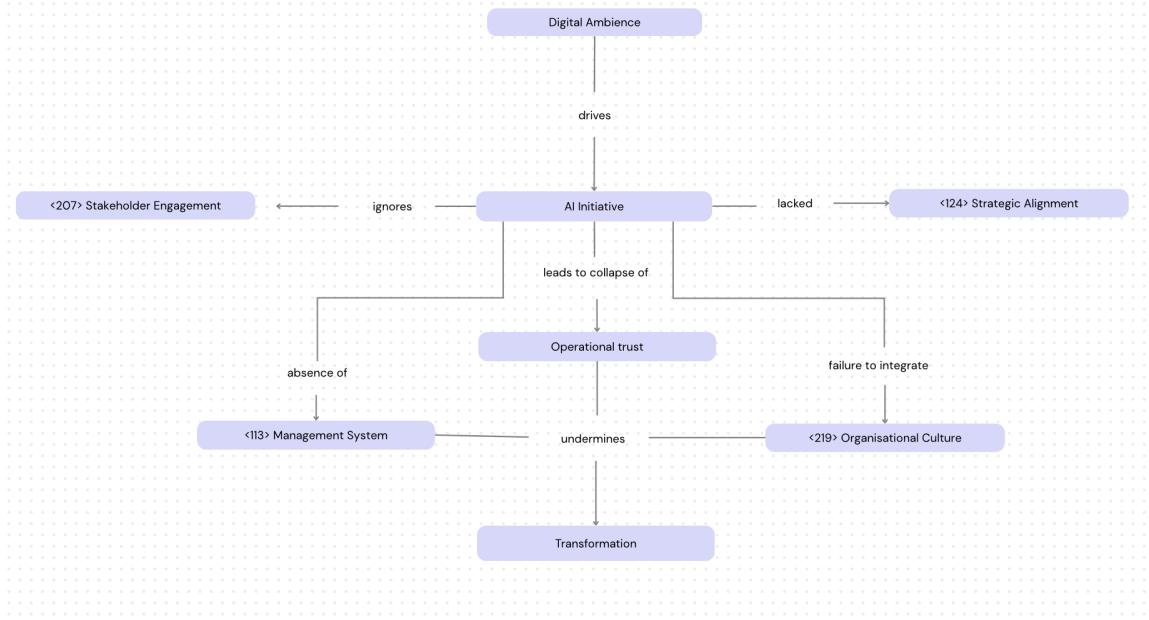
**Feature Loss** - removal or degradation of valued functionality.

**Customer Trust** - user belief in brand reliability and value.

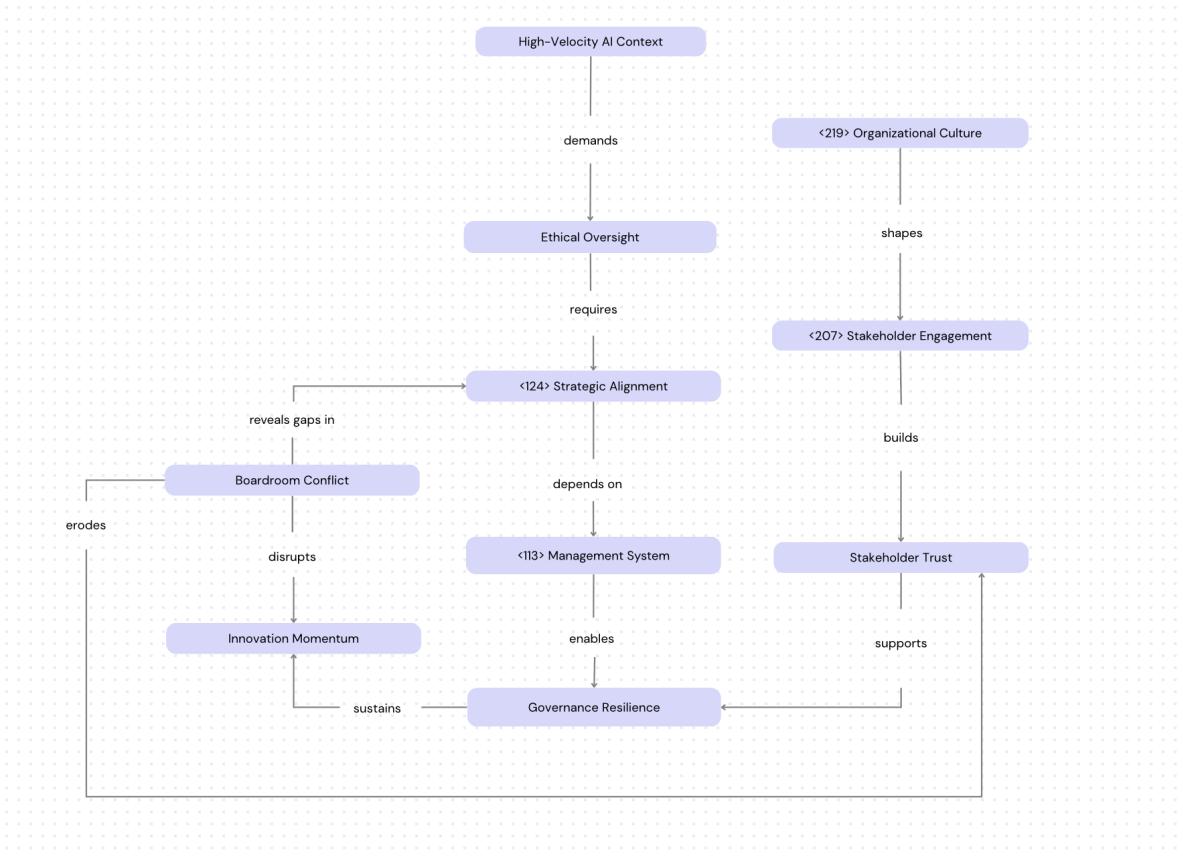
**Negative Publicity** - public criticism that harms reputation and sales.

Francesco Pelizzari, nº 99217

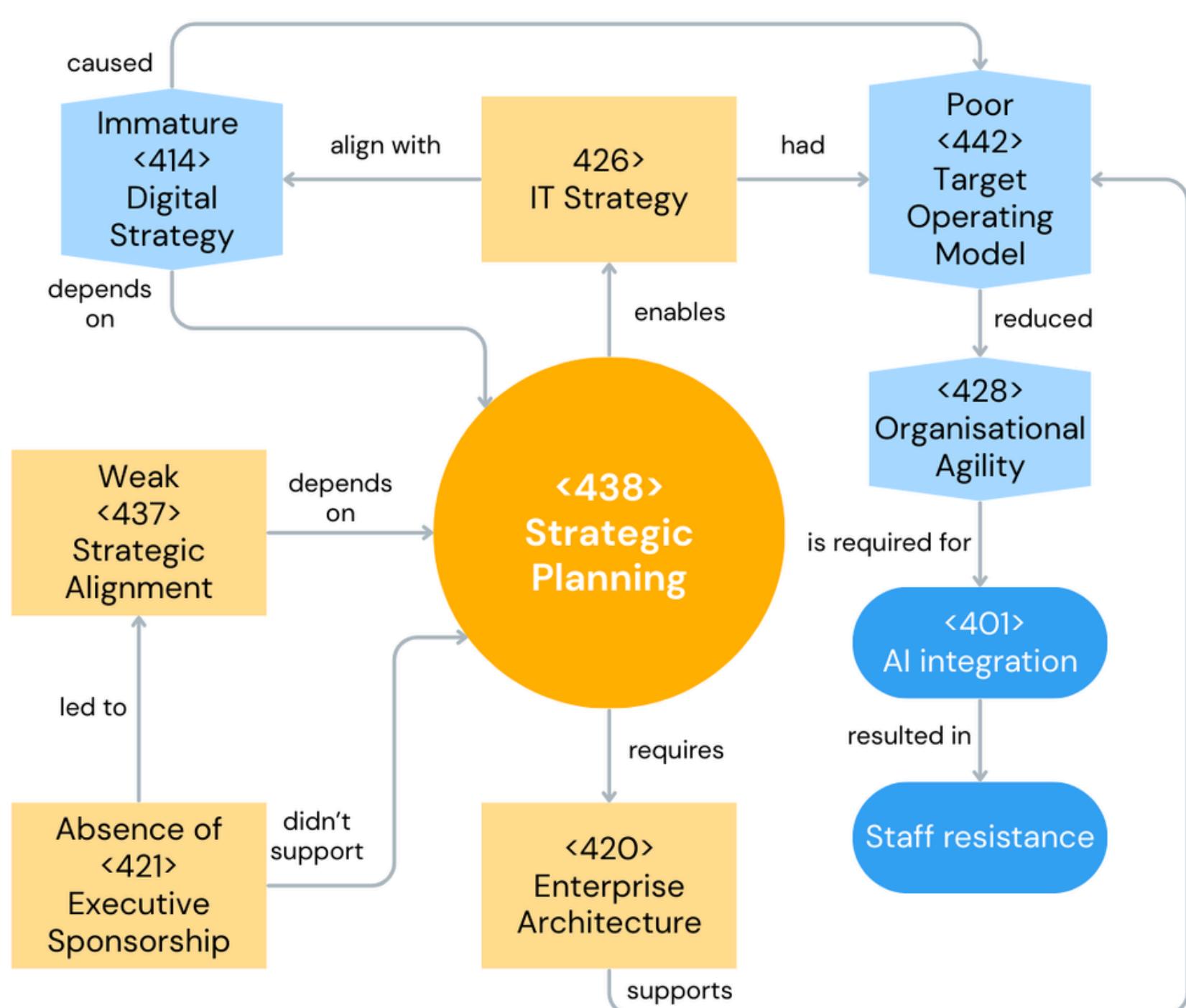
### Q1.3



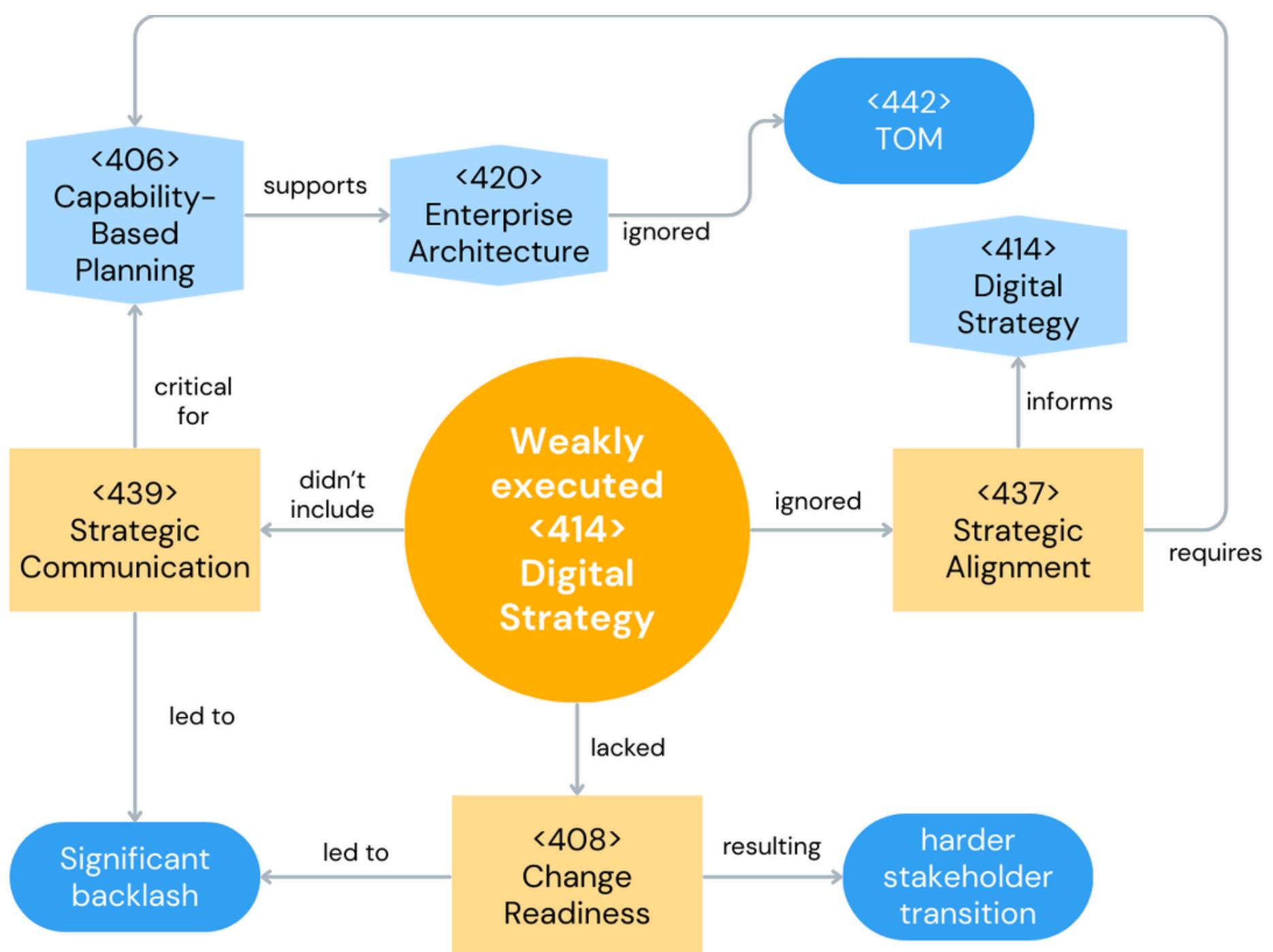
### Q.2.3



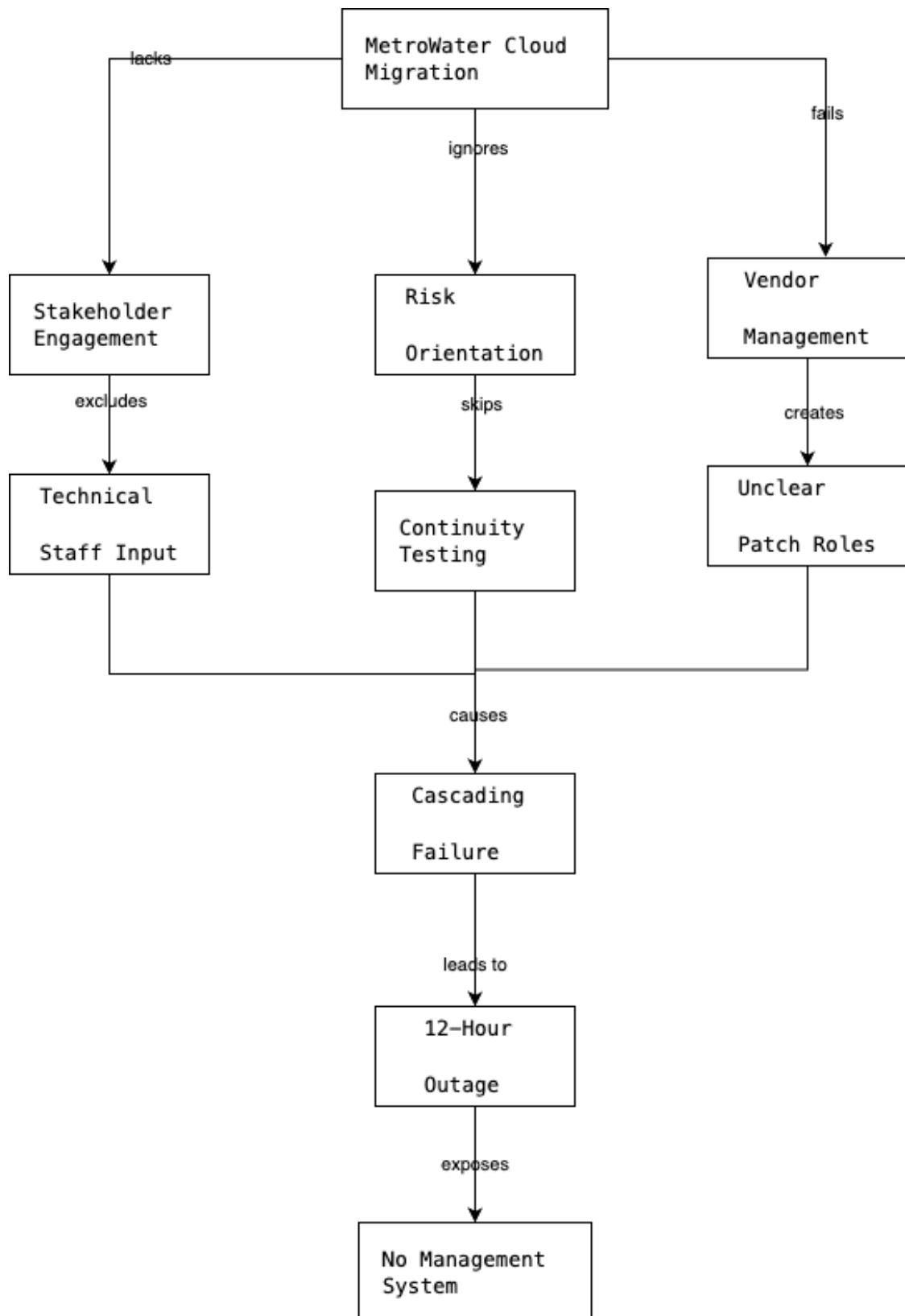
Q1.3



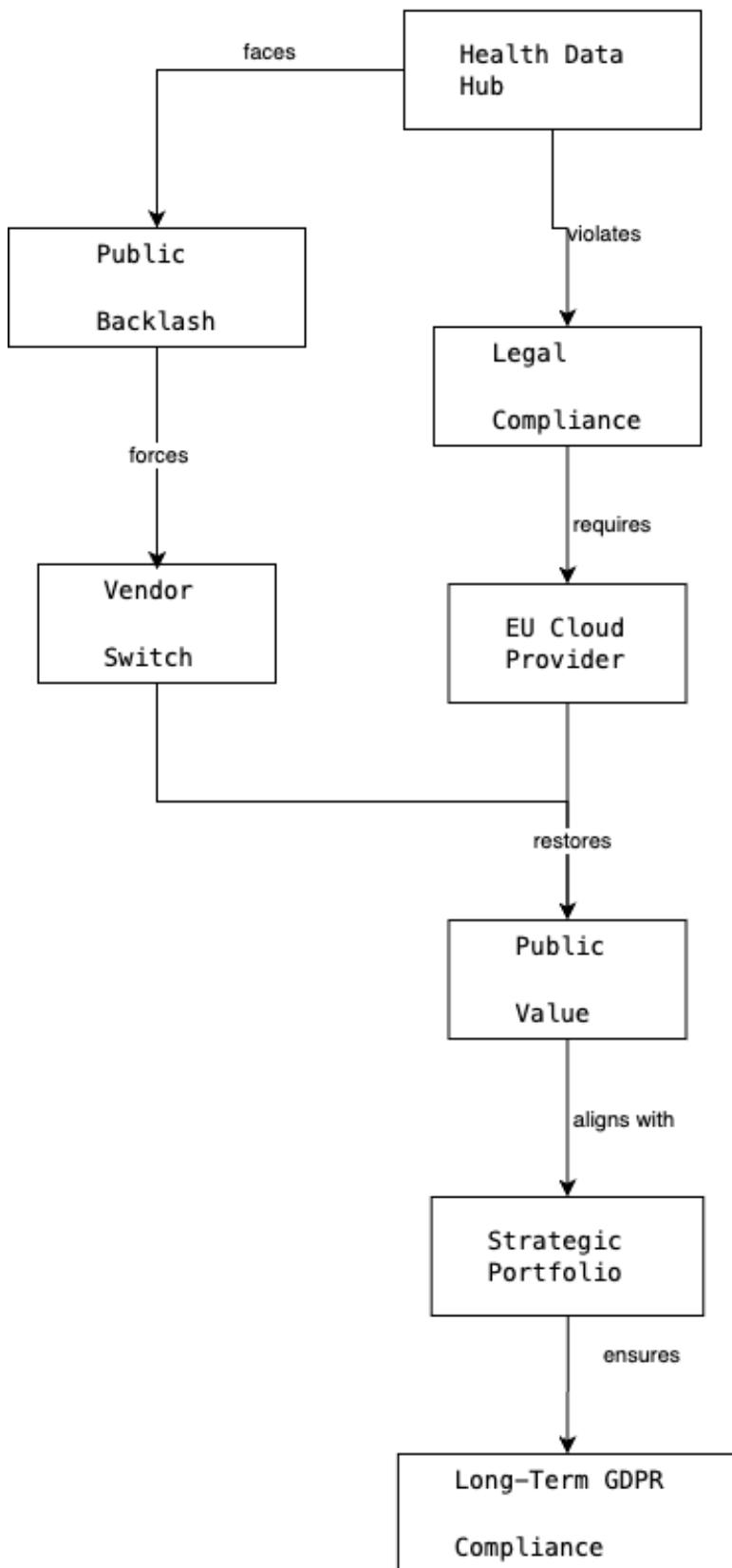
Q2.3



Q1.3 (15%) Create a concept map illustrating the story analysis, supporting your answers above. Story: MetroWater Access Denied

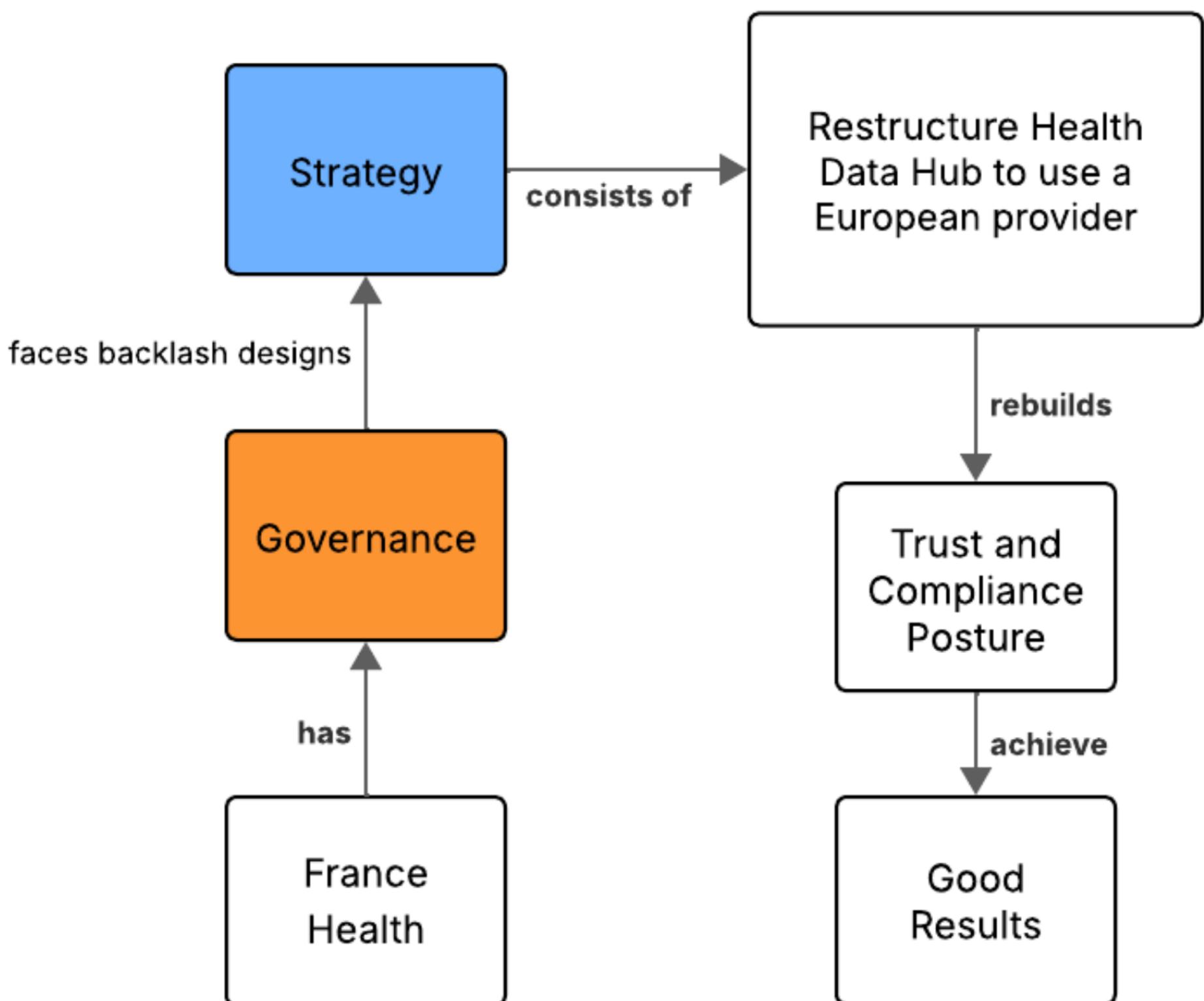
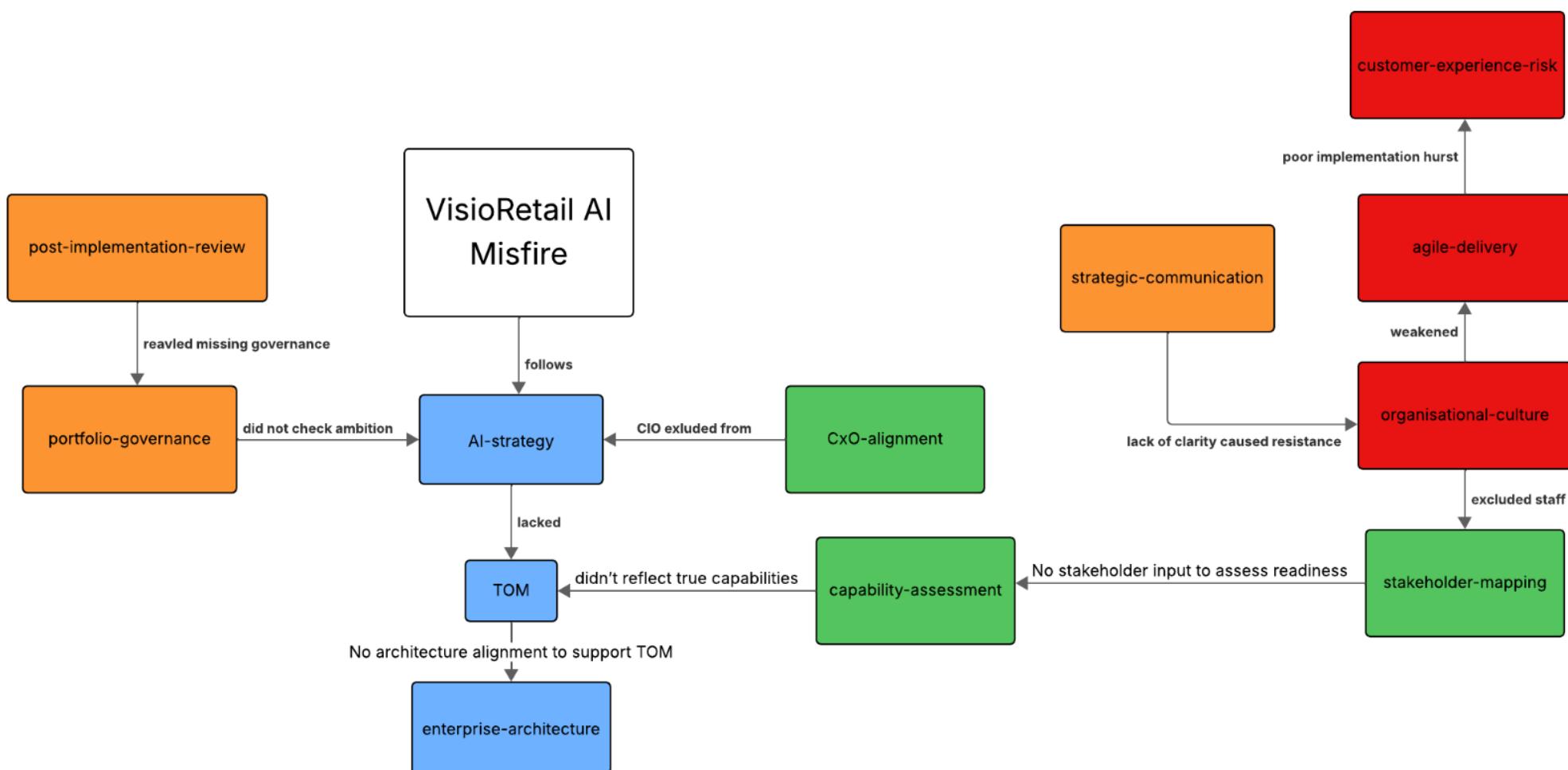


Q2.3 (15%) Create a concept map illustrating the case analysis, supporting your answers above. Case: France Health Data Hub Realignment



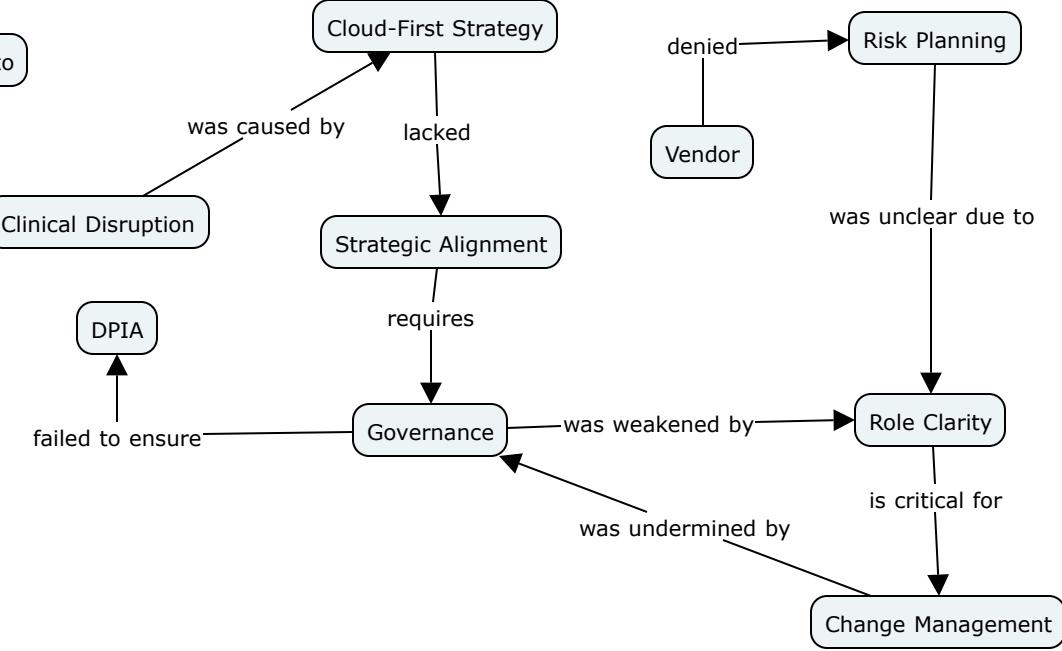
99340

Tomás Duarte Fonseca Marques

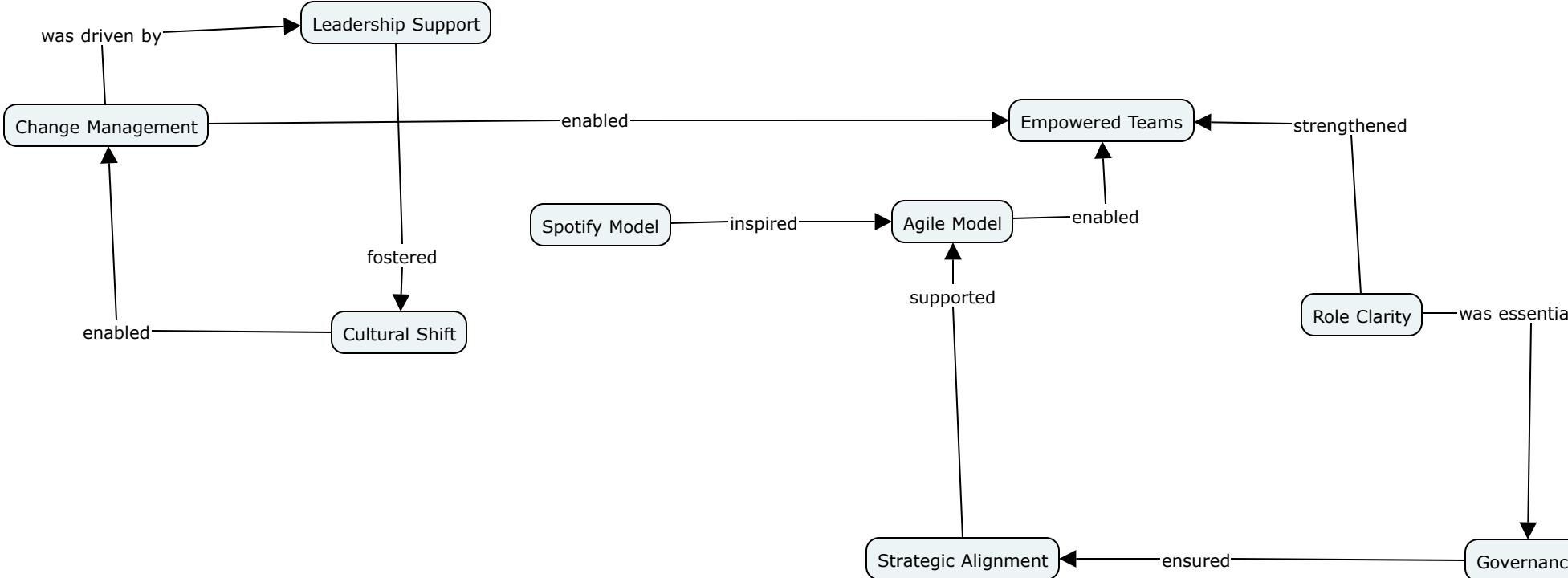




Q1.3

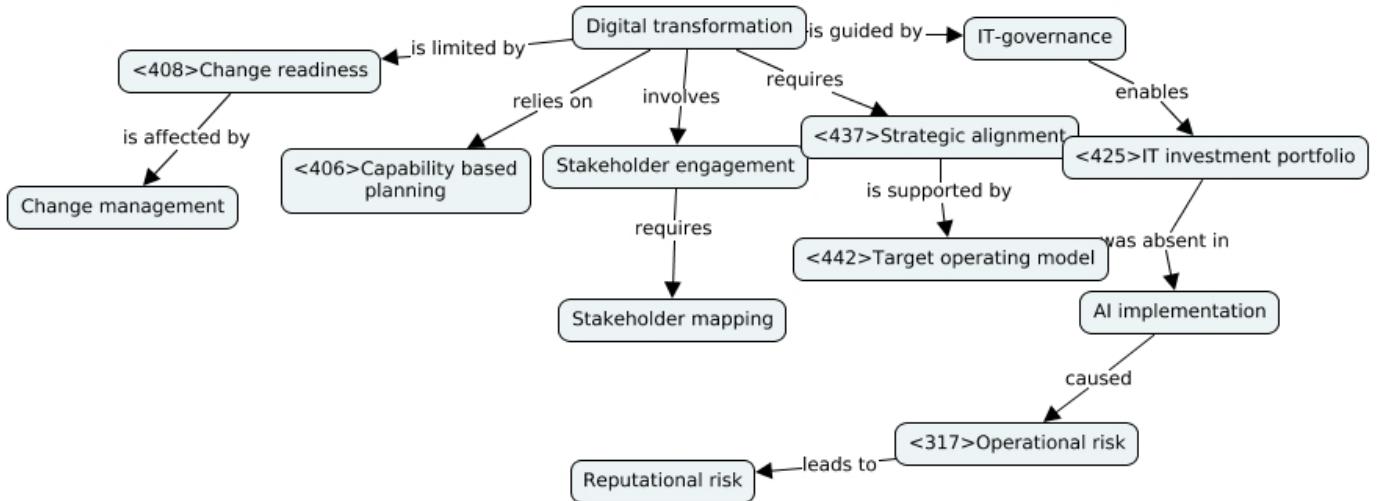


Q2.3

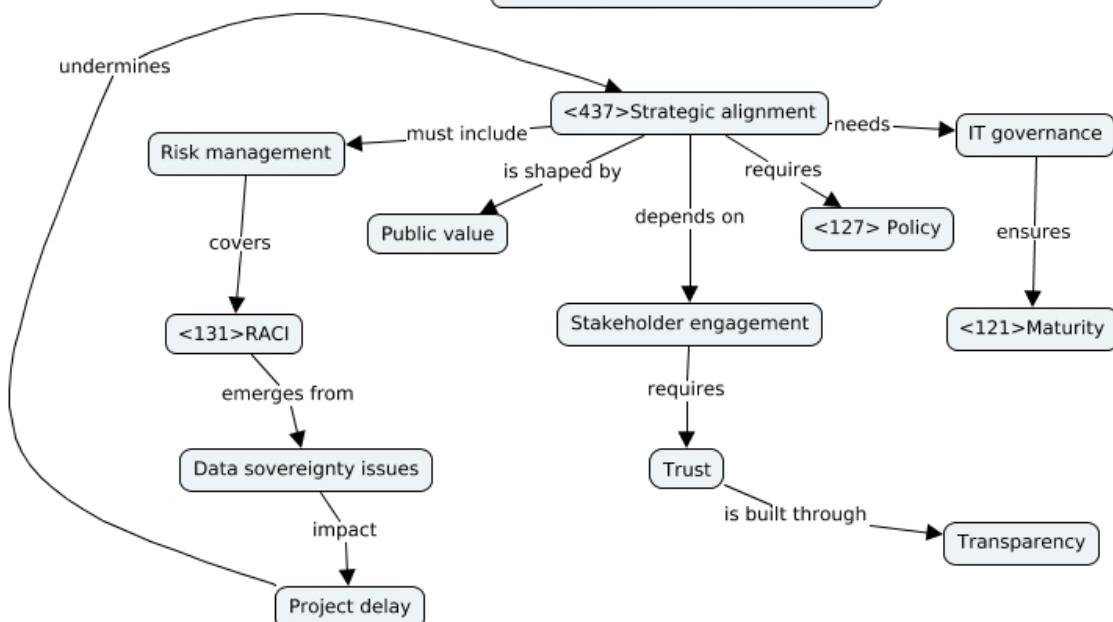


Diogo Guerreiro 99656

Q1.3 - VisioRetail AI Misfire

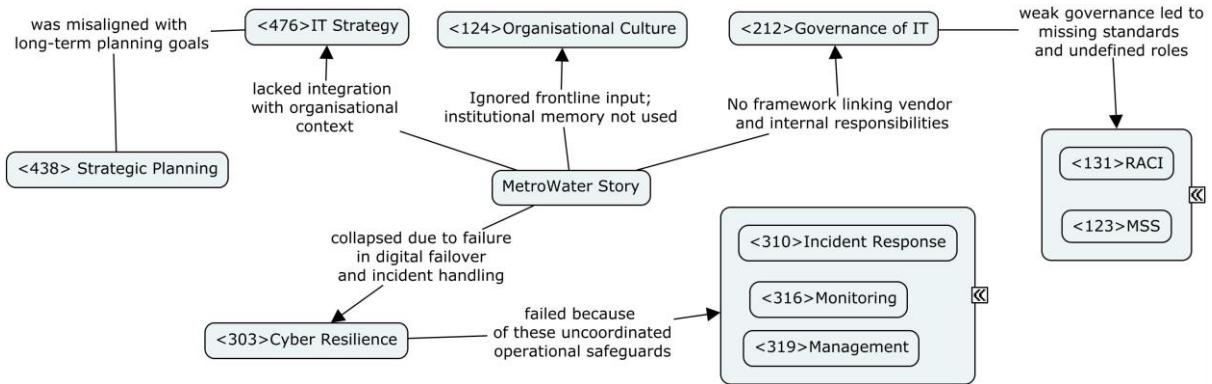


Q2.3 - France's Health Data Hub Delay

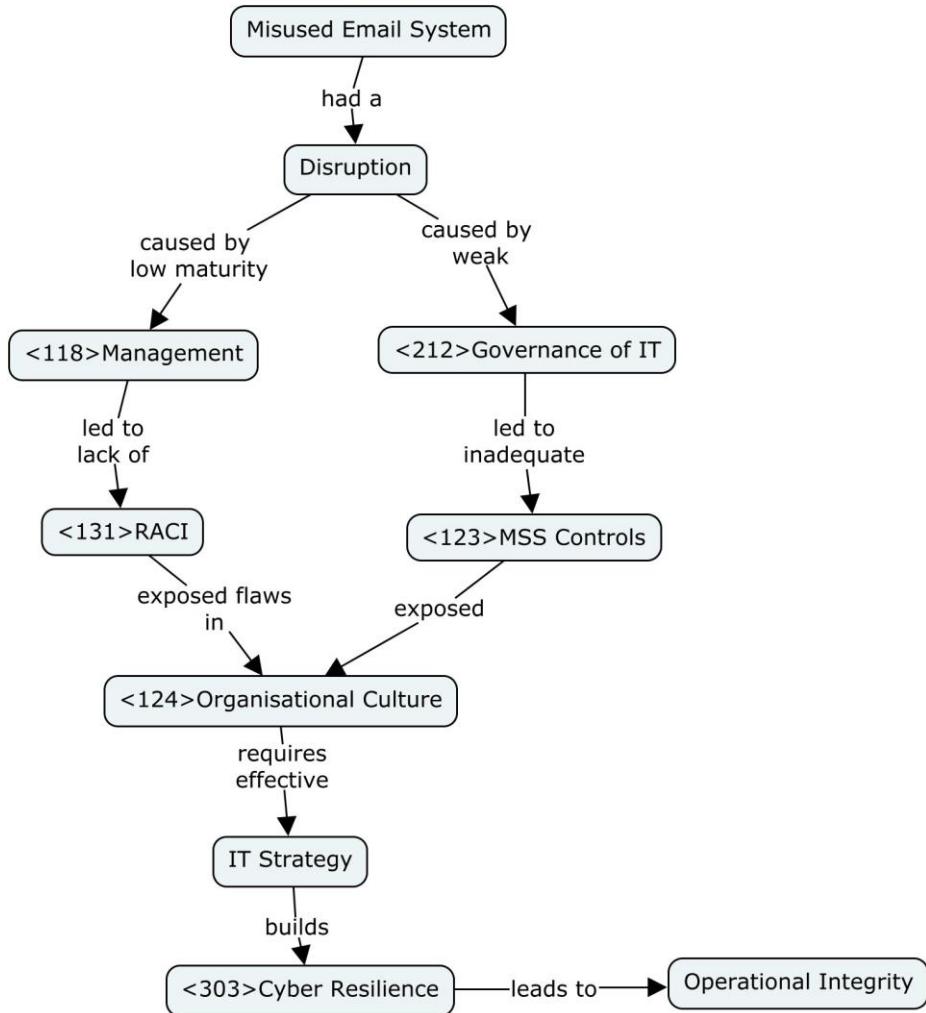


# André Santos 99730

## 1.3

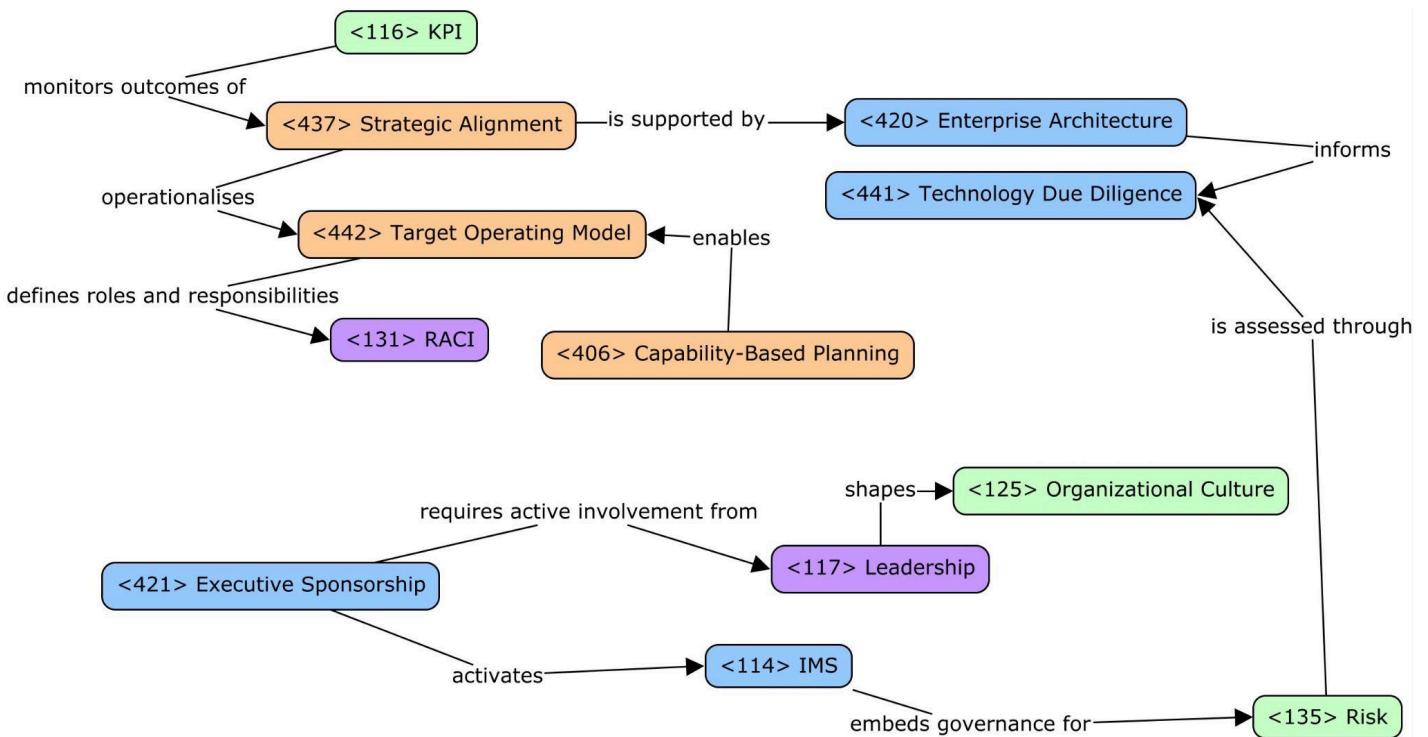


## 2.3

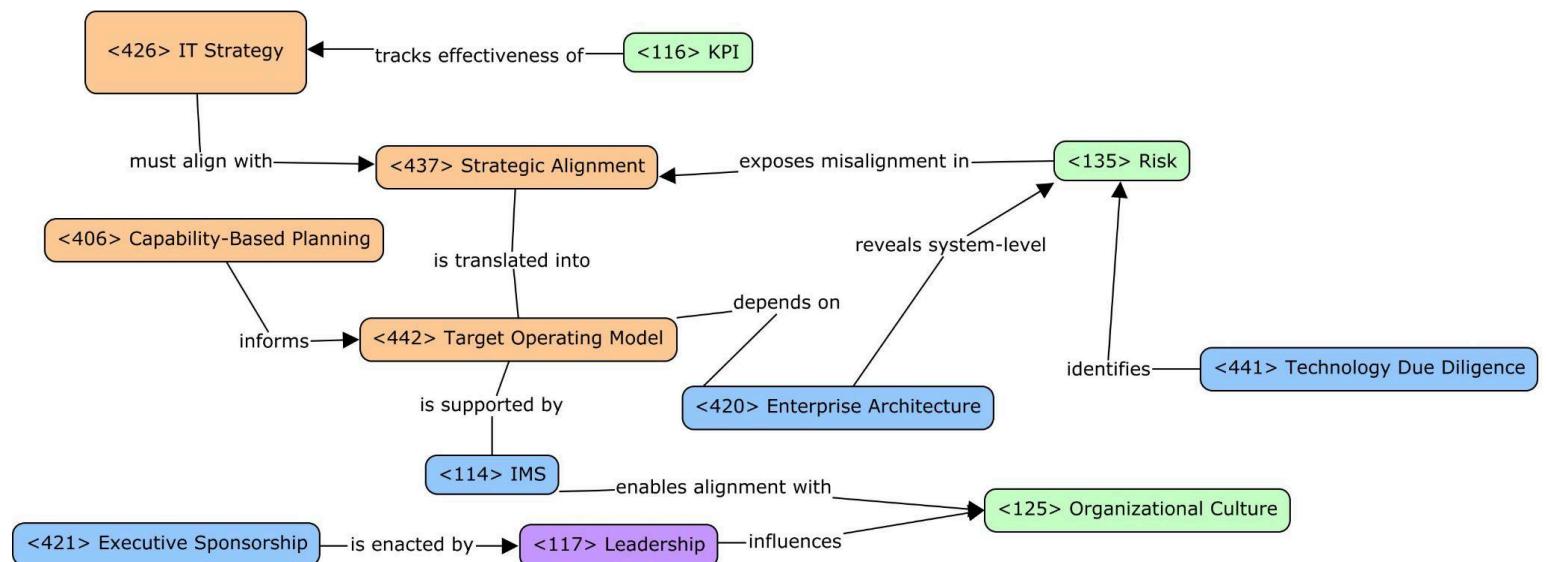


99889

Q1.3

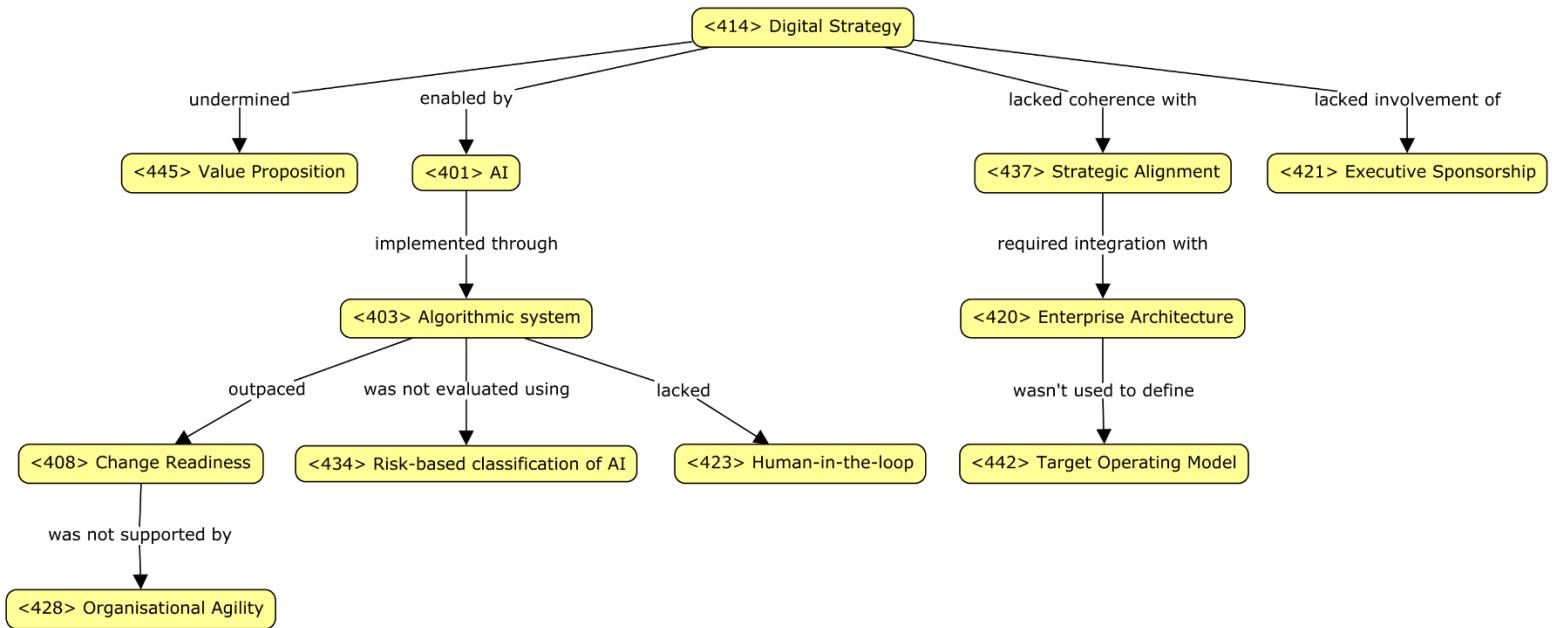


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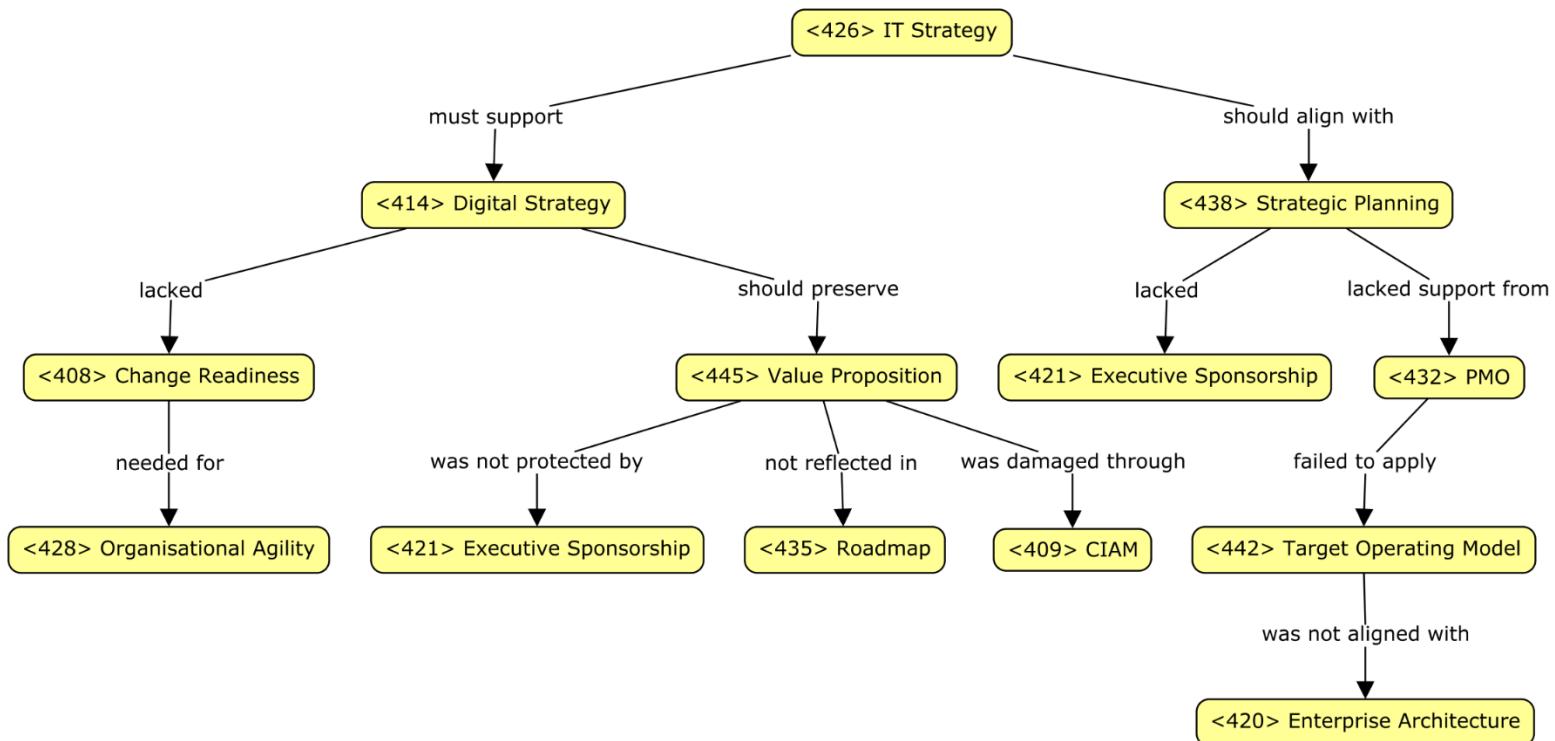


Eduardo Barata – 99930

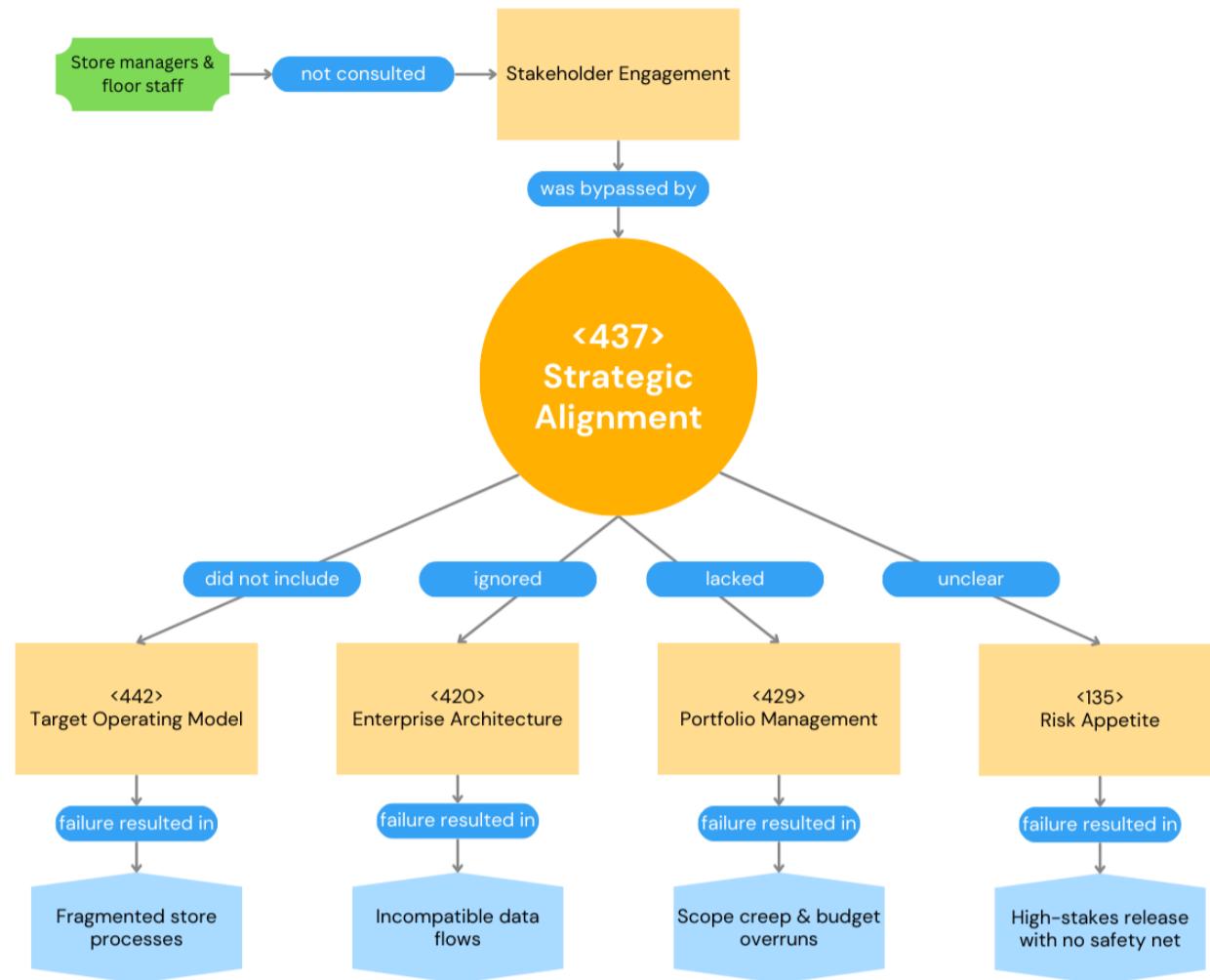
Q1.3



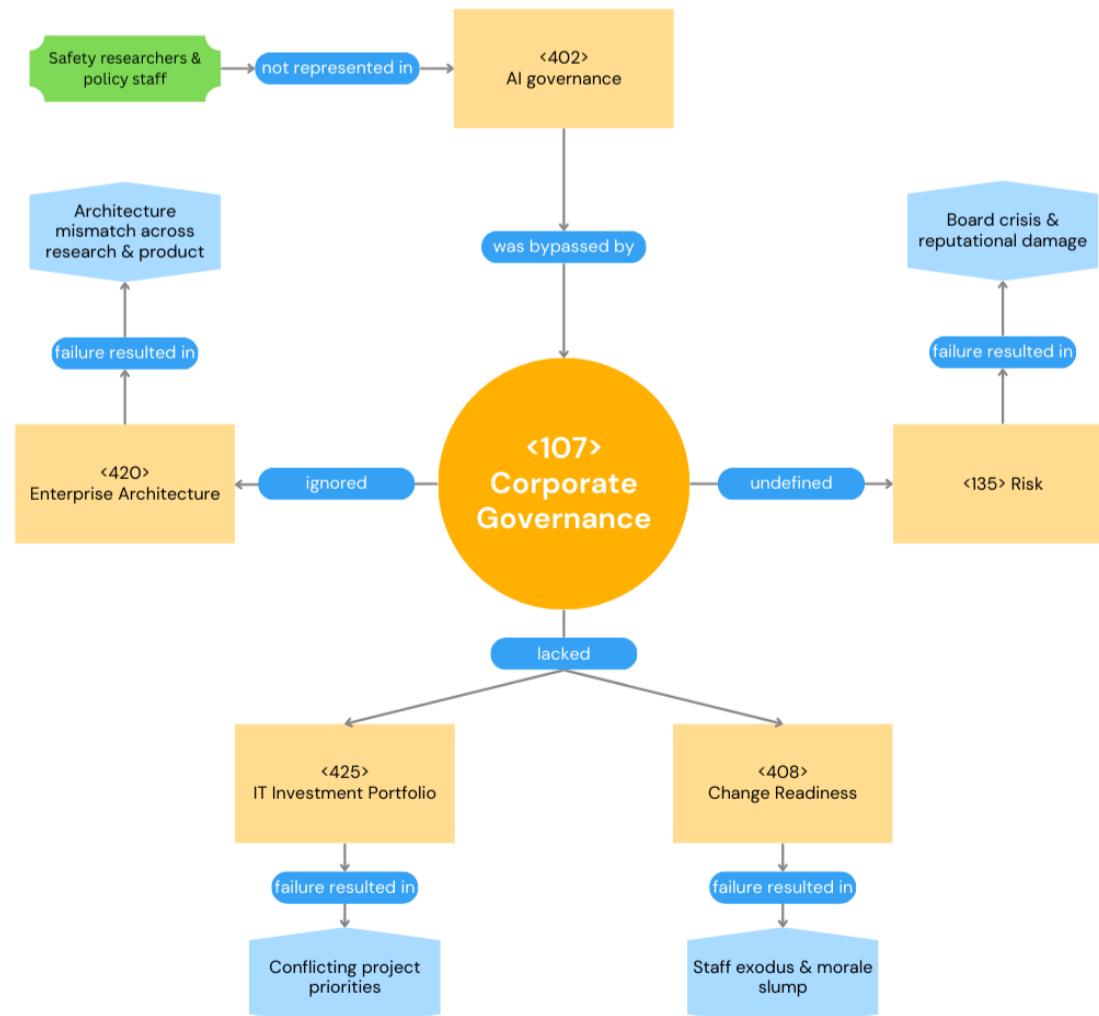
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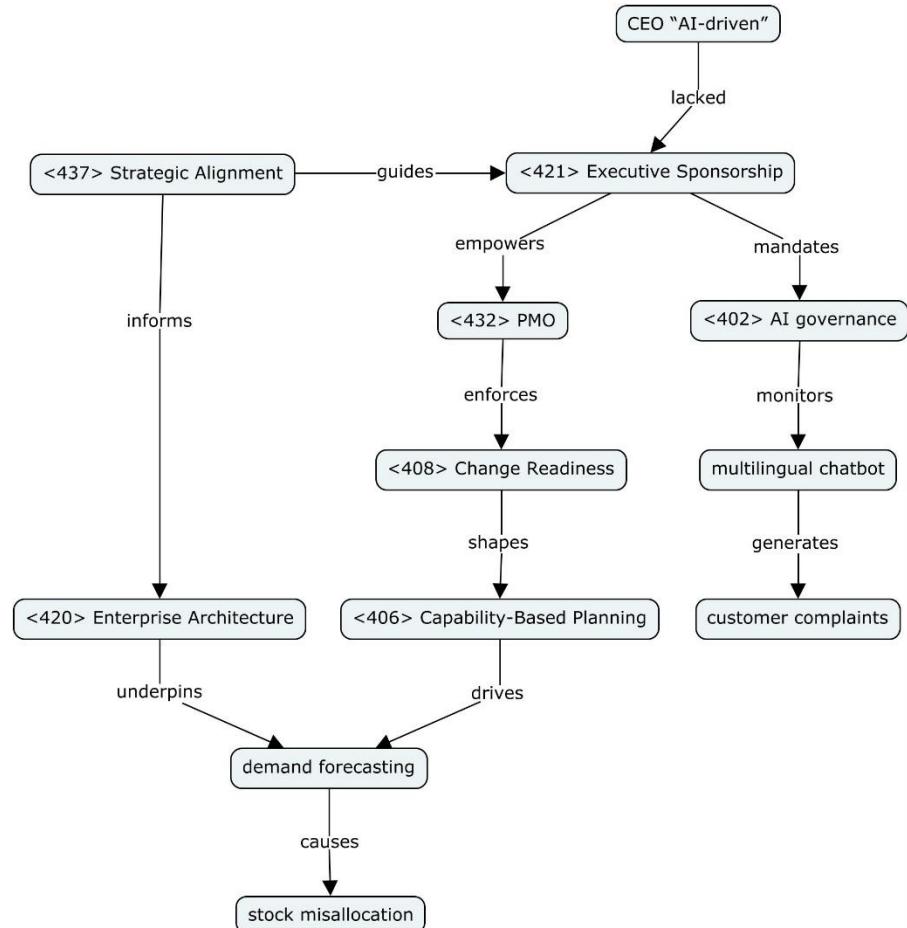
Q1



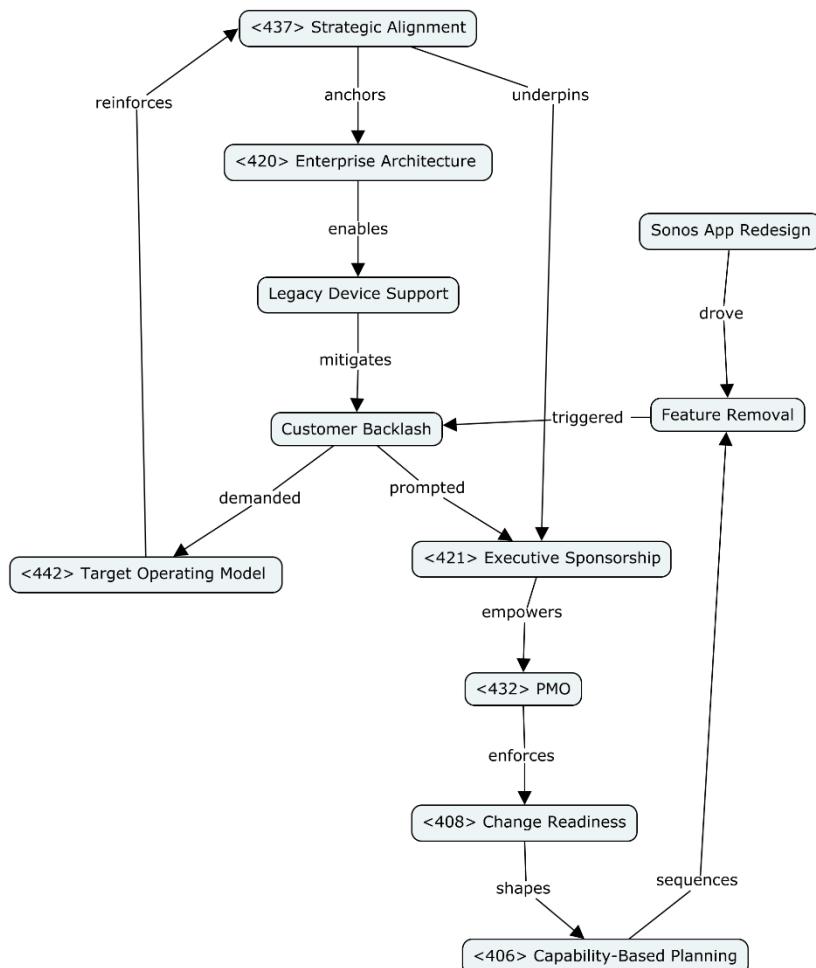
Q2



Q1.3

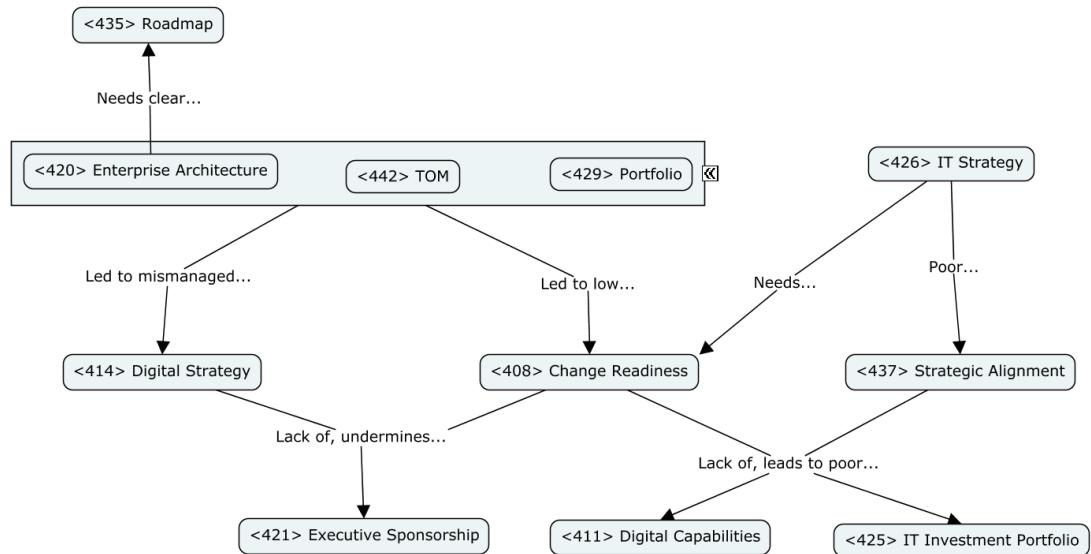


Q2.3

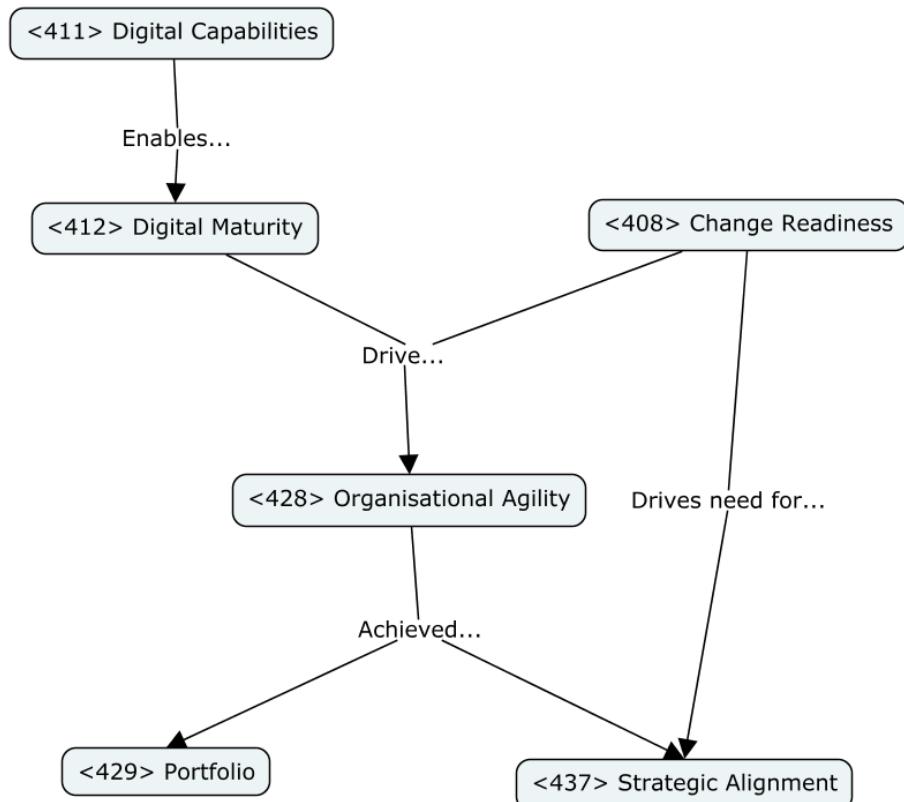


100070 Ricardo Espadinha

Q1.3)

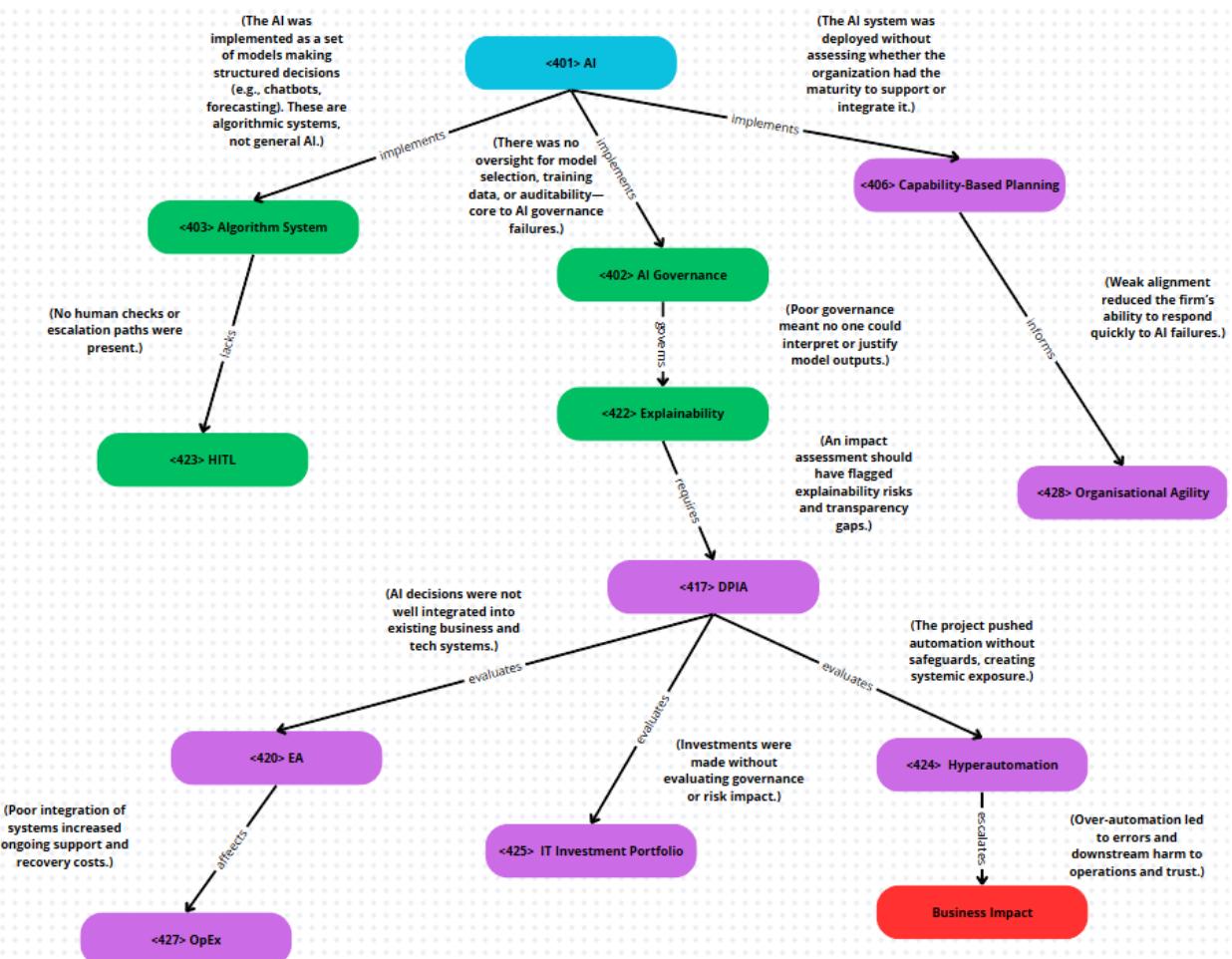


Q2.3)

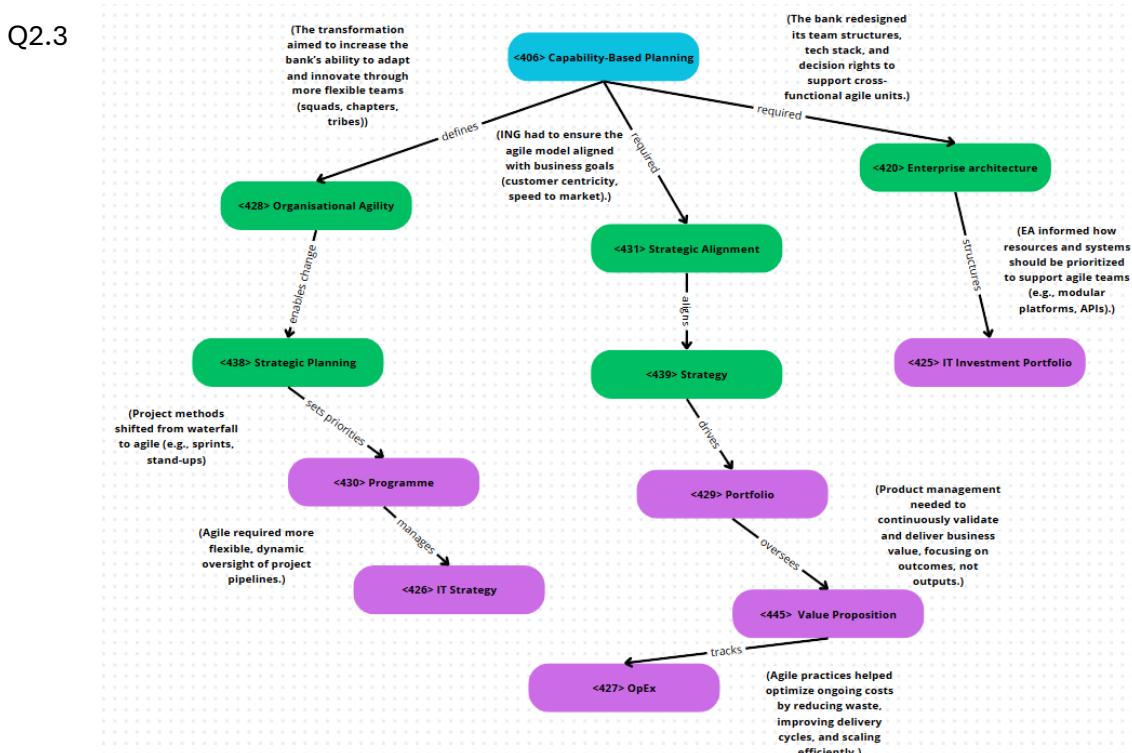


# 100264 Santiago Pinto

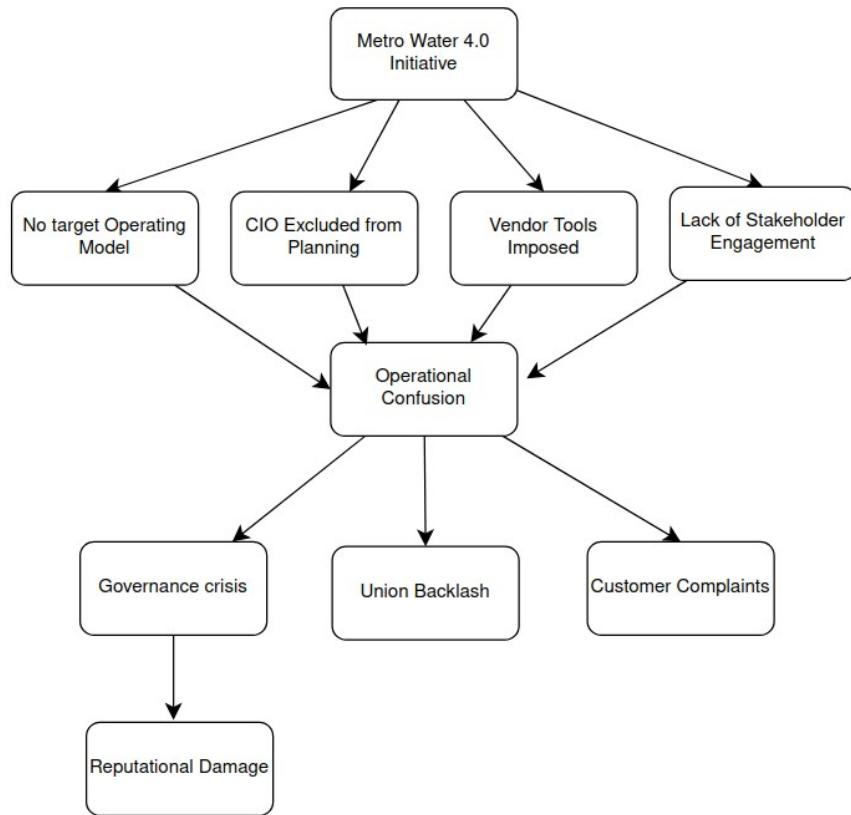
## Q1.3



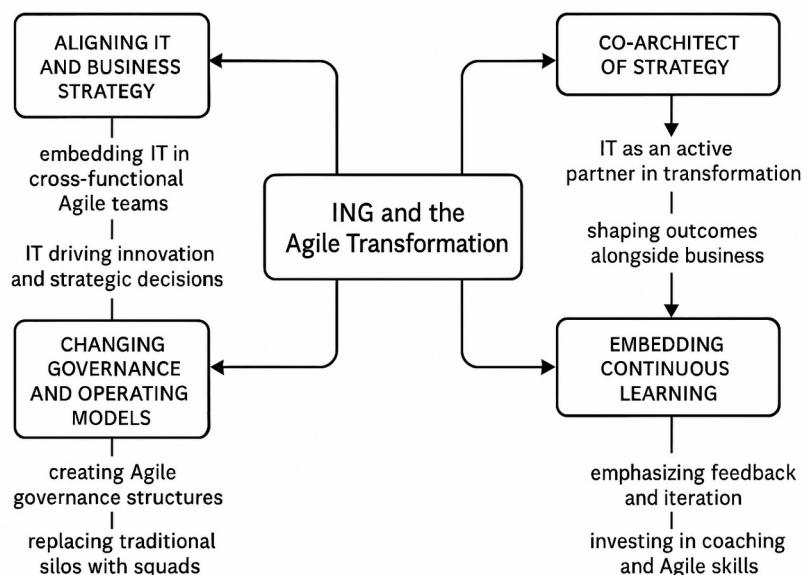
## Q2.3



Q1.3

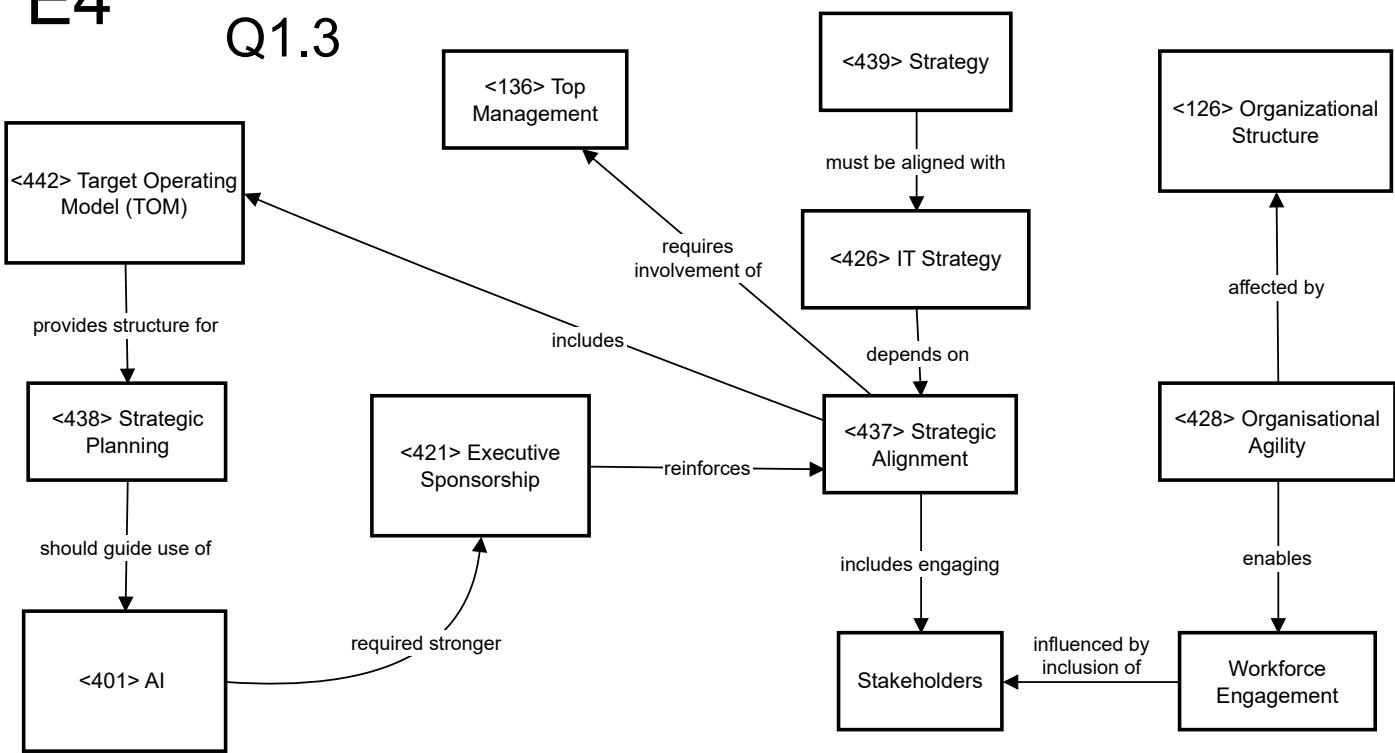


Q2.3



# E4

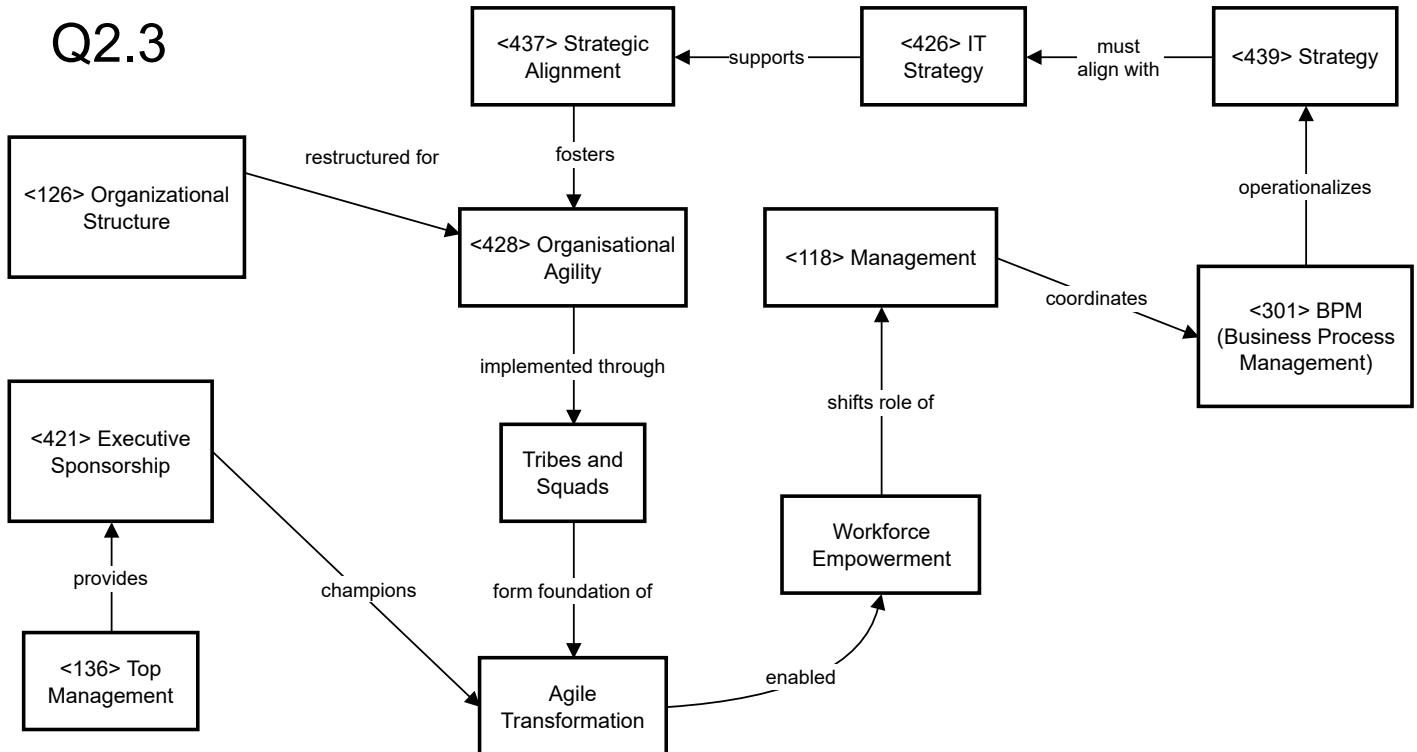
## Q1.3



**Stakeholders:** All internal and external parties affected by or involved in a change initiative, including employees, managers, customers, and partners.

**Workforce Engagement:** The level of employee morale, involvement, and commitment during a transformation process.

## Q2.3

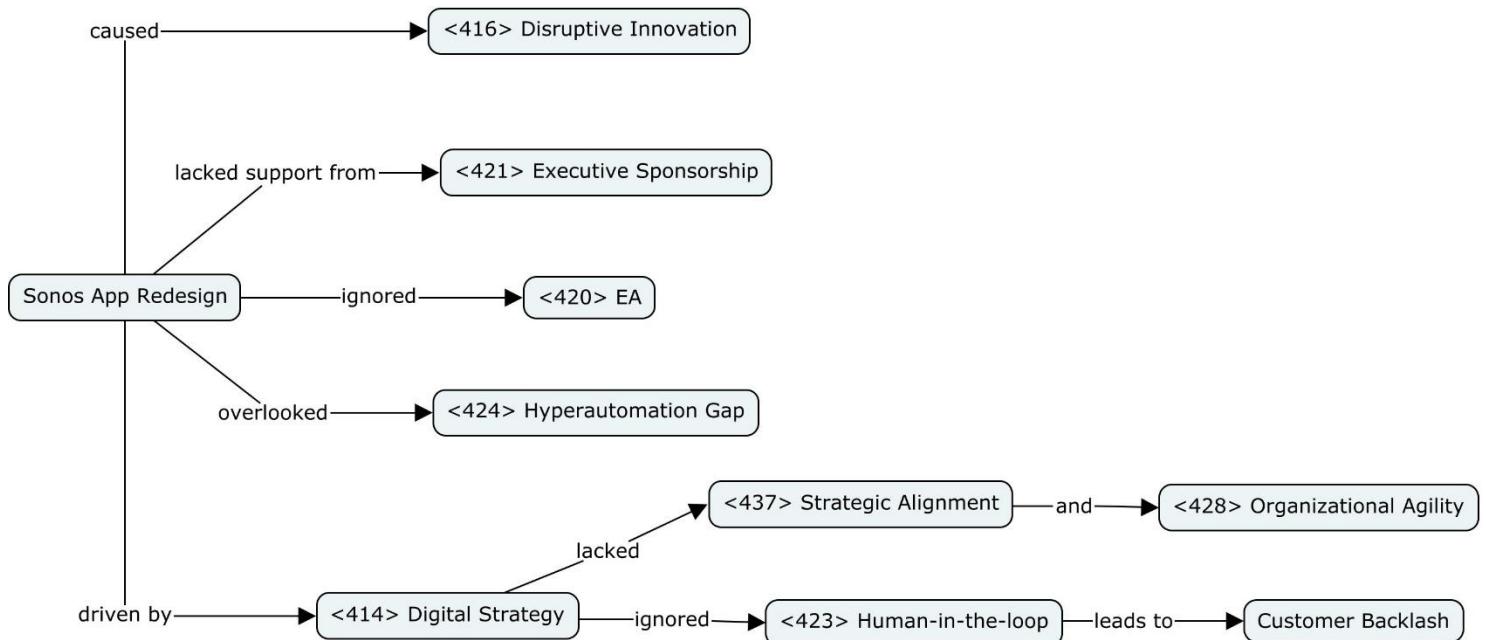
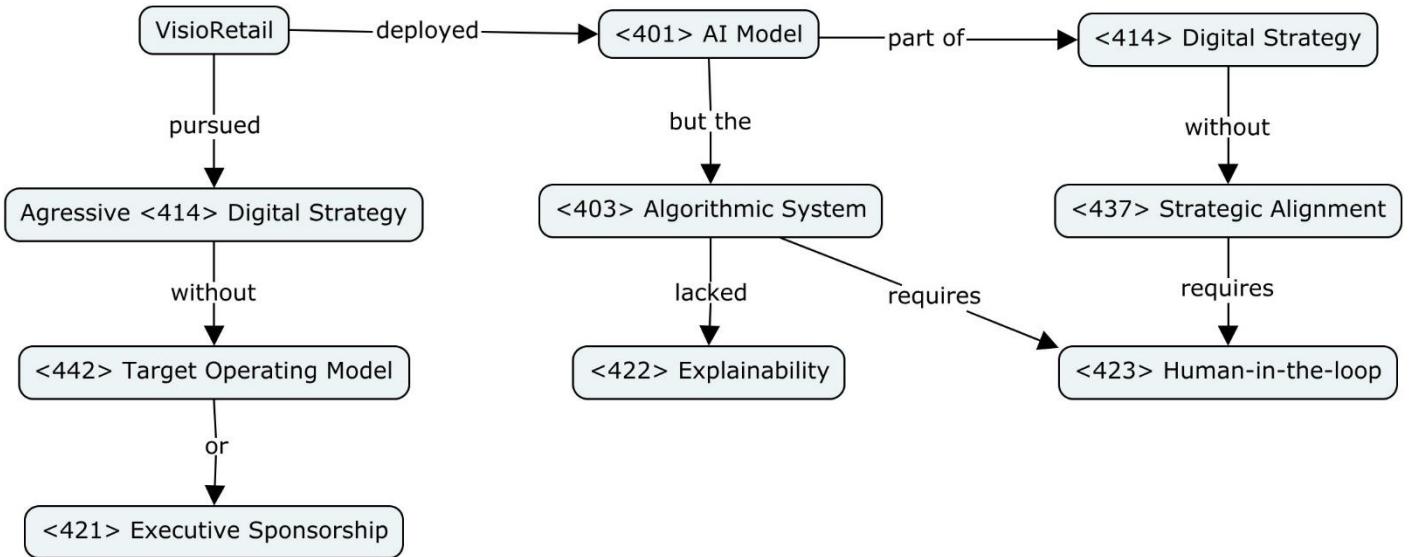


**Tribes and Squads:** Agile teams with autonomy and a clear mission.

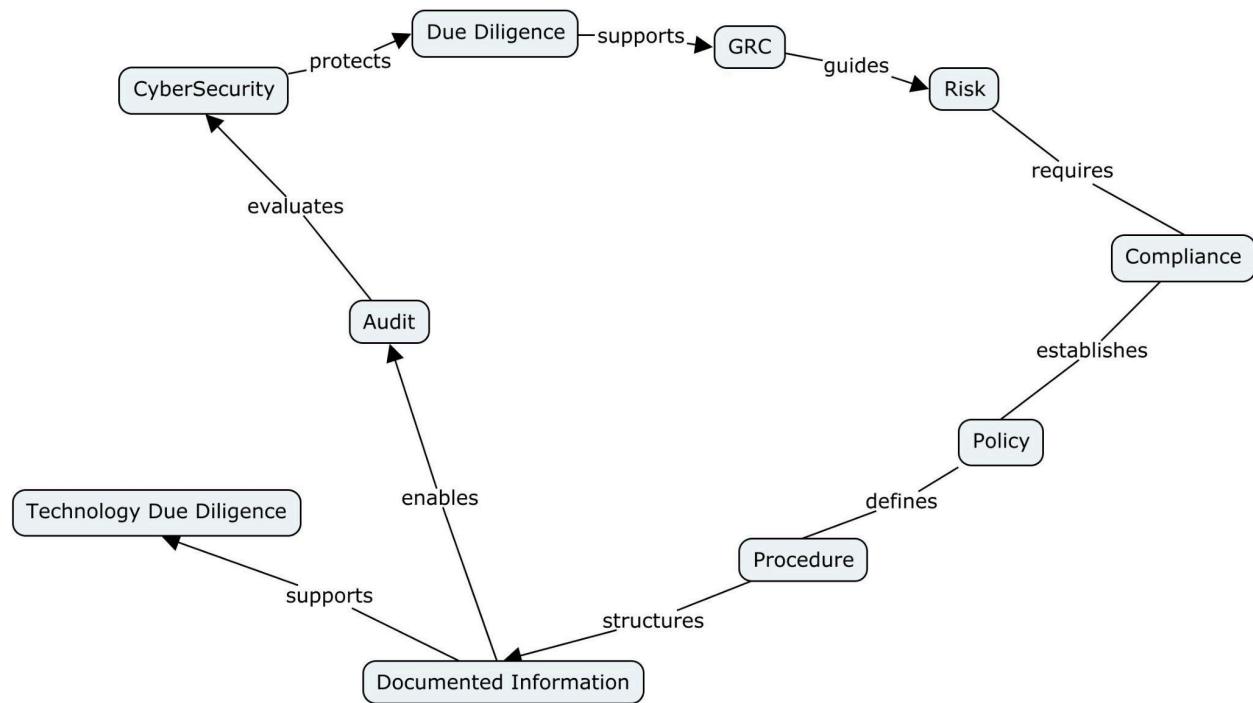
**Agile Transformation:** Shift to agile structures and ways of working.

**Workforce Empowerment:** Giving teams more autonomy and ownership.

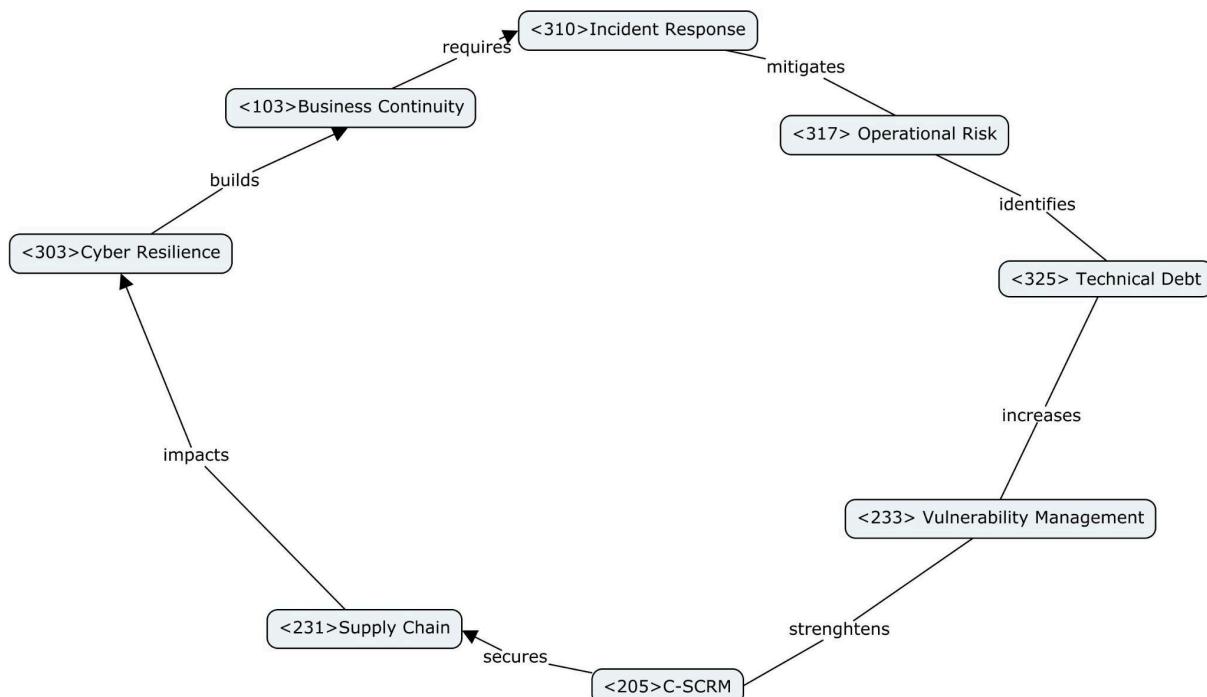
# Catarina Marques 100465



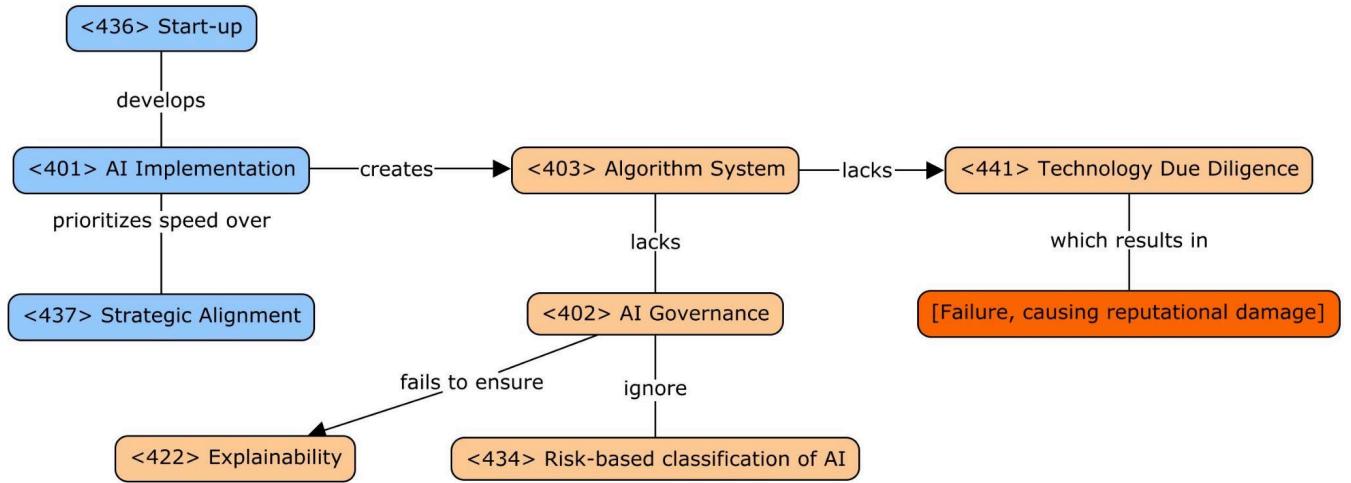
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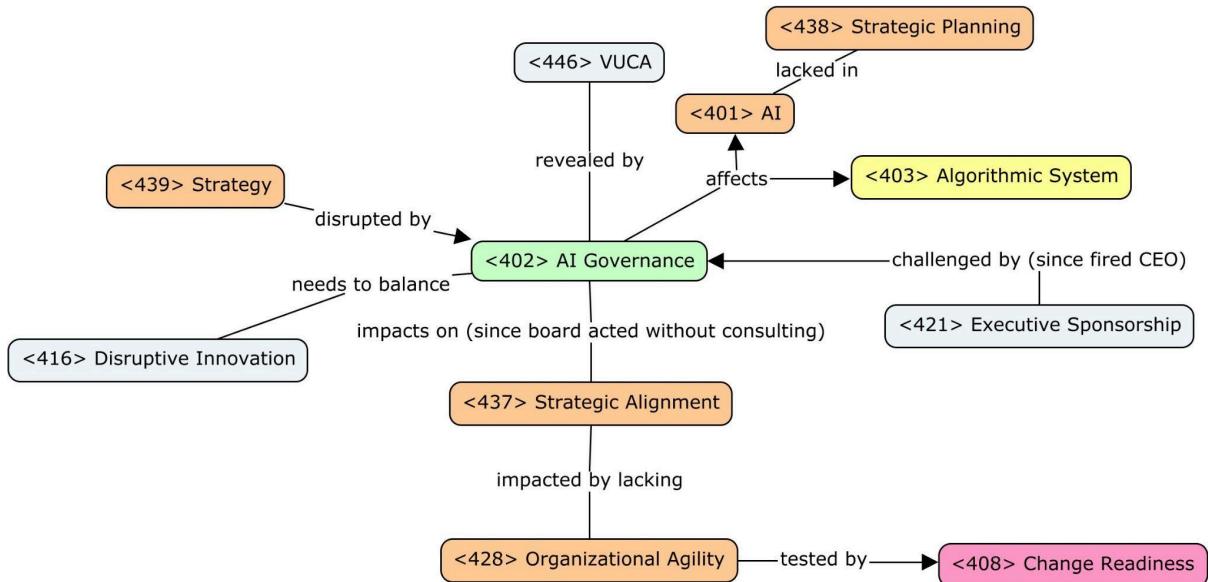
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Q1.3

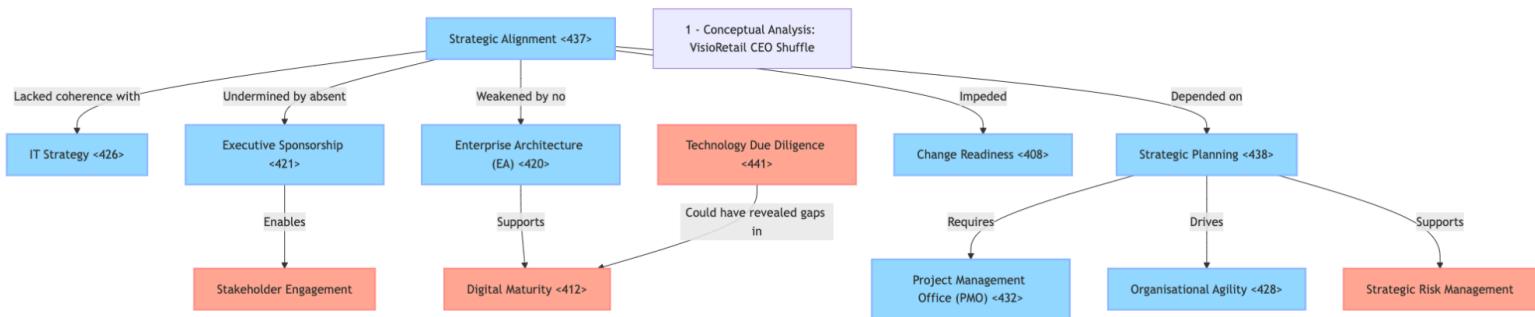


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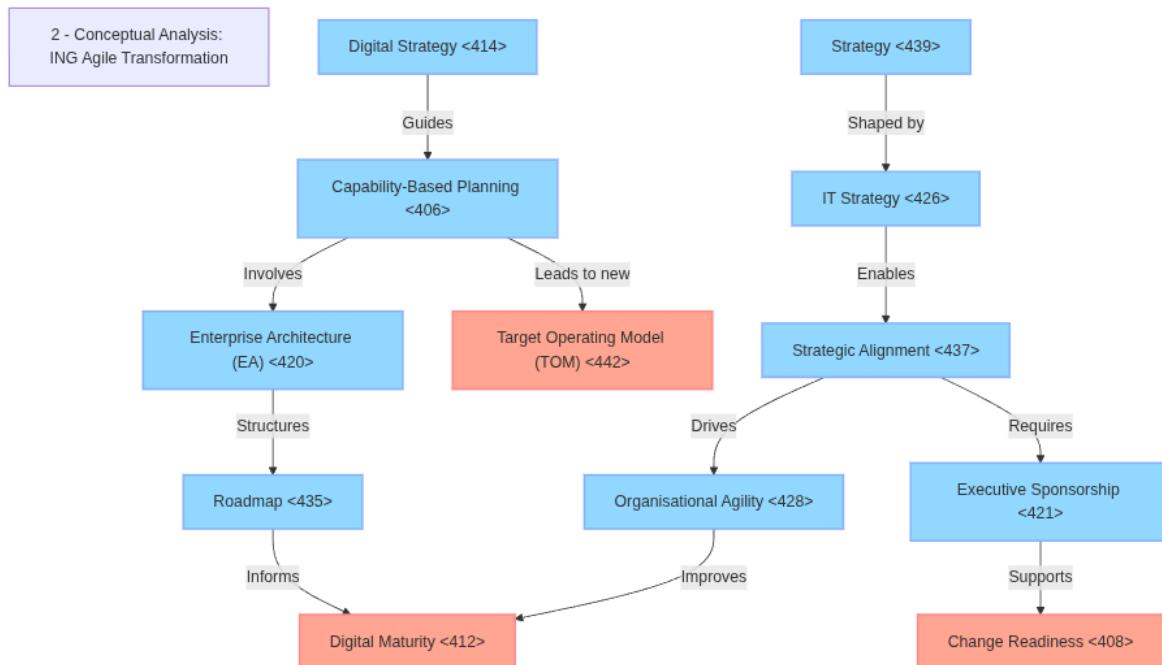


**Essay 4 - Concept Maps**

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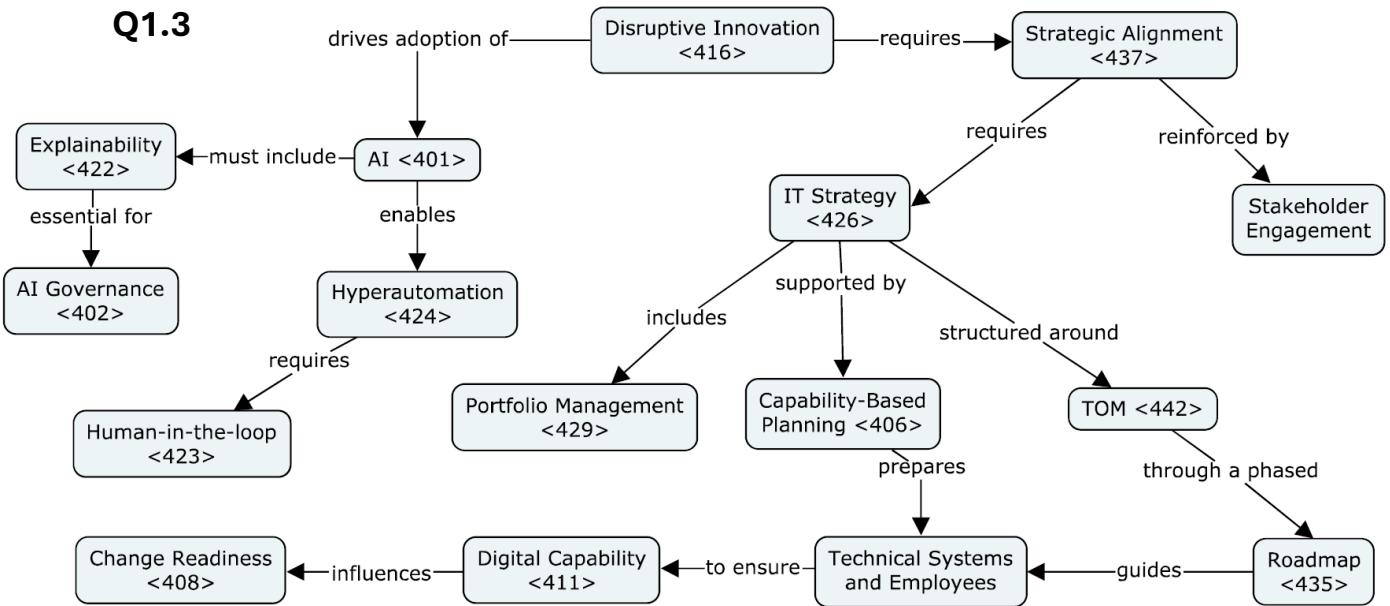


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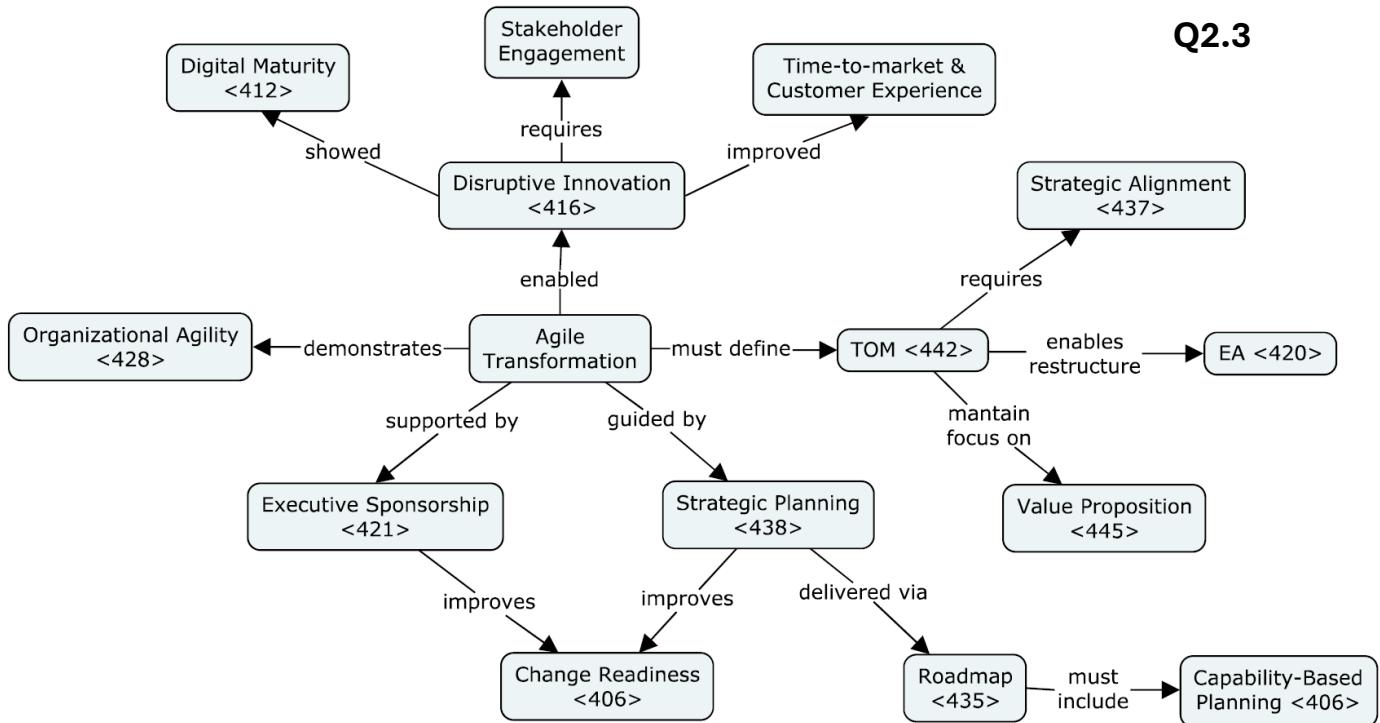


# 102484 – Diogo Ribeiro

## Q1.3

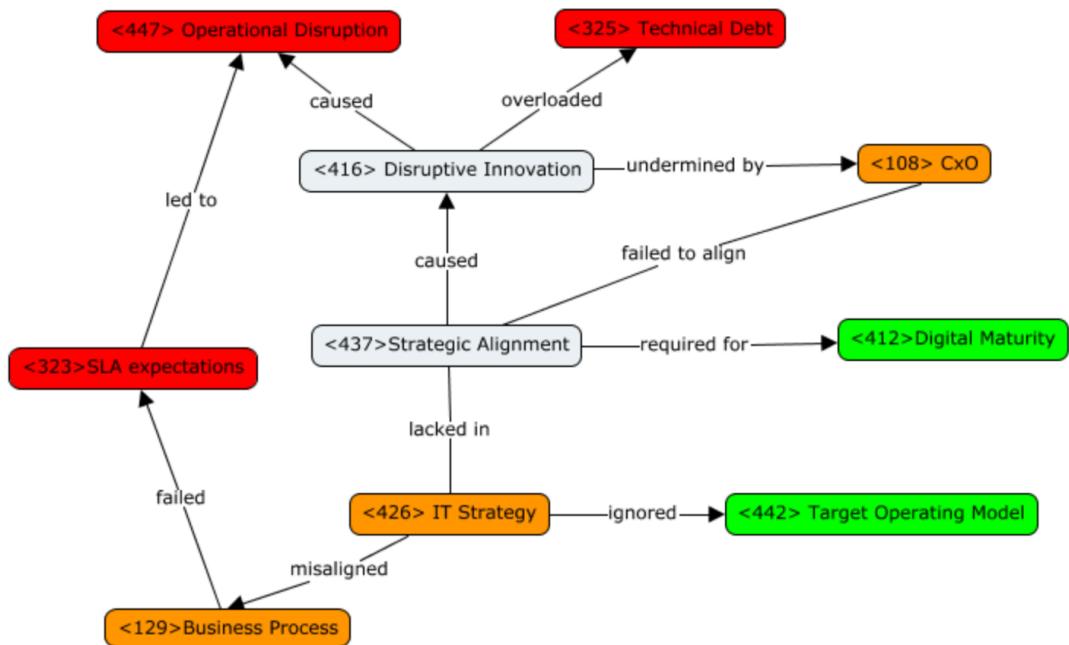


## Q2.3

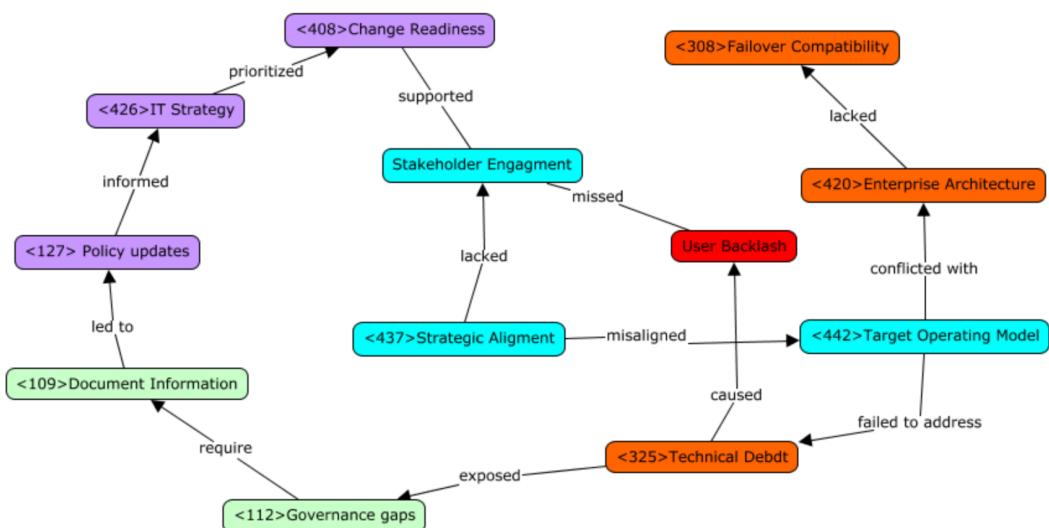


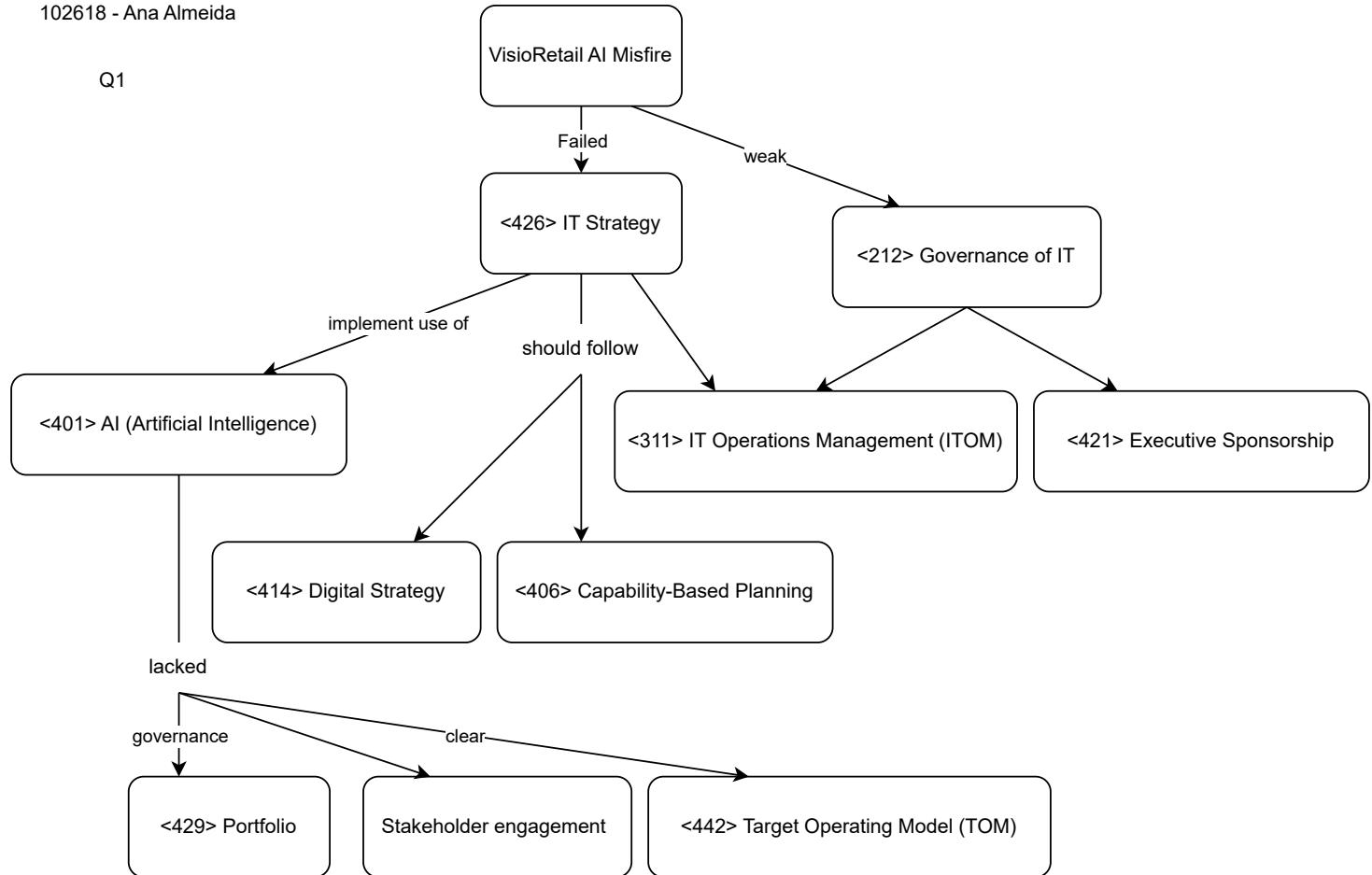
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Q 1.3

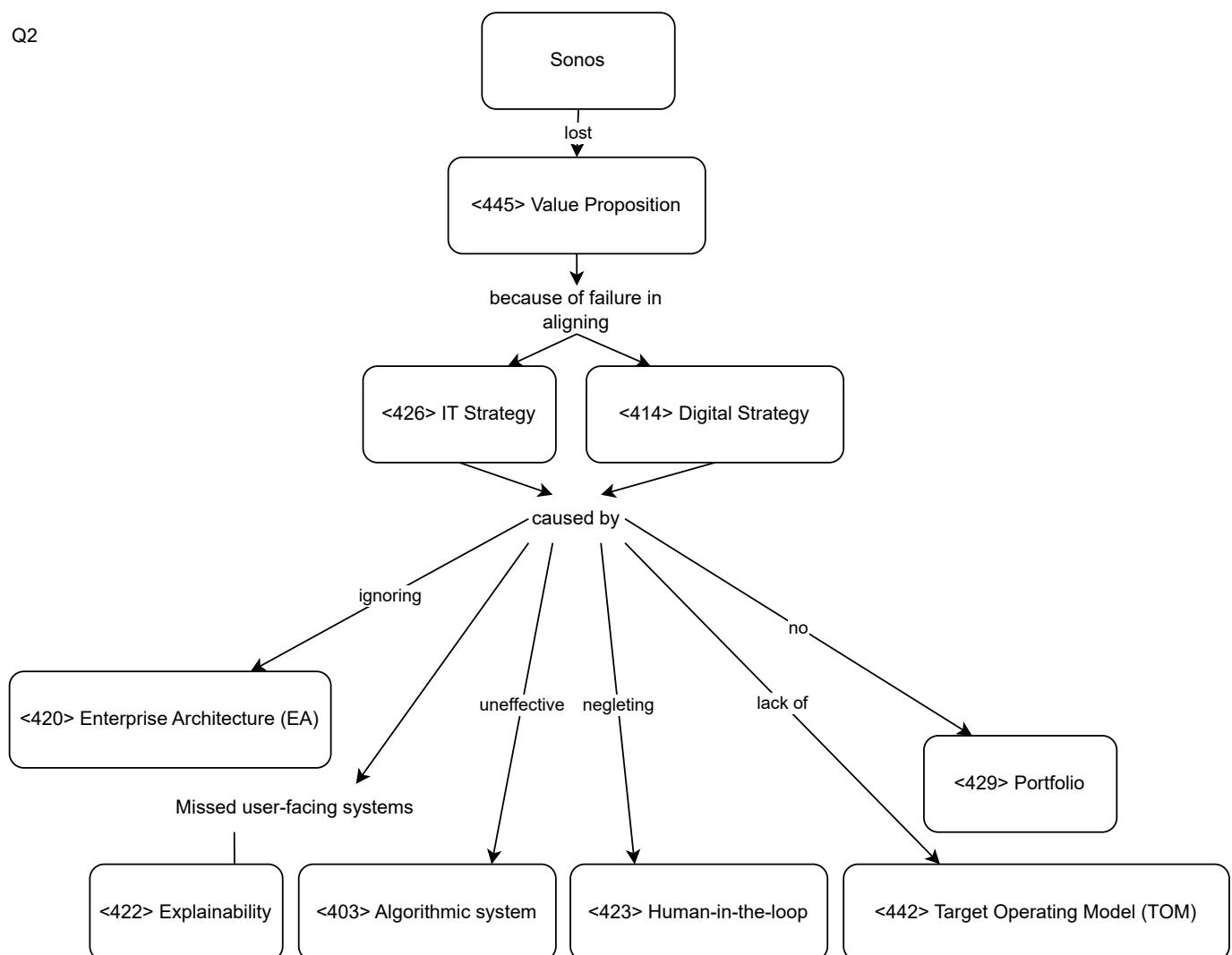


Q 2.3





Q2

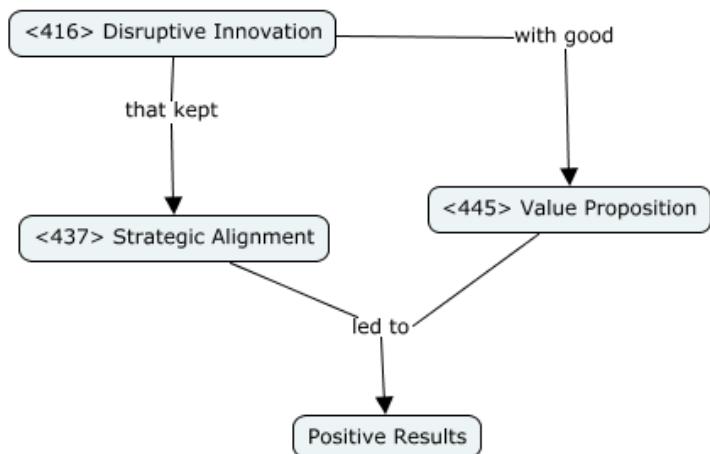


Gonçalo Andrade Santos – 102645

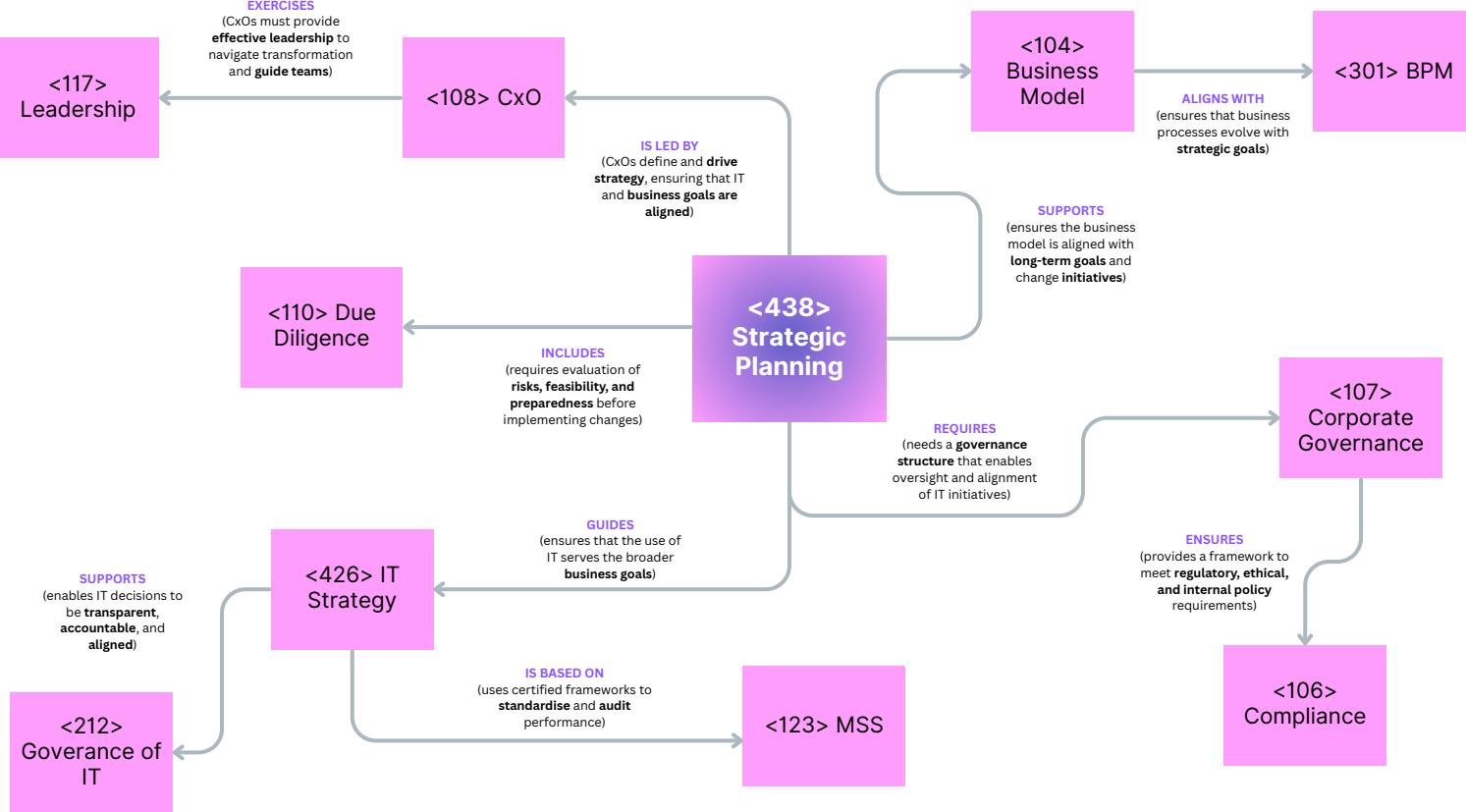
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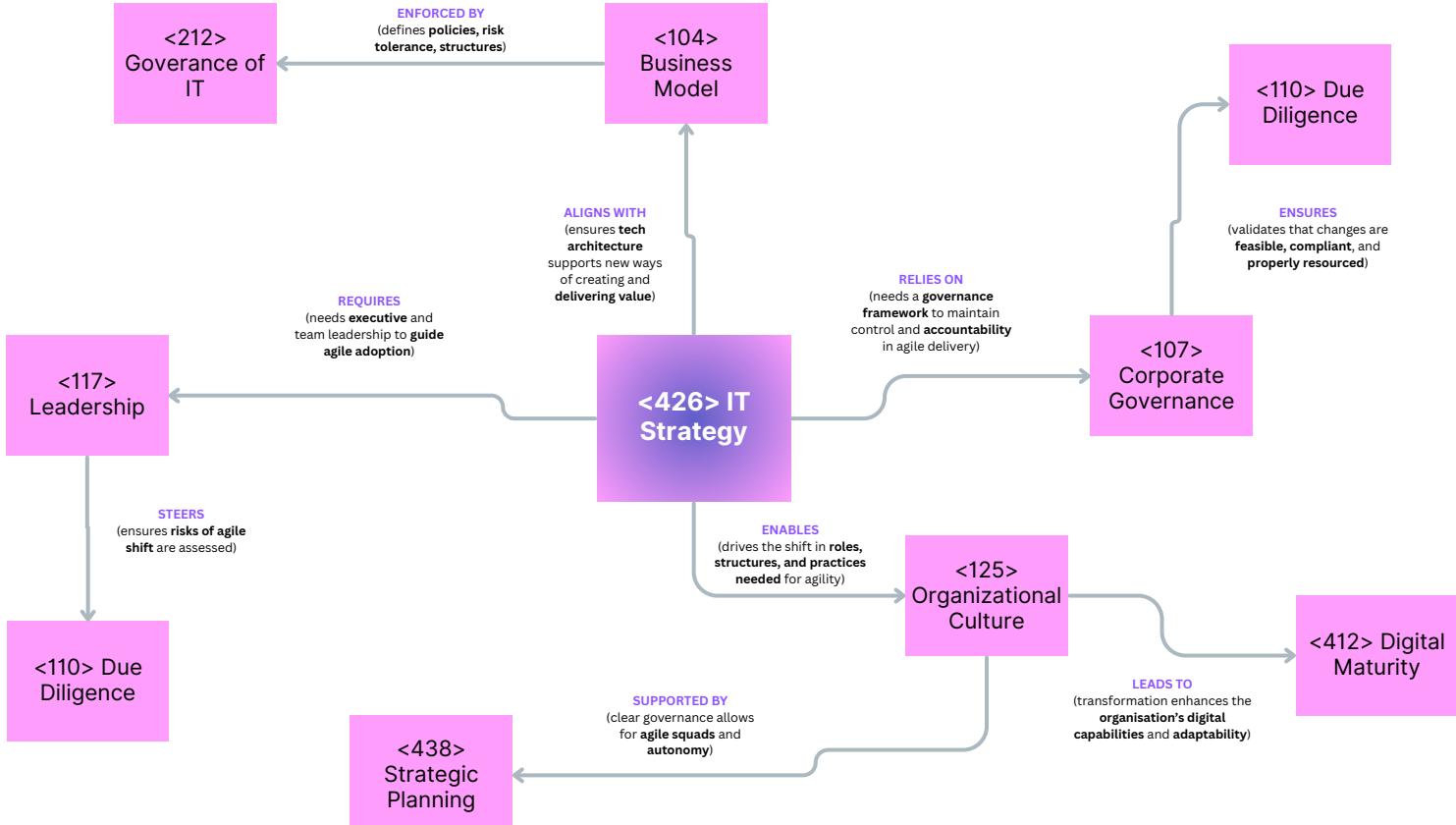
Q2.3



### Q1.3: VisioRetail AI Misfire



### Q2.3: ING agile transformation (2015)

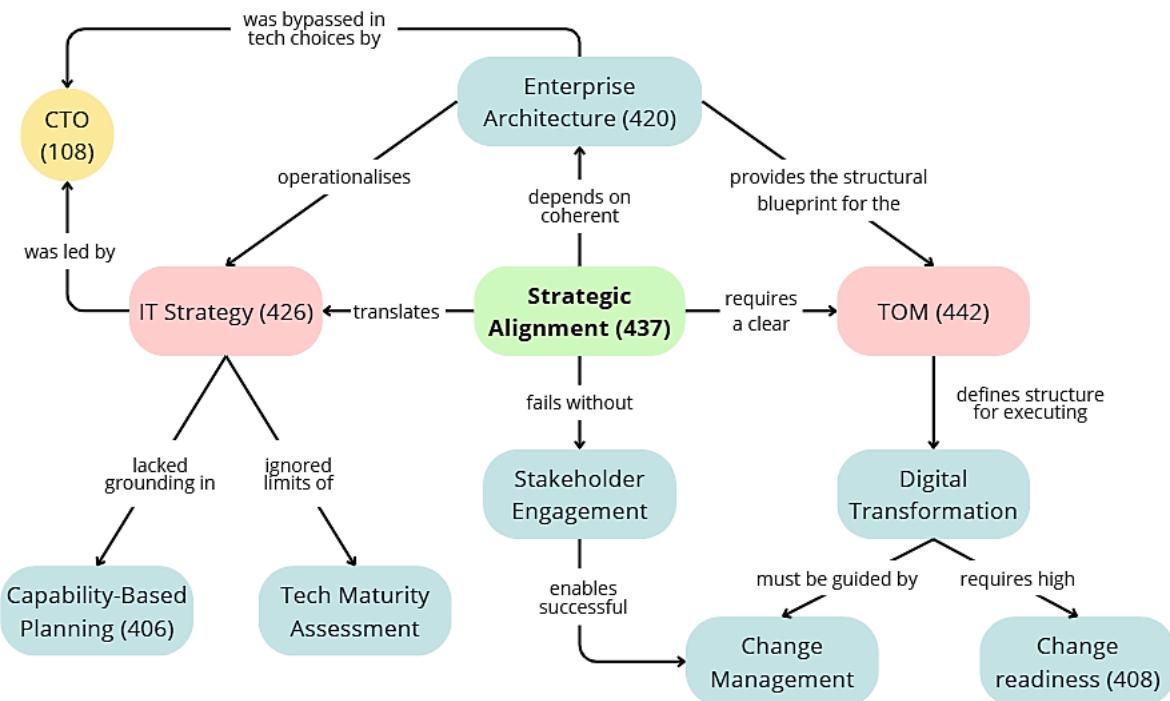


[104] **Business Model** A business model is a company's core strategy for profitably doing business. Models generally include information like products or services the business plans to sell, target markets, and any anticipated expenses. [106] **Compliance** Demonstration that specified requirements relating to a product, process, system, person or body are fulfilled. Compliance may be assessed through internal controls, inspections, or formal audits. [107] **Corporate Governance** System by which an organization is directed and controlled at the highest level to achieve its objectives and meet the necessary standards of accountability, integrity and openness. [108] **CxO** Generic label for high-level executives with organization-wide responsibility over strategic or operational domains. Examples include CEO (Chief Executive Officer), CIO (Chief Information Officer), CRO (Chief Risk Officer), CTO (Chief Technology Officer), and CISO (Chief Information Security Officer). [110] **Due Diligence** Refers to the structured and proactive assessment of risks, obligations, and potential impacts before or during decision-making. [117] **Leadership** Ability to lead a group of people or an organization, typically involving the establishment of a clear vision, sharing that vision with others, providing information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders. [123] **MSS (Management System Standard)** Documented specification for a management system that provides requirements, guidance, or characteristics to be consistently used to ensure that materials, products, processes, and services are fit for their purpose. [125] **Organizational Culture** Set of shared values, beliefs, norms and practices that influence the way people within an organization interact with each other and with external stakeholders. [301] **BPM (Business Process Management)** A discipline involving the combination of modelling, automation, execution, control, measurement, and optimisation of business activity flows to support enterprise goals. [412] **Digital Maturity** A measure of an organisation's ability to respond to digital trends, transformation, and innovation effectively. [426] **IT Strategy** A comprehensive plan that outlines how technology should be used to meet IT and business goals. [438] **Strategic Planning** An organisational management activity used to set priorities, focus energy and resources, and ensure that employees and other stakeholders are working toward common goals.

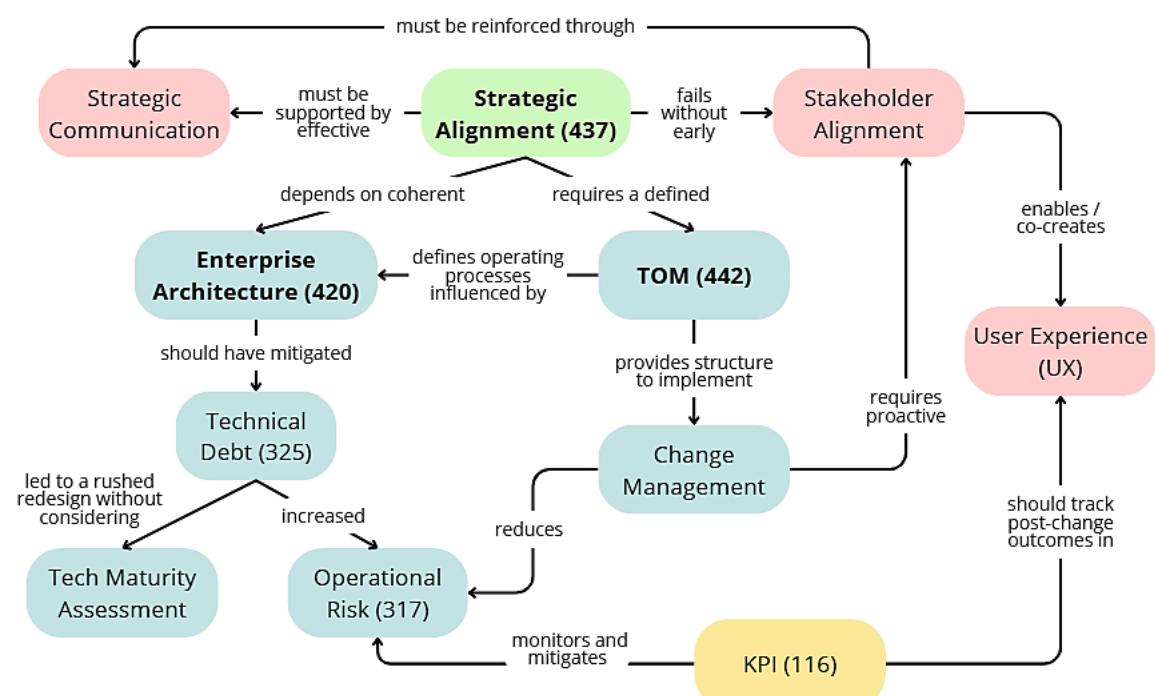
## Essay 4: IT, Strategy, and Change

**Student:** Diogo Beirão Oneto (102690)

Q1.3.



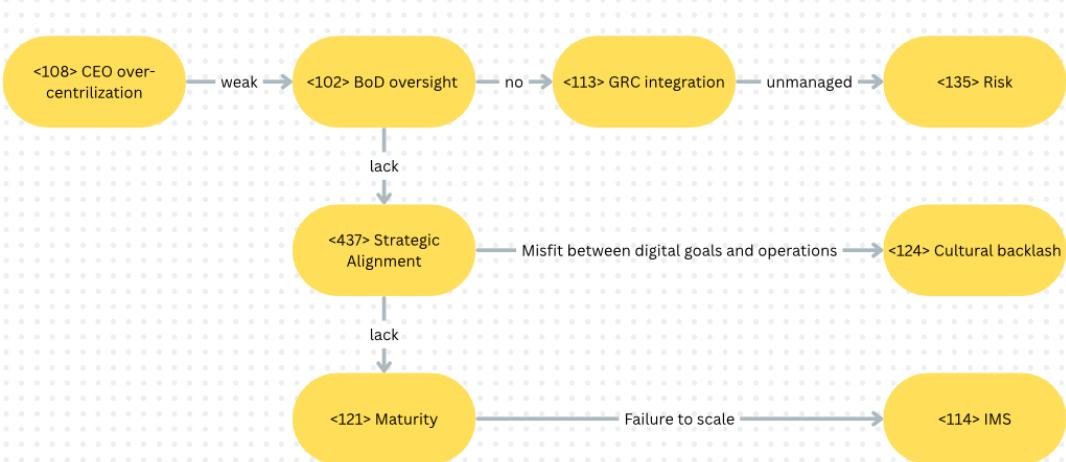
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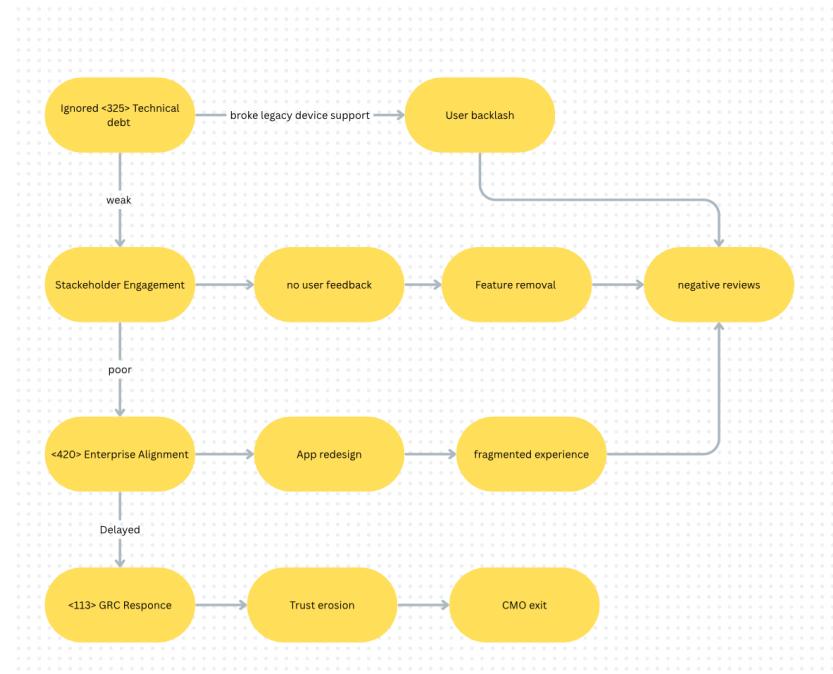
Isabela Pereira

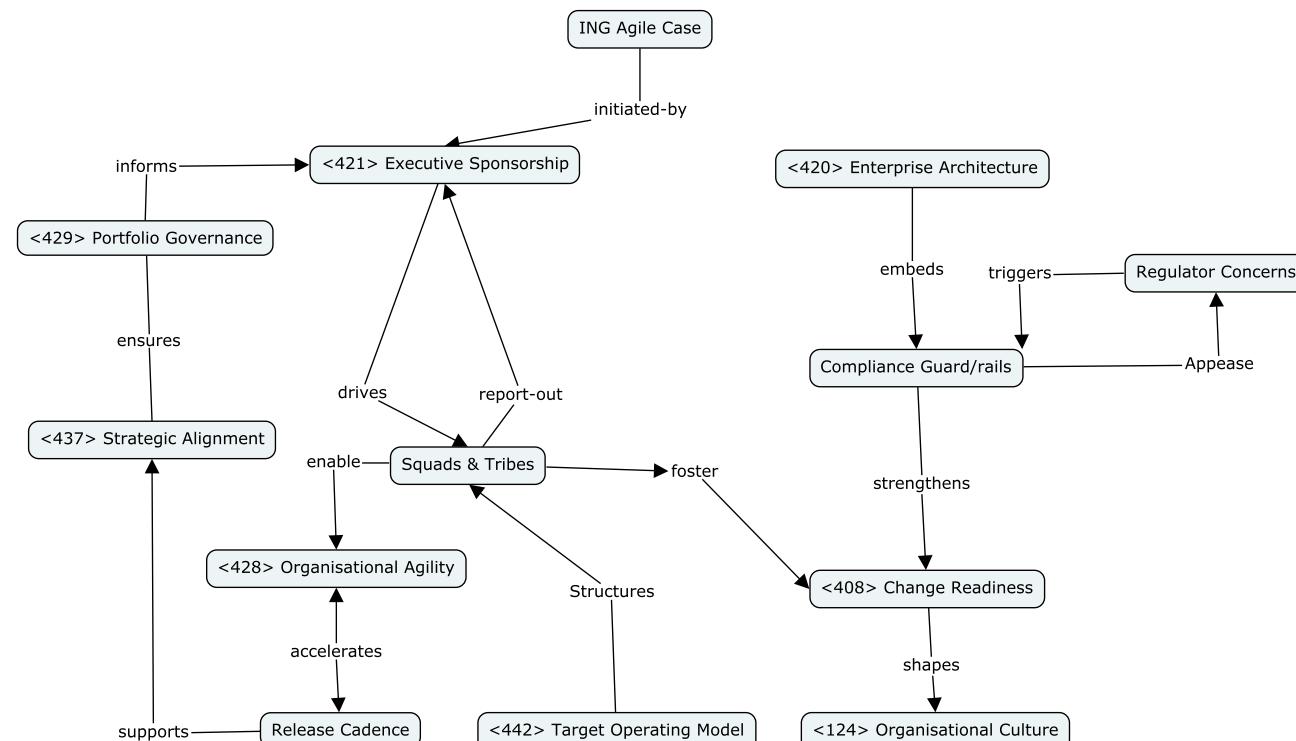
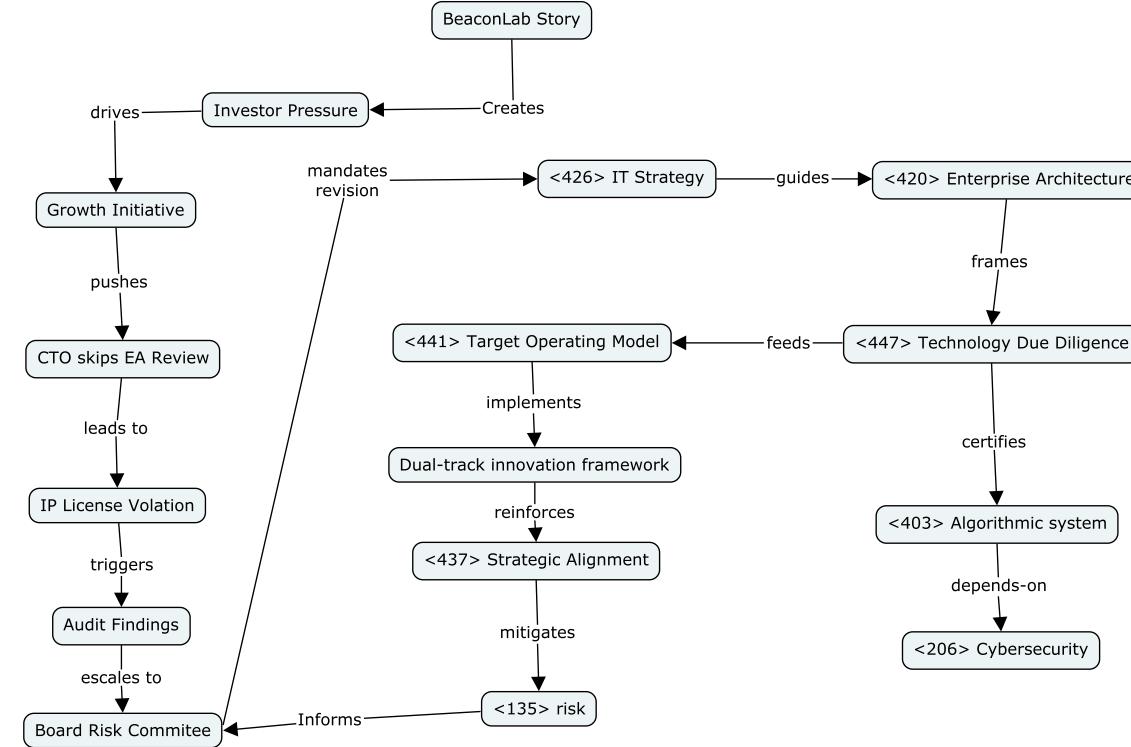
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Q1.3



Q2.3

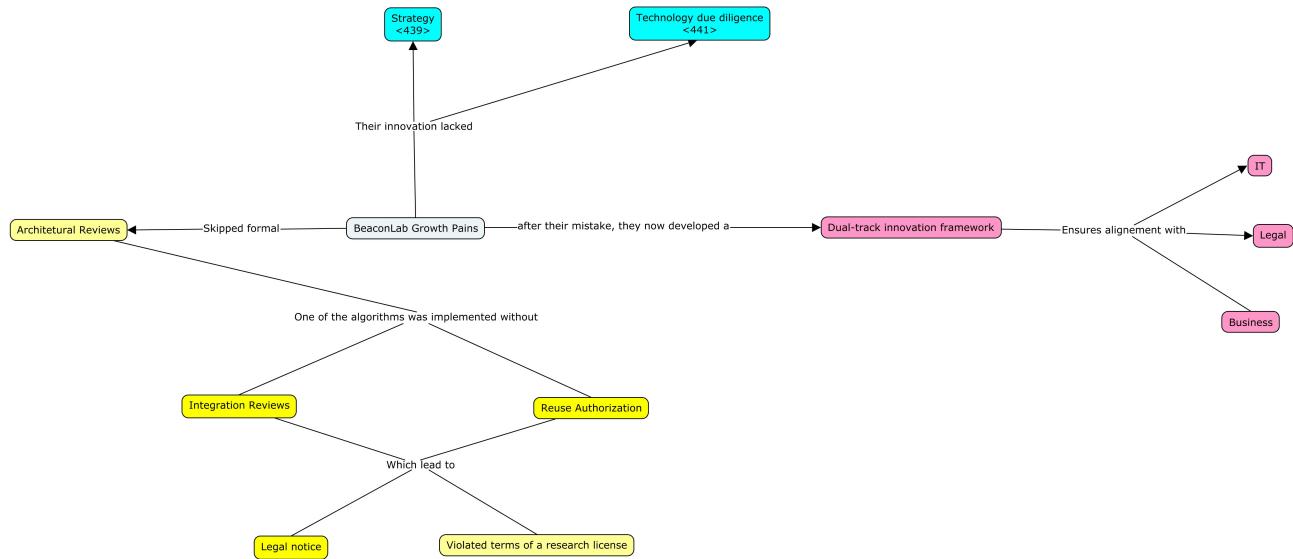




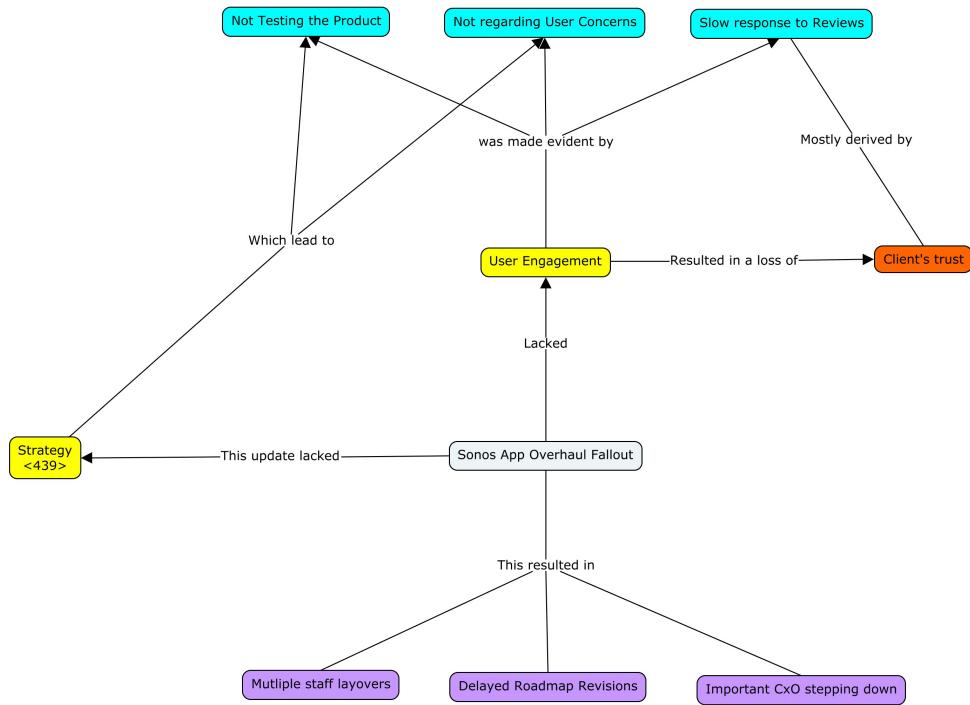
João Rodrigues Ribeiro (102715)

joao.r.ribeiro@tecnico.ulisboa.pt

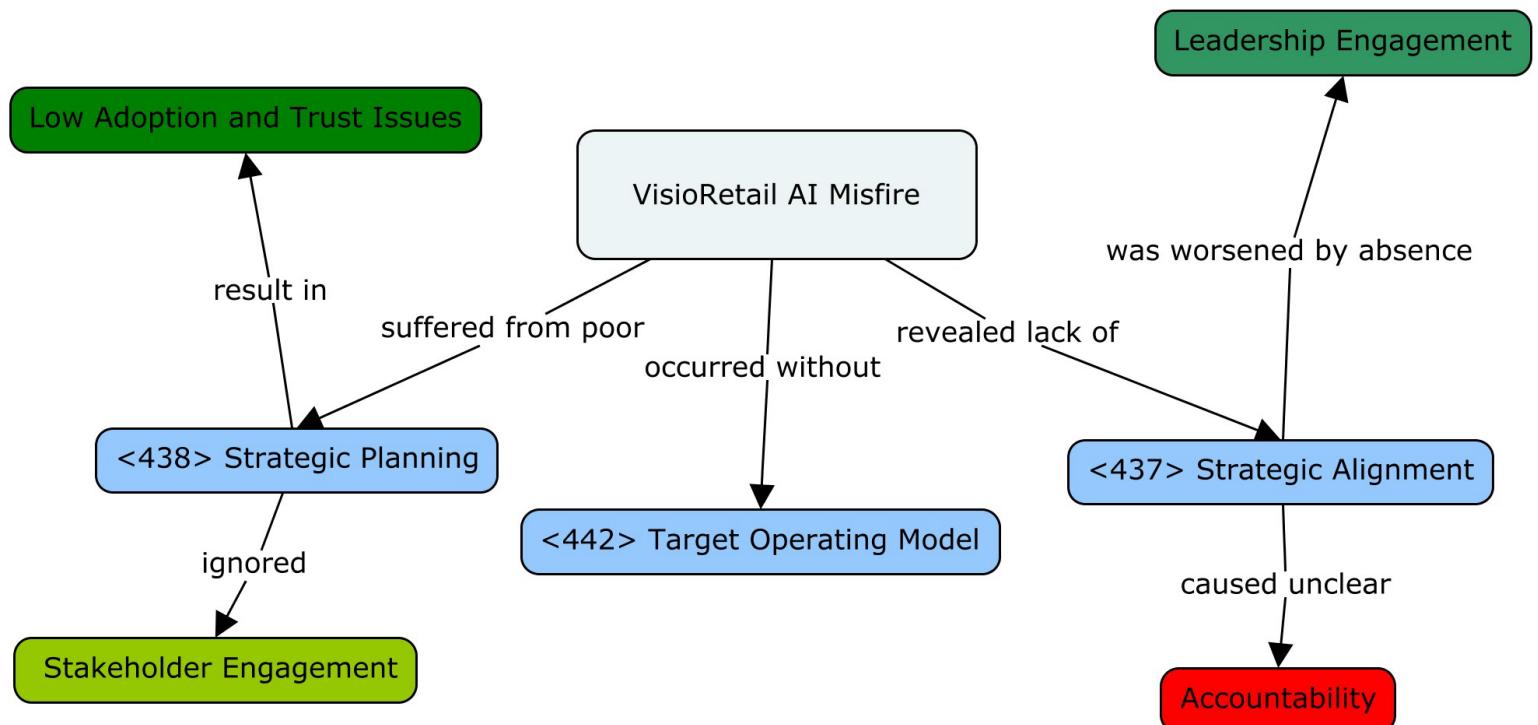
## 1 Q1.3



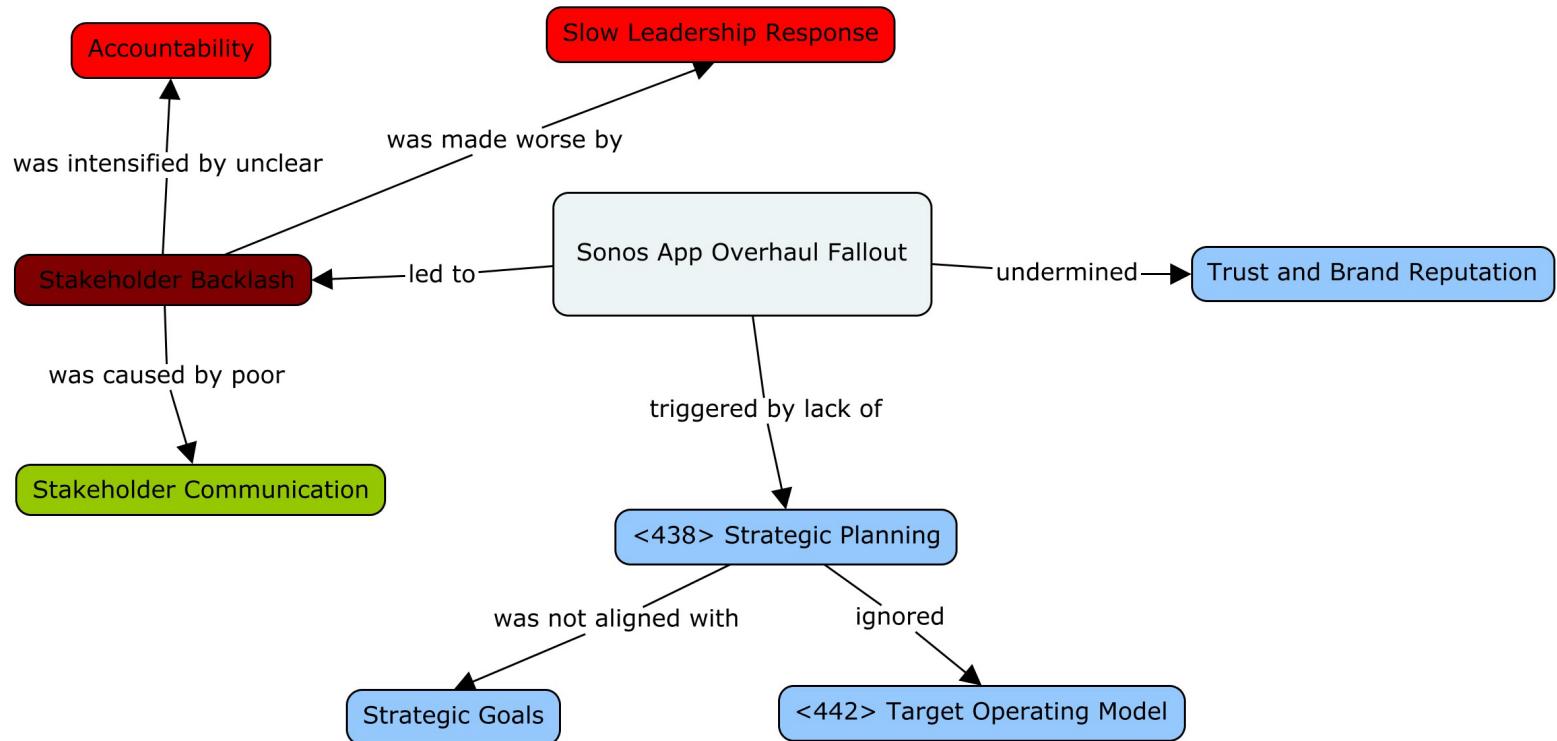
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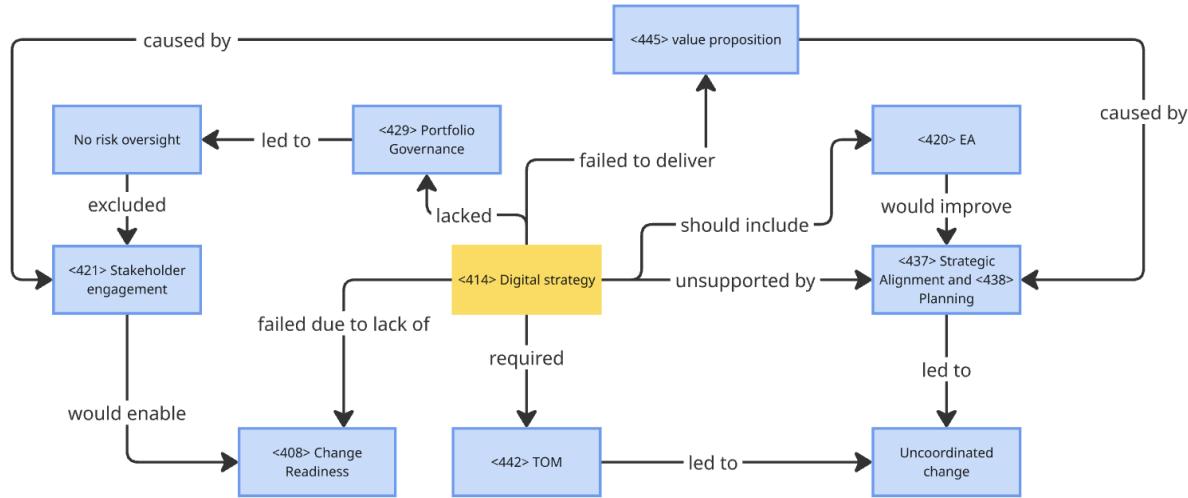
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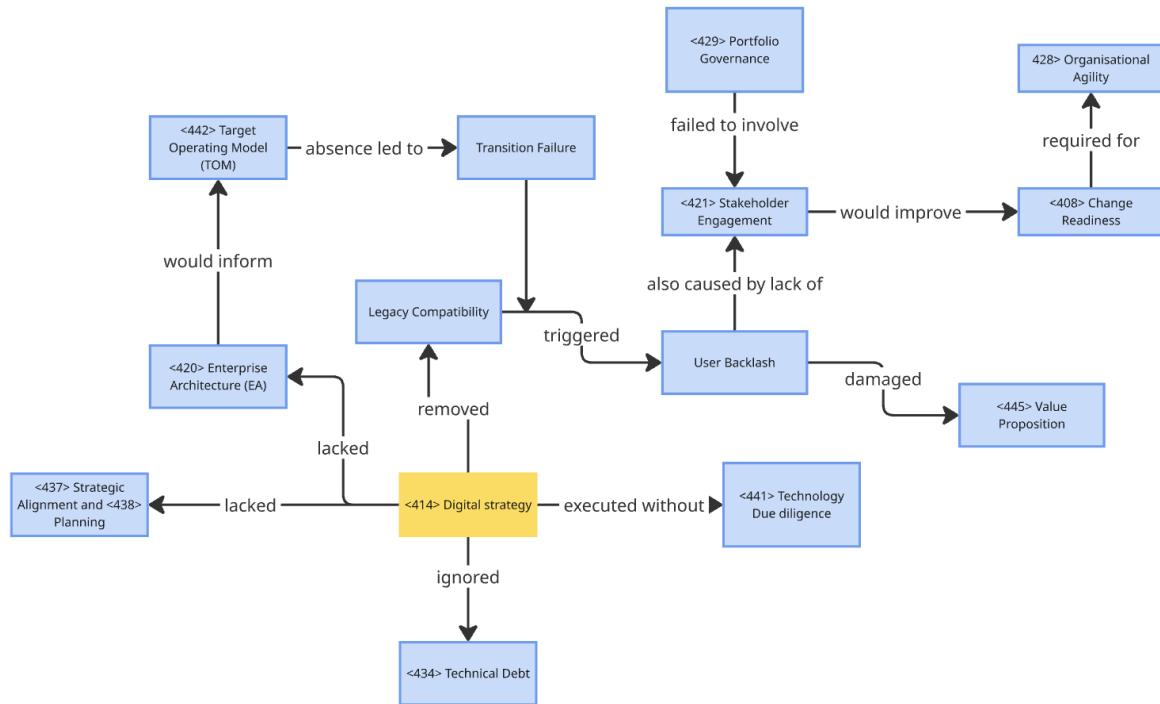
Q2.3



### Q1.3

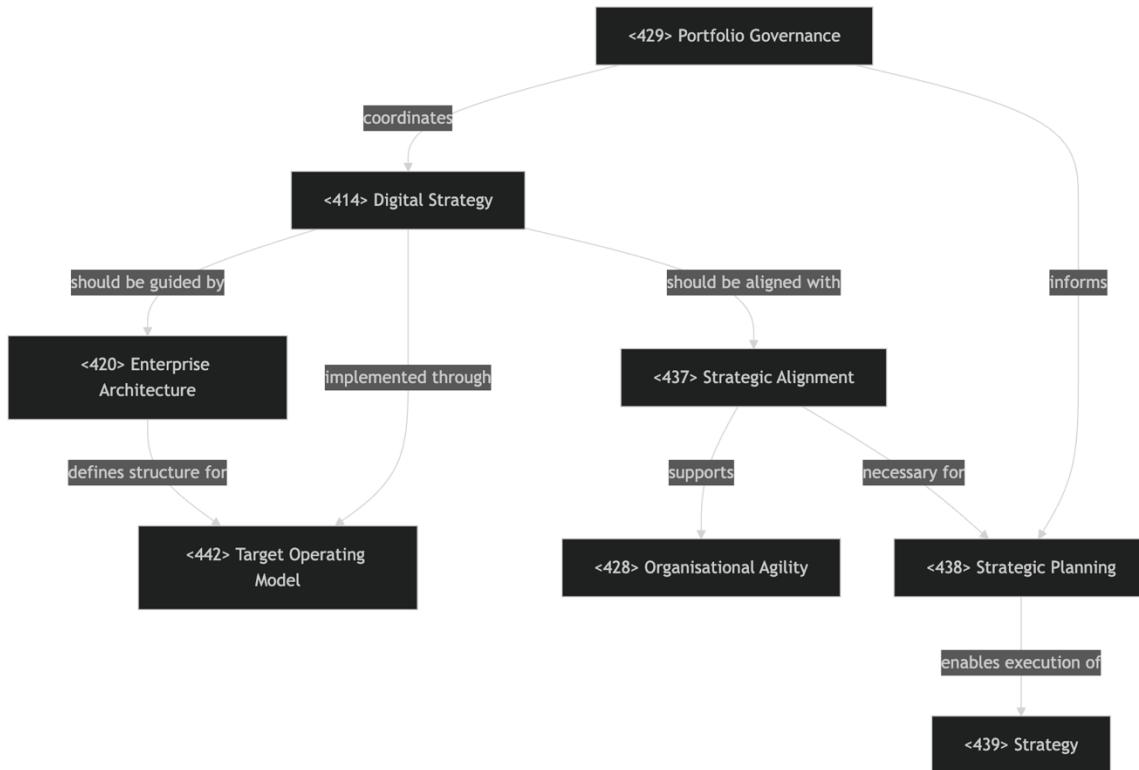


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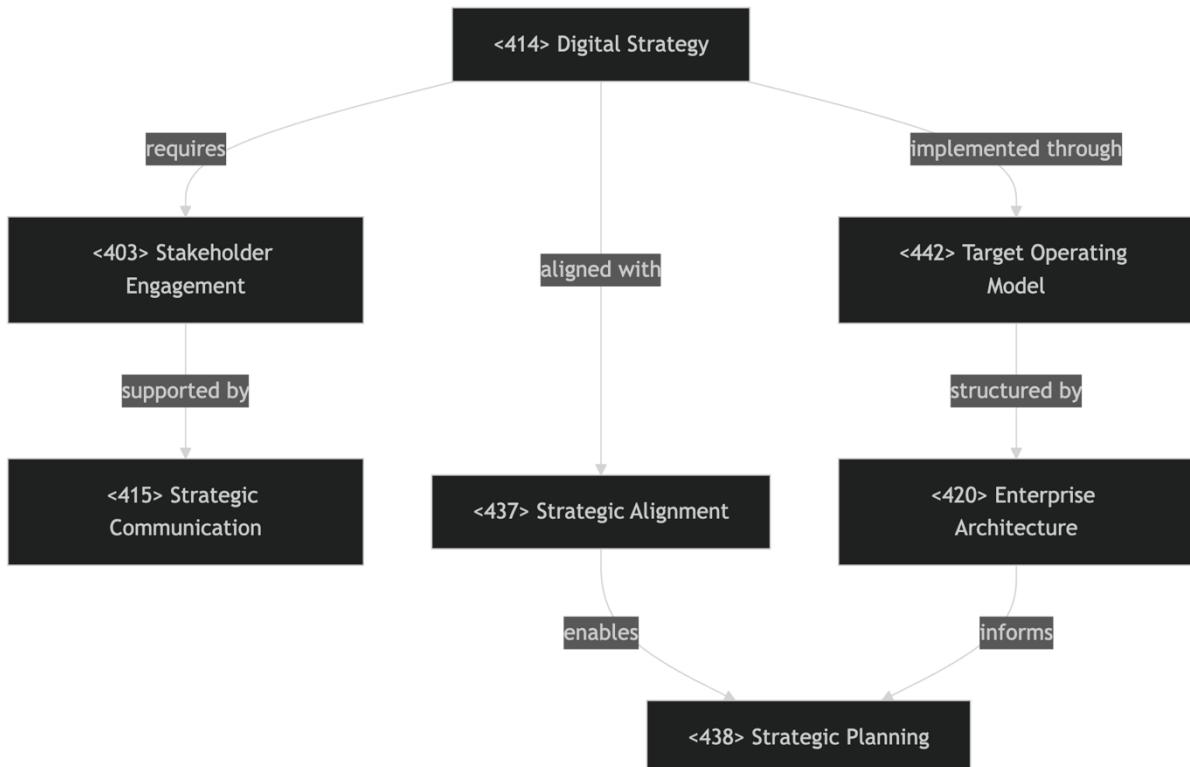


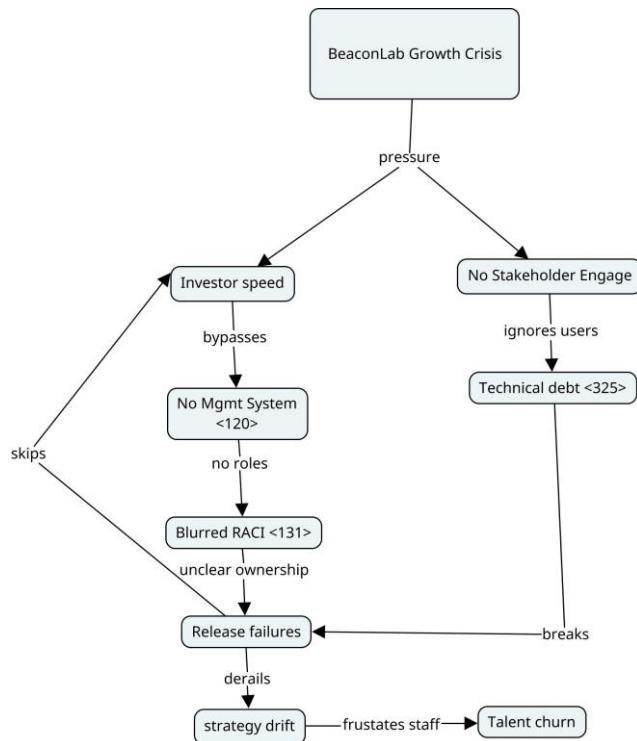
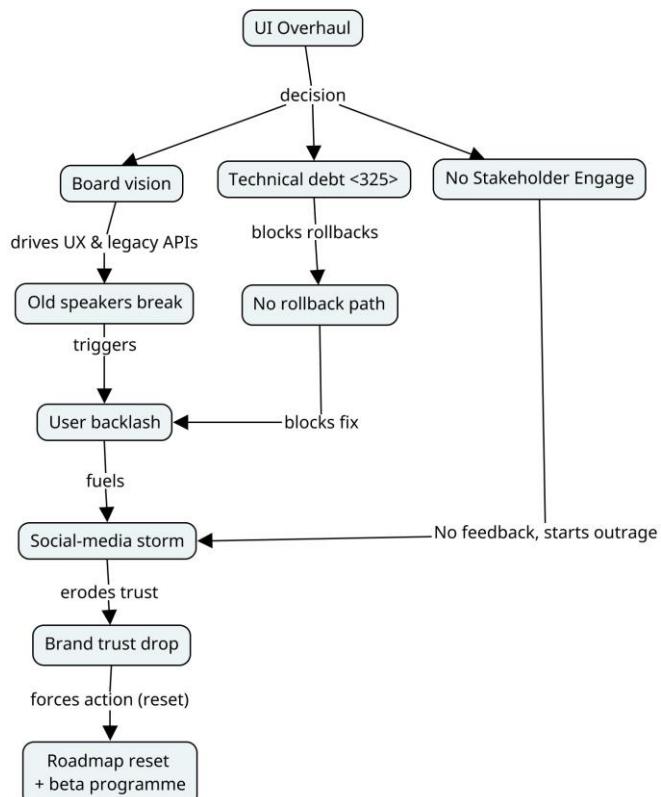
## Theme 4

Q1.3 – Used Concepts: <414>, <420>, <428>, <429>, <437>, <438>, <439>, <442>

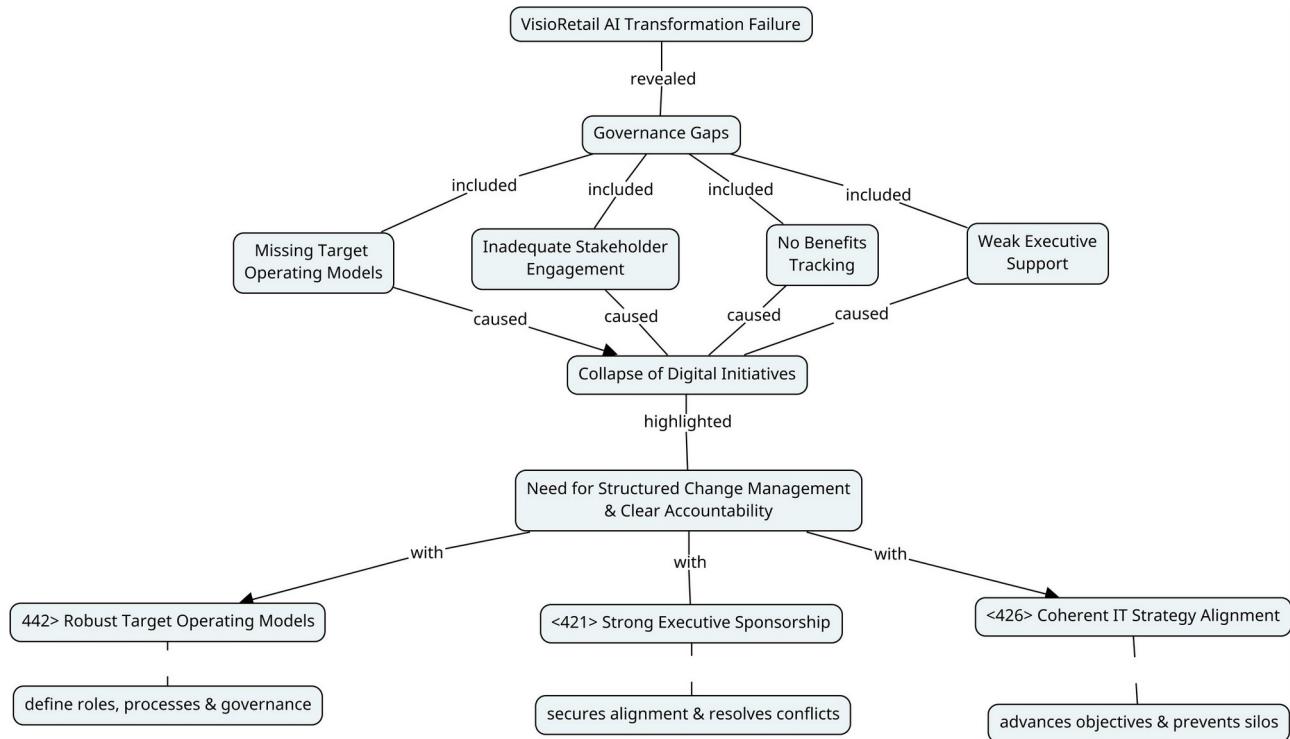


Q2.3 – Used Concepts: <403>, <414>, <415>, <420>, <437>, <438>, <442>

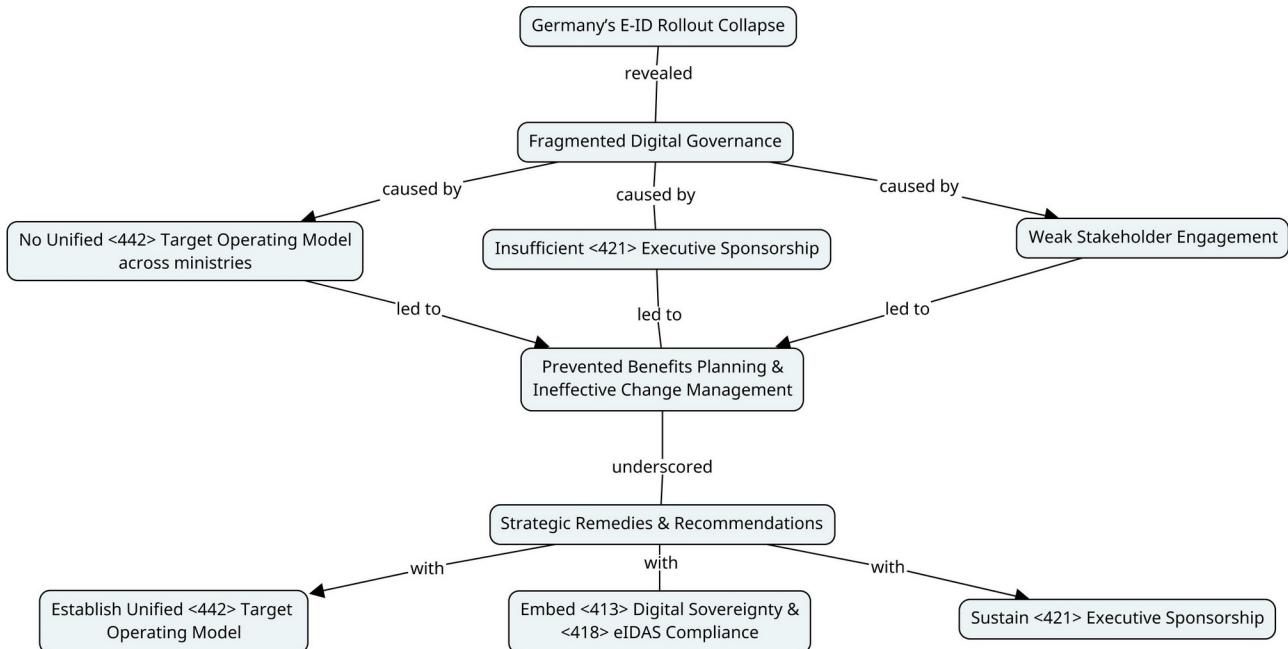


**Q1.3 - Concept MAP****Q2.3 - Concept MAP**

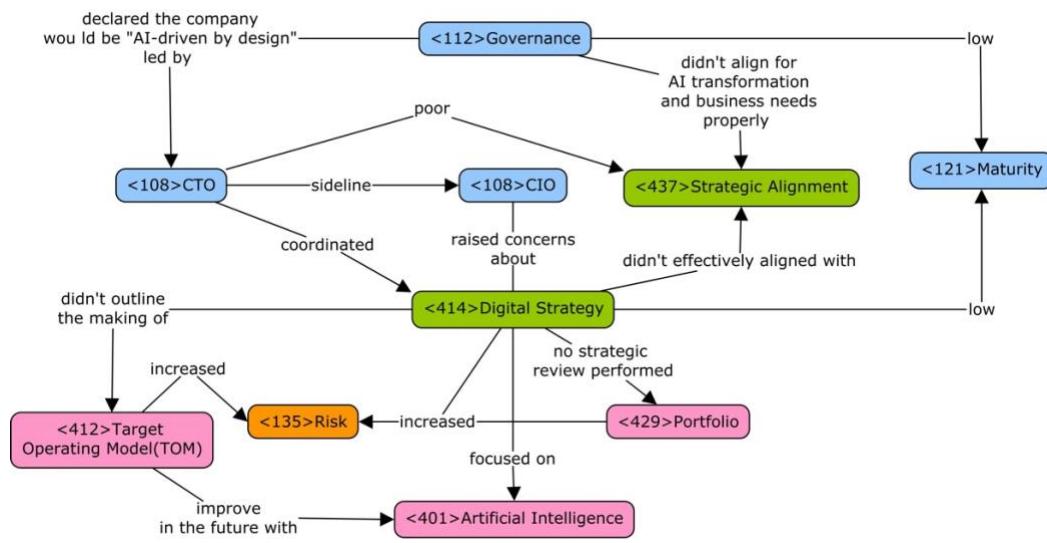
### Q1.3



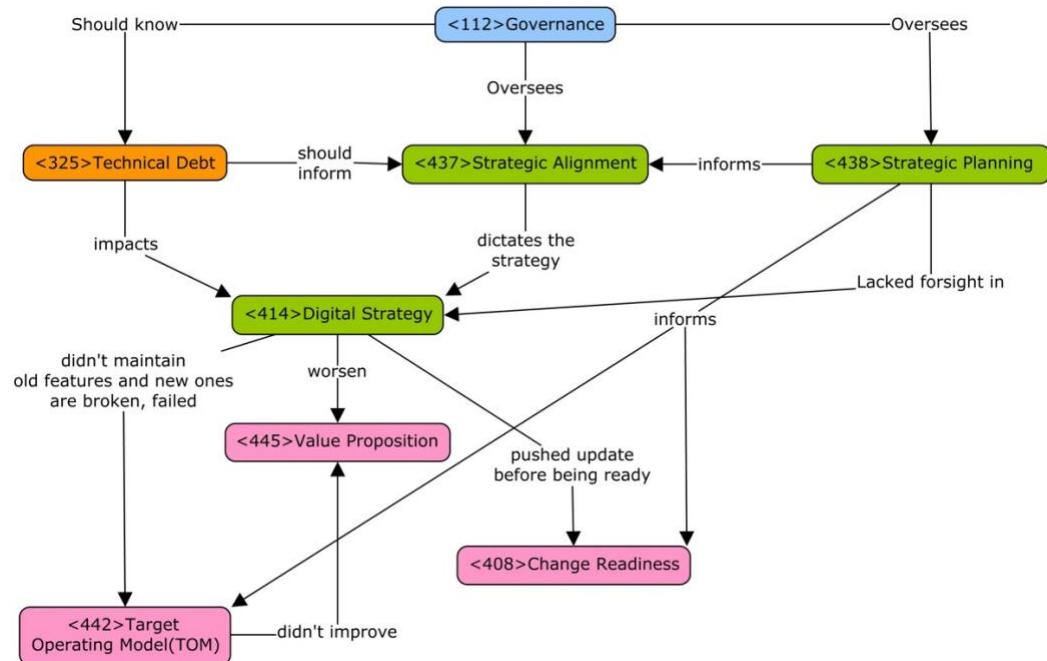
### Q2.3



### Q1.3. Concept map - Story: VisionRetail AI Misfire



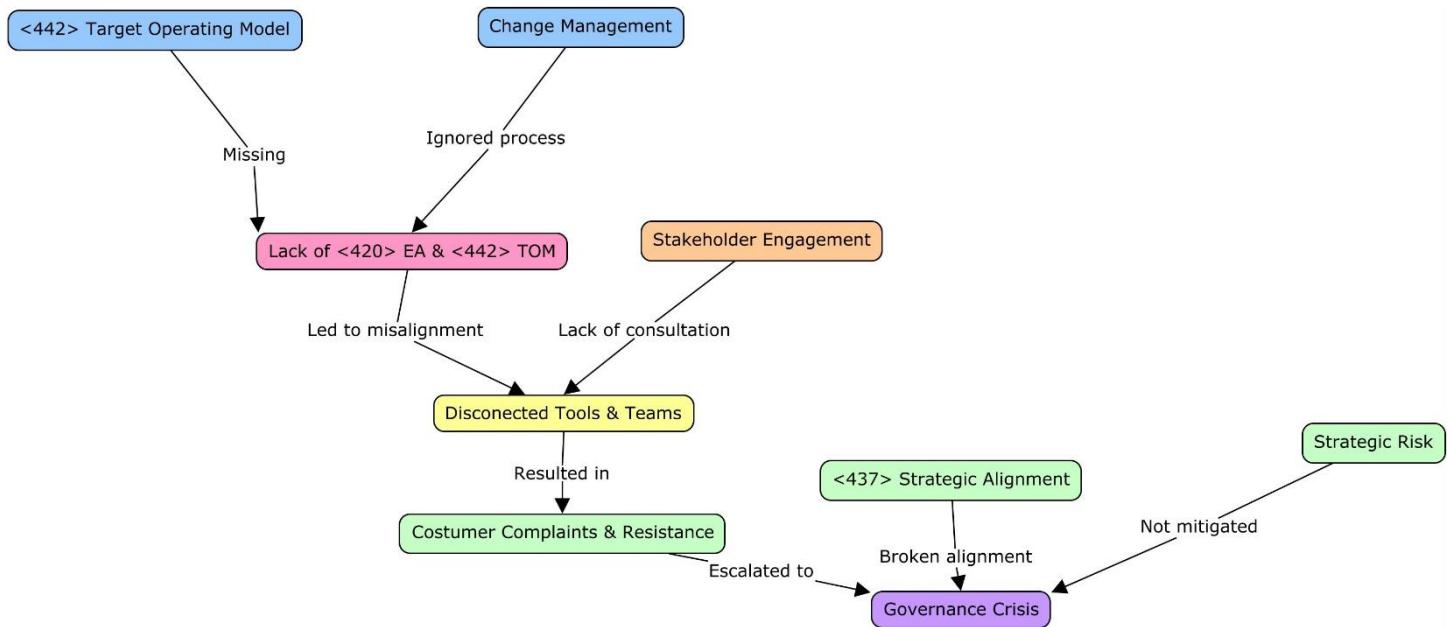
### Q2.3. Concept map – Case 9: Sonos App Overhaul Fallout



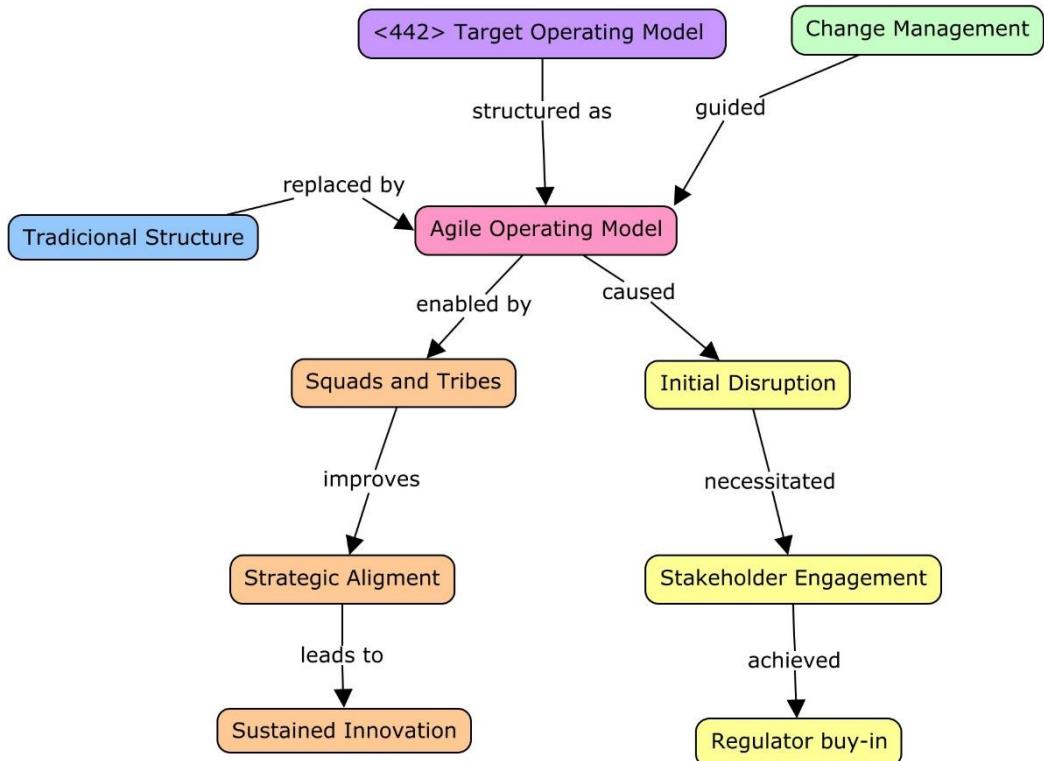
Name: Filipa Araújo

Number: 102878

### Concept map for Q1.3



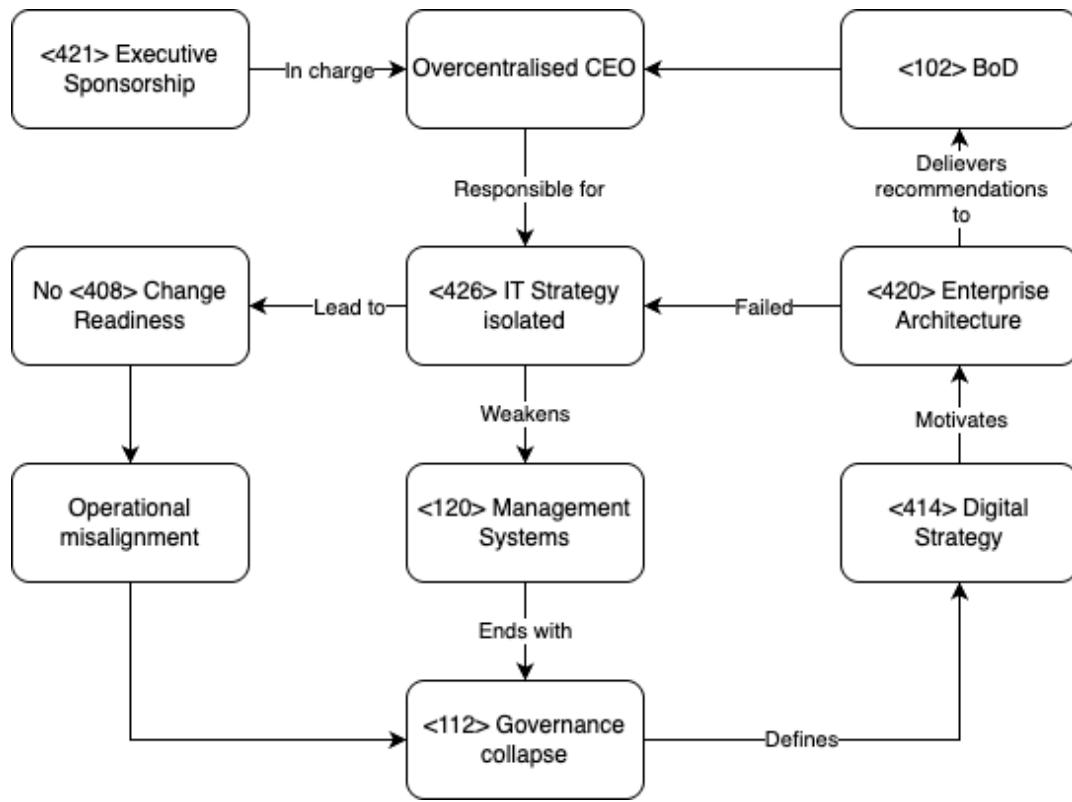
### Concept map for Q2.3



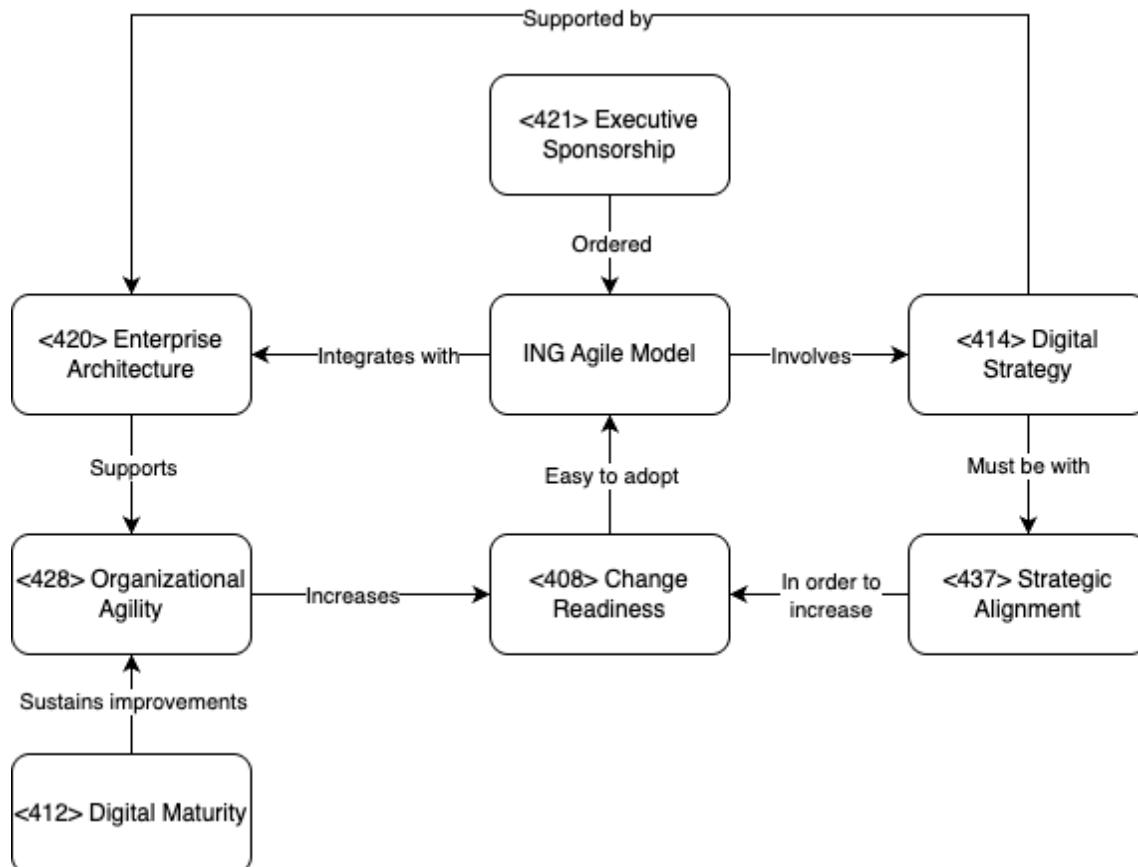
## Essay 4

Student Number and Name: 102879 – António Silva

### Q1.3 – Concept Map

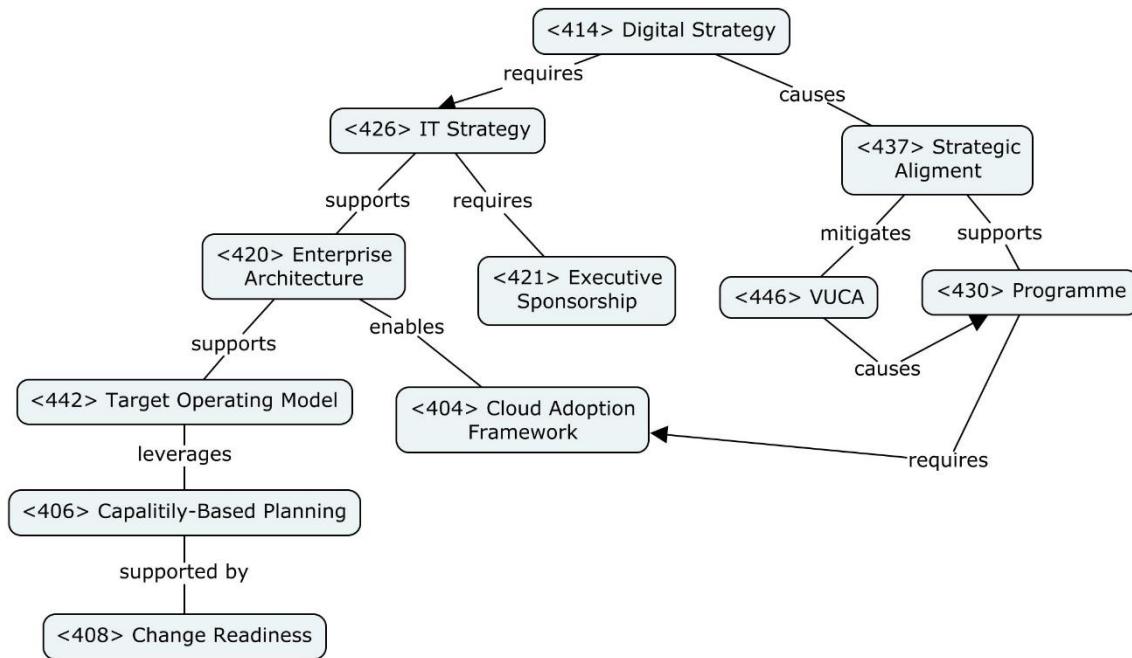


### Q2.3 – Concept Map



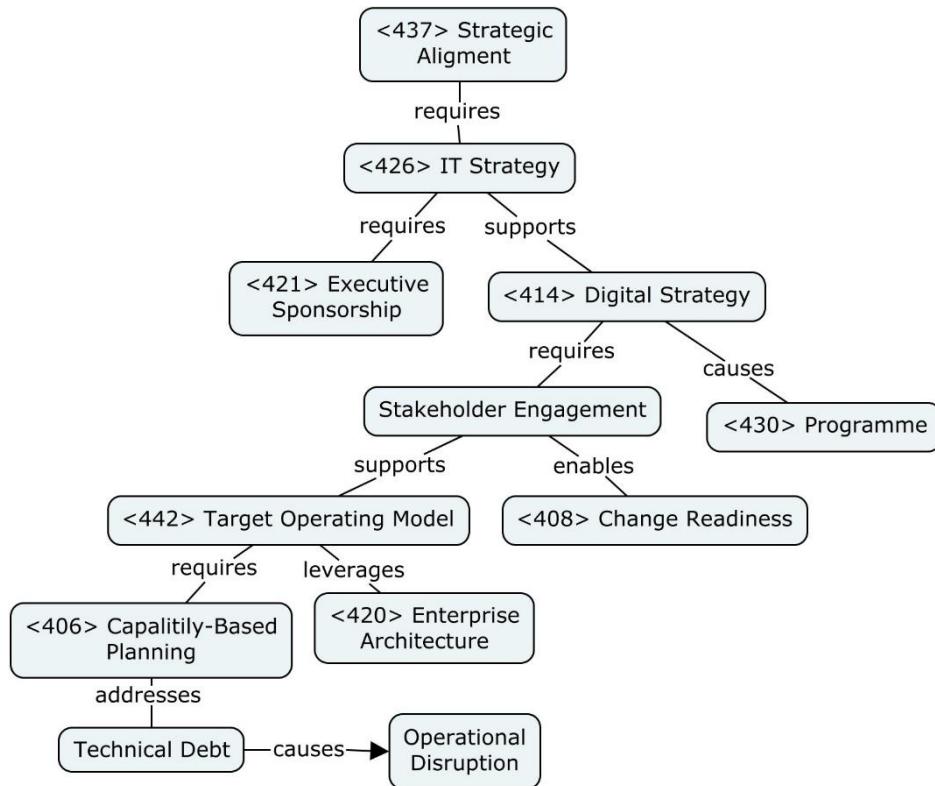
Q1.3

Story: 2.2. MetroWater Access Denied



Q2.3

Case: <9> Sonos App Overhaul Fallout (2024...)

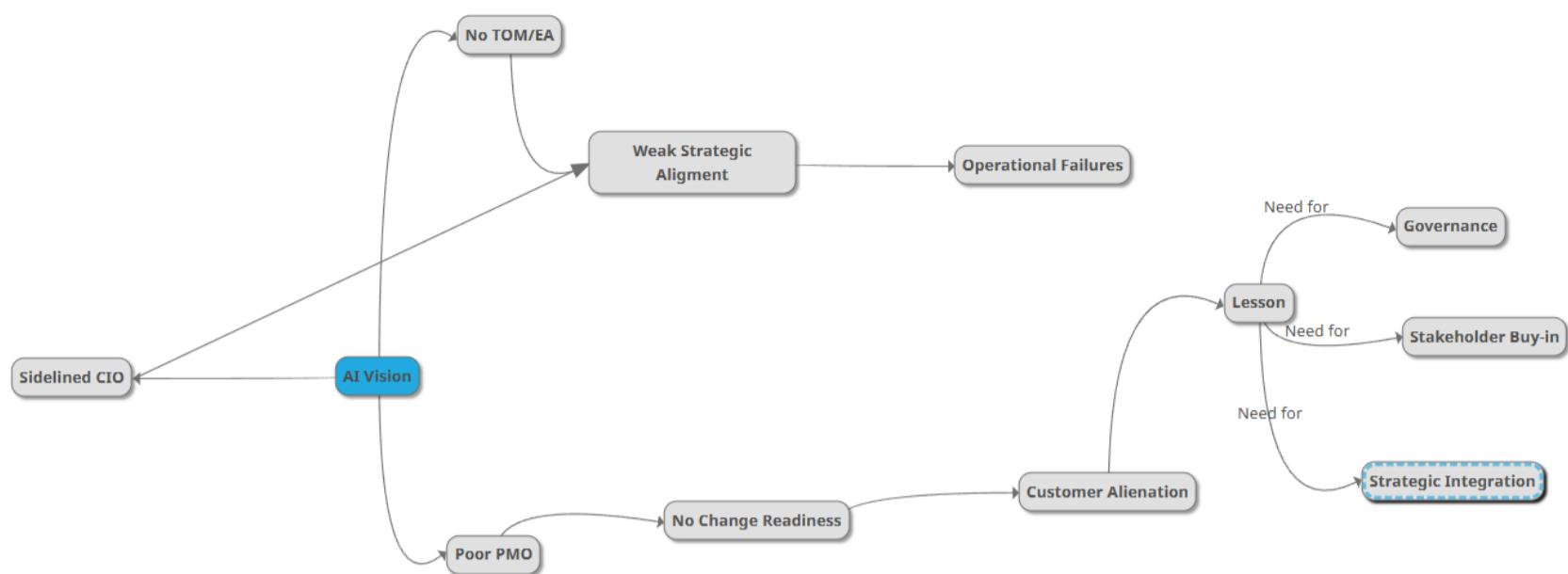


**Stakeholder Engagement-** Structured dialogue with groups affected by or influencing decisions, ensuring alignment and trust in digital initiatives.

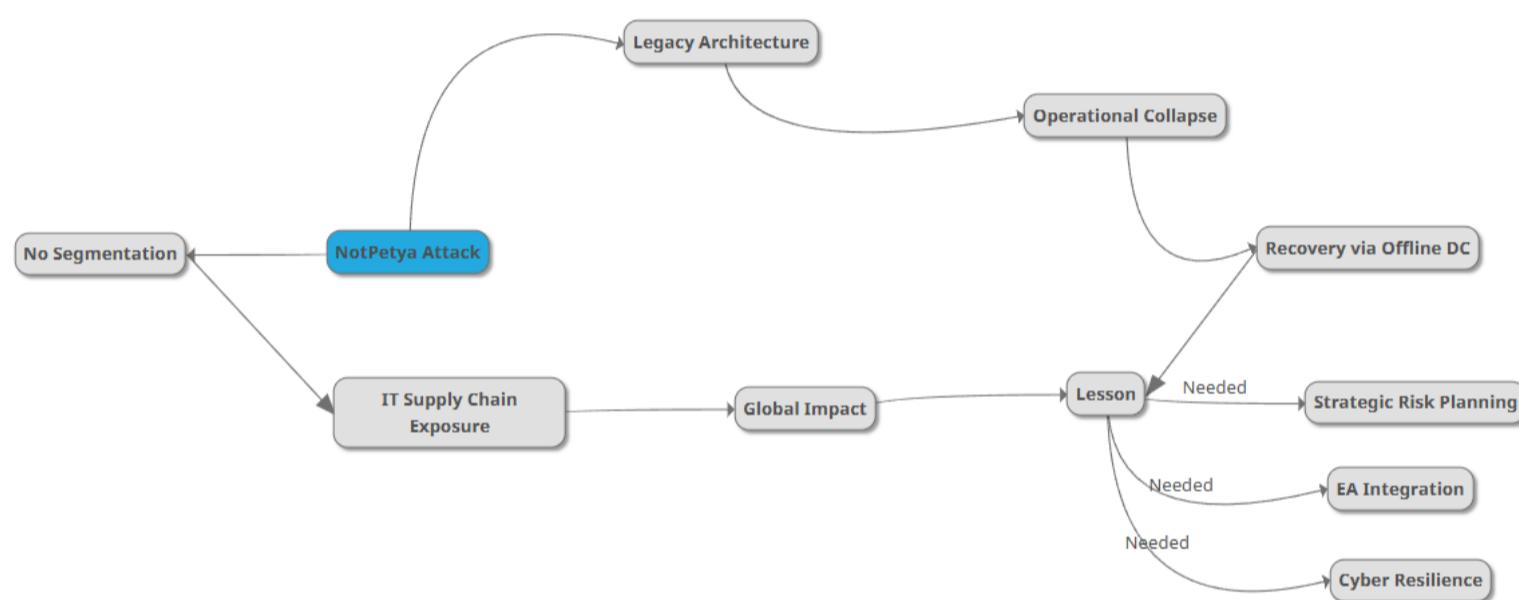
**Technical Debt-** Accumulated inefficiencies from quick-fix IT solutions, increasing future costs and risks if not addressed.

**Operational Disruption-** Unplanned interruptions in services or processes due to IT failures or misaligned strategies.

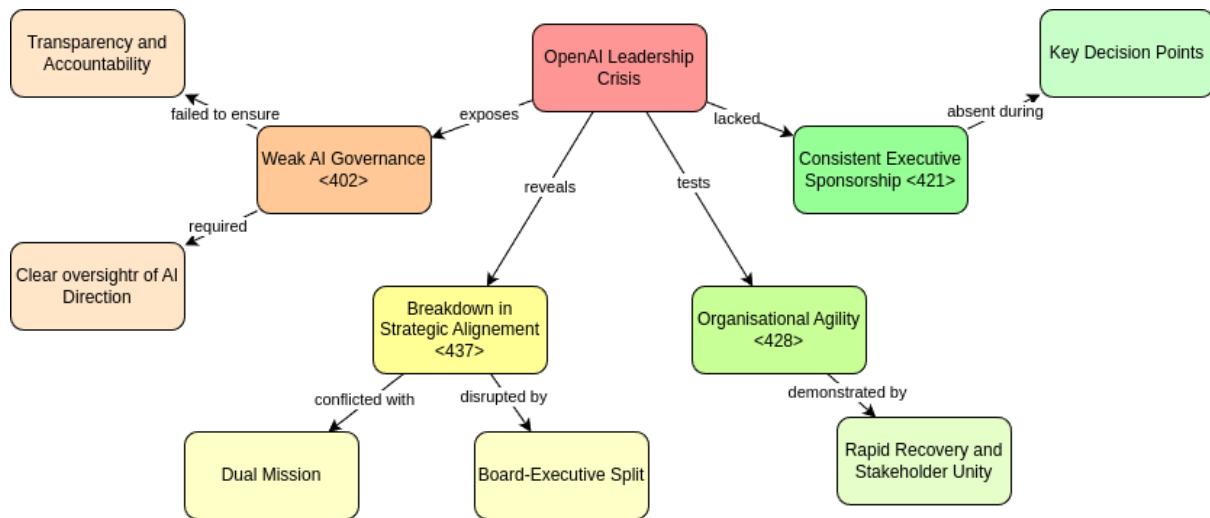
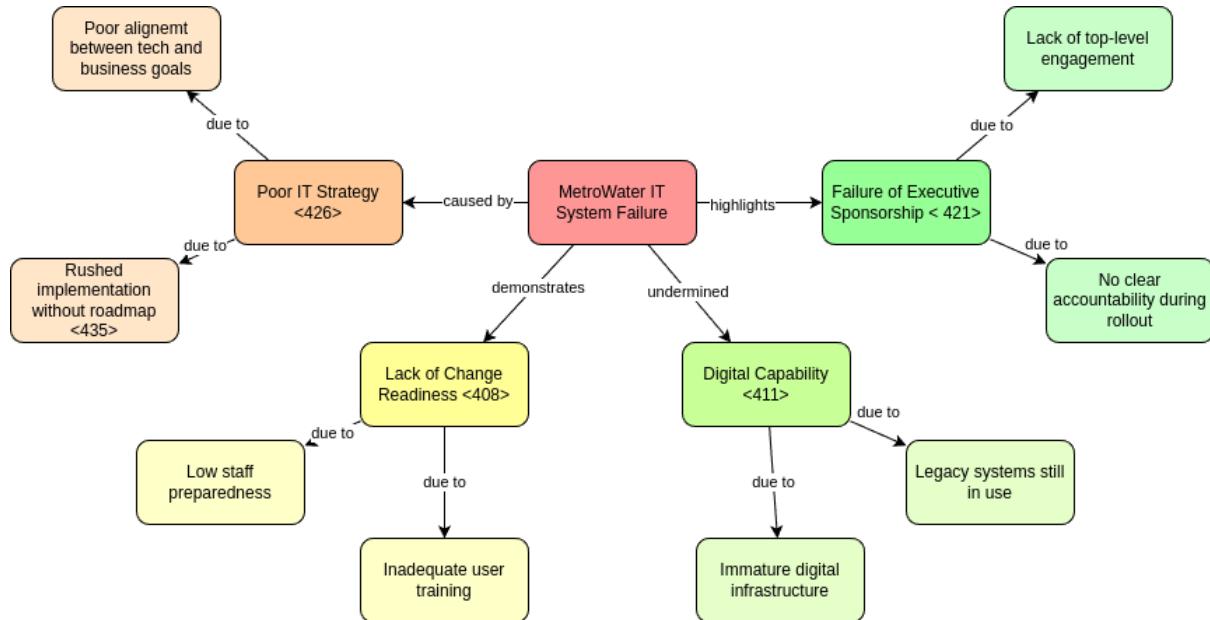
**Q1.3**



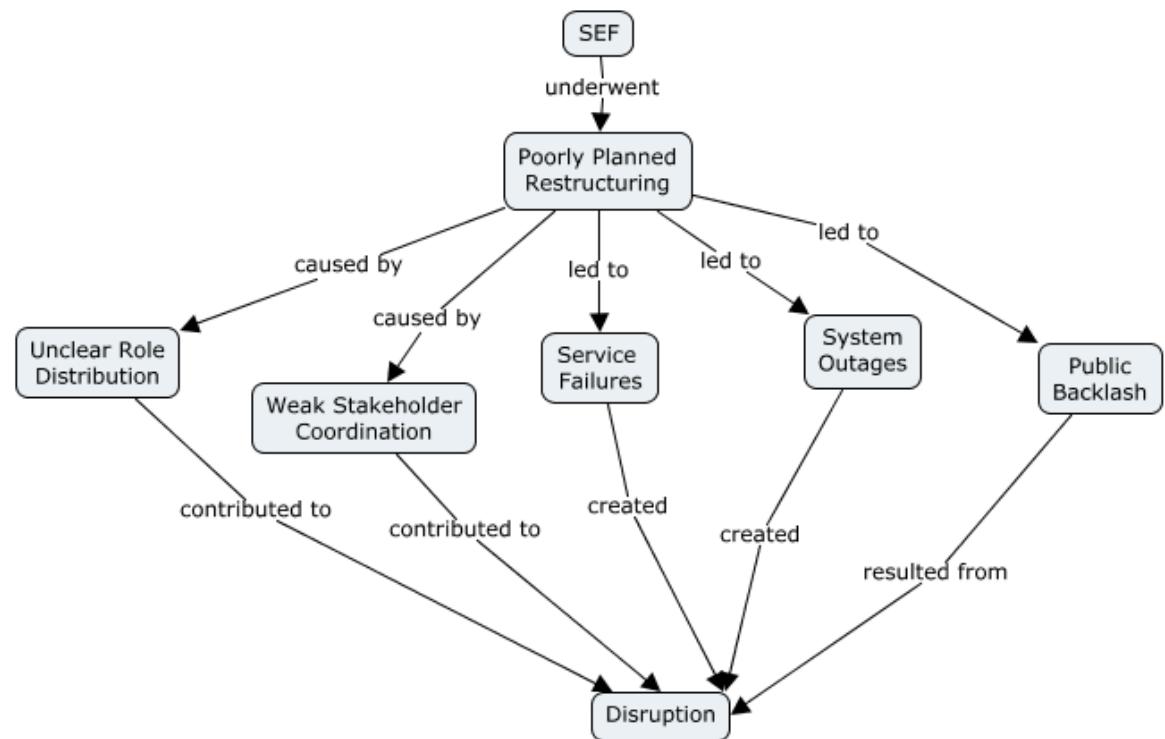
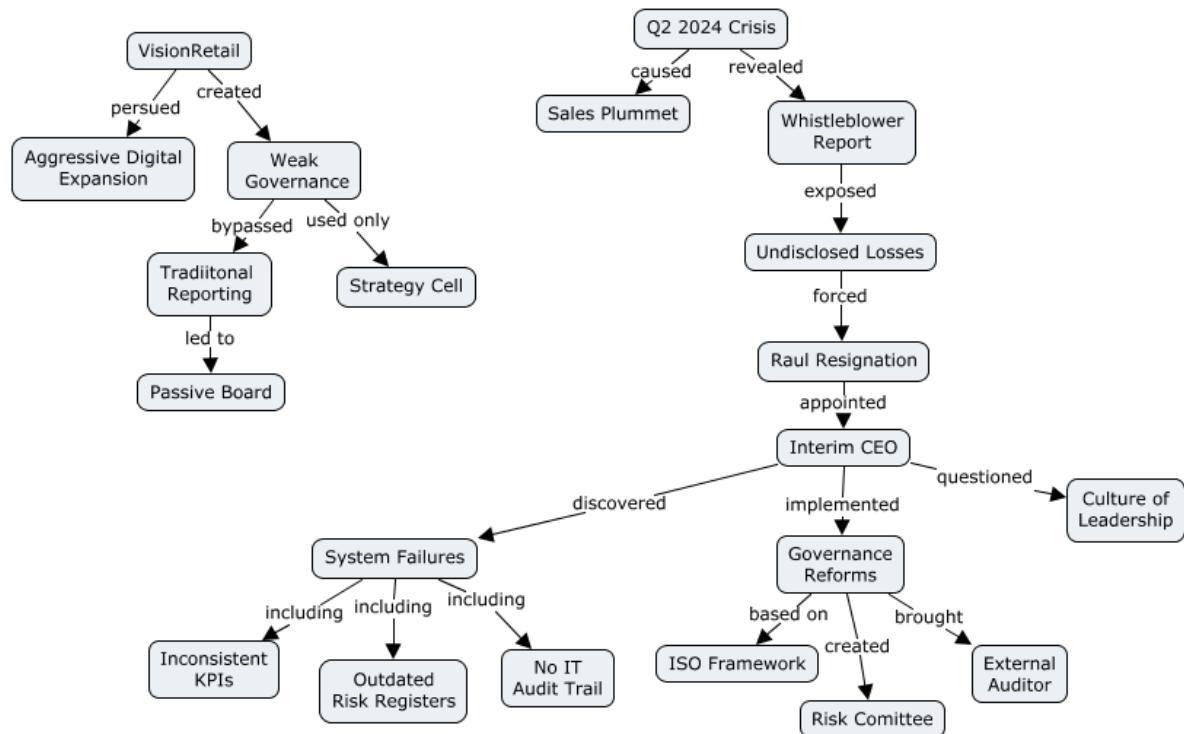
**Q2.3**



# 102948 - Alexandre Duarte



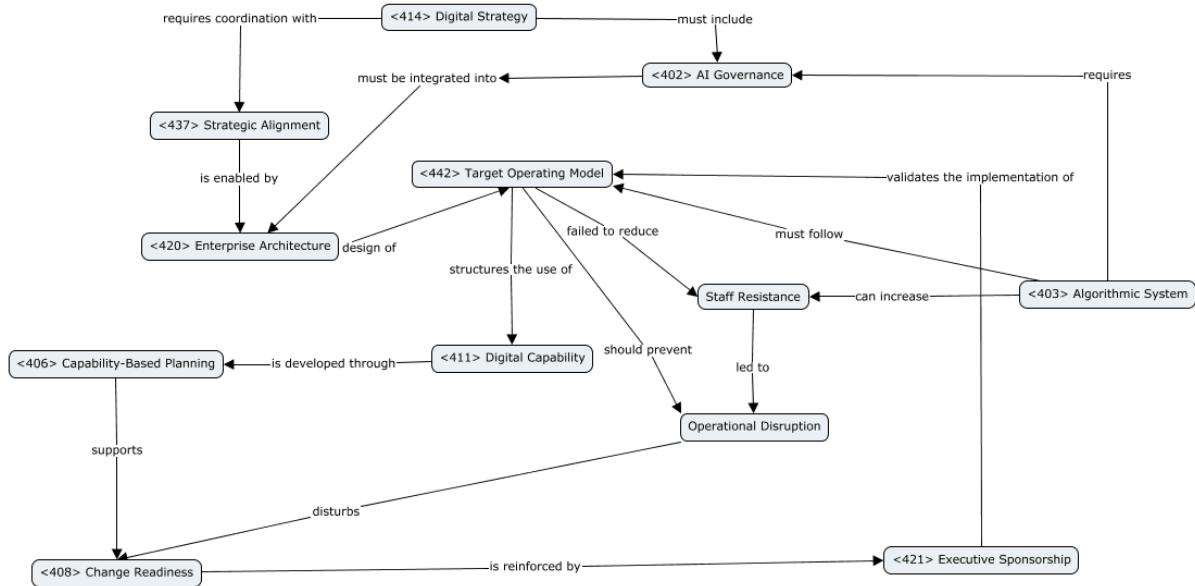
102956



### Q1.3 - 2.7: MetroWater Leap Too Far

**Staff resistance:** Employee pushback against new systems or processes, often due to lack of involvement or clarity

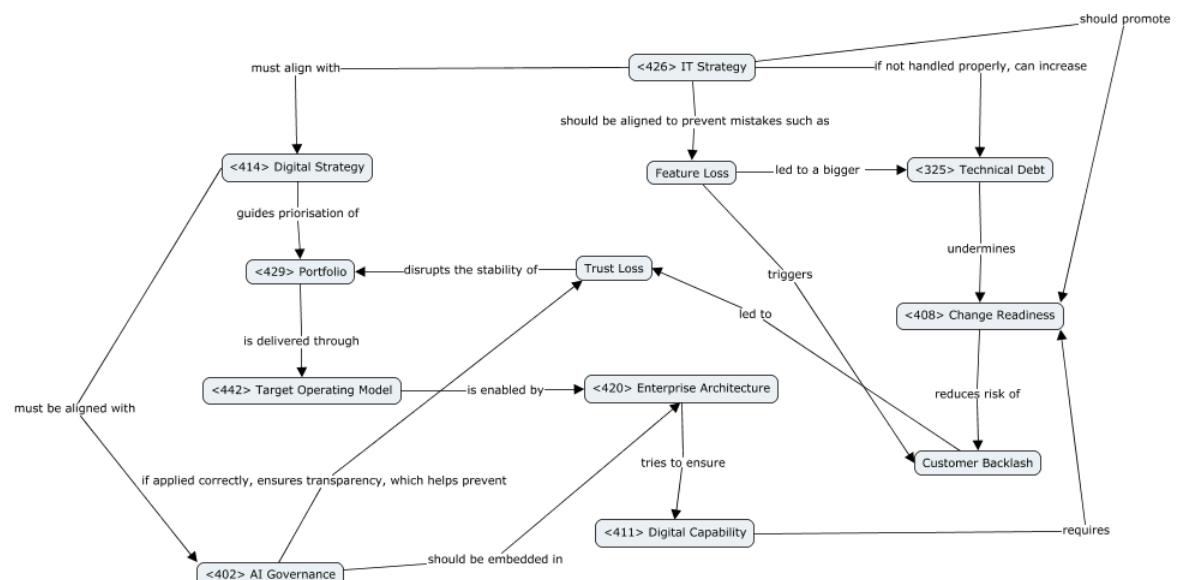
**Operational Damage:** Breakdown or instability in routine services caused by misaligned digital implementation



### Q2.3 - <9>Sonos App Overhaul Fallout (2024...)

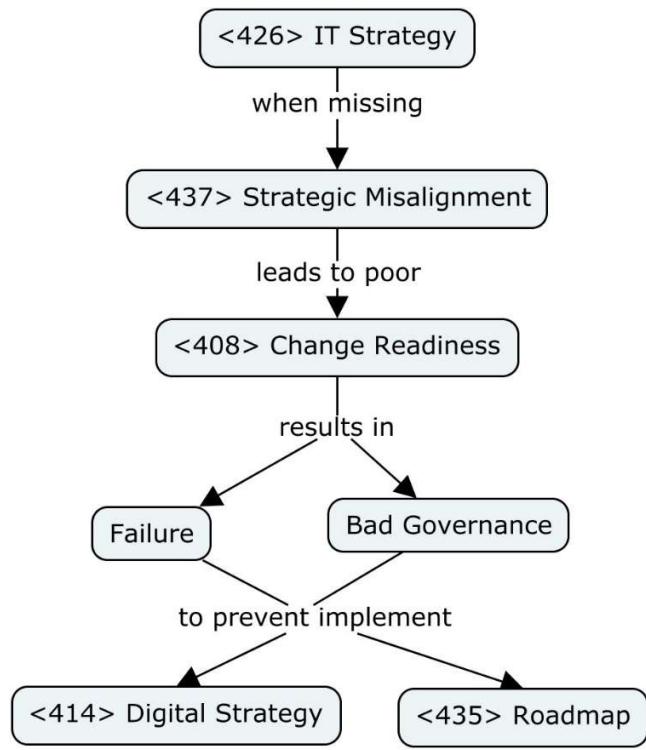
**Feature Loss:** The removal of existing functionalities that users rely on.

**Customer Backlash:** Publicly expressed dissatisfaction from users, often seen in reviews or social media.

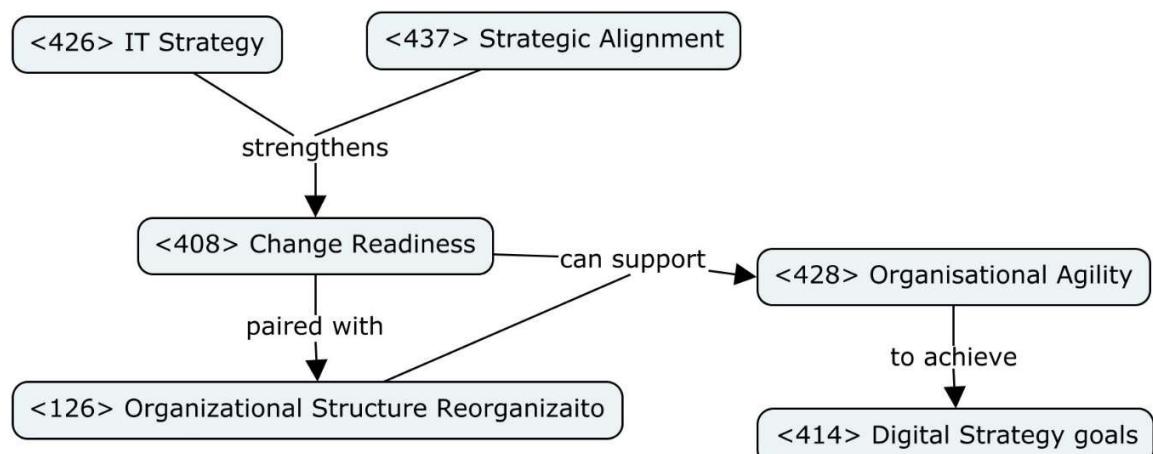


André Oliveira nº103011

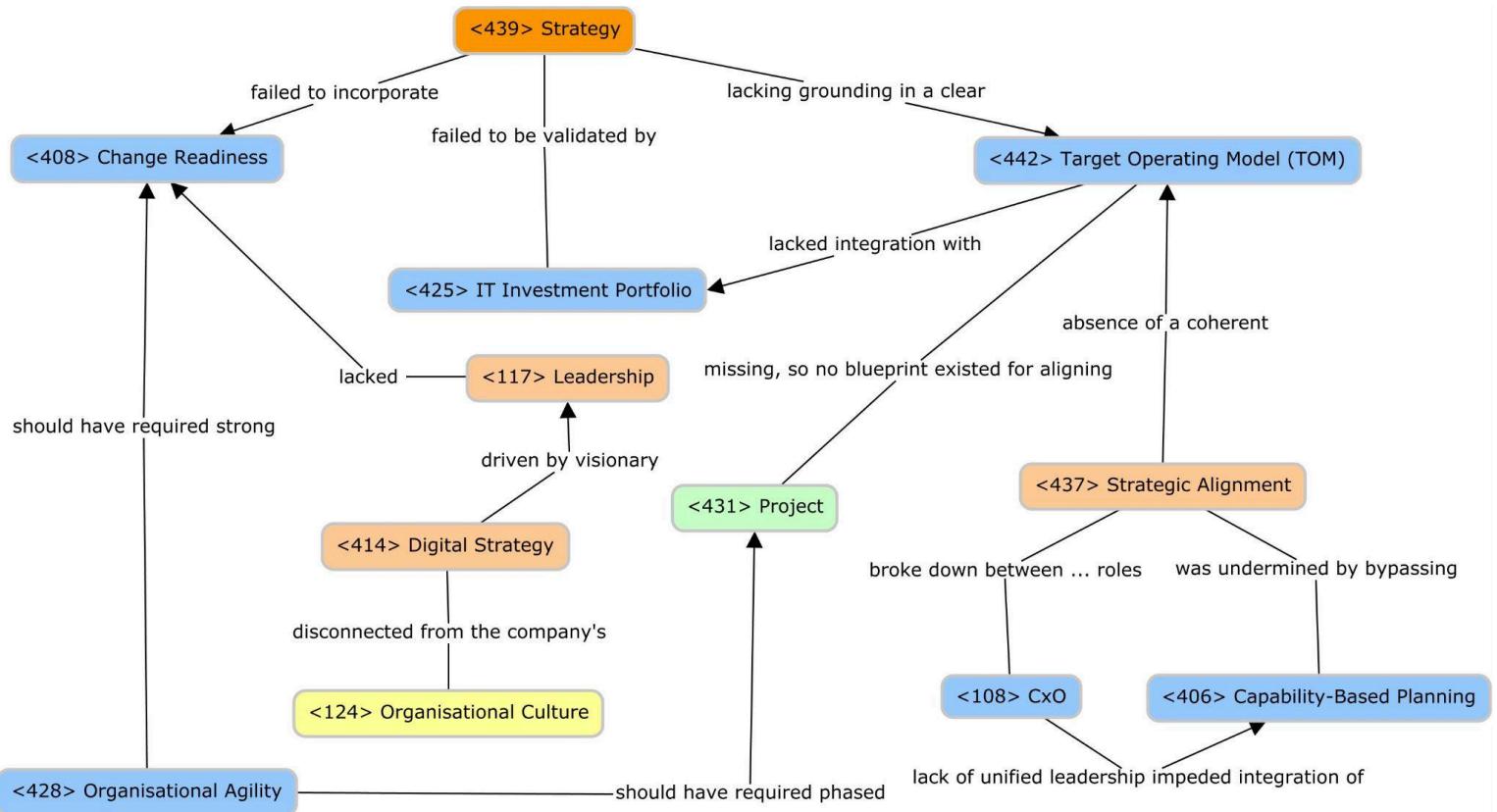
### Q1.3



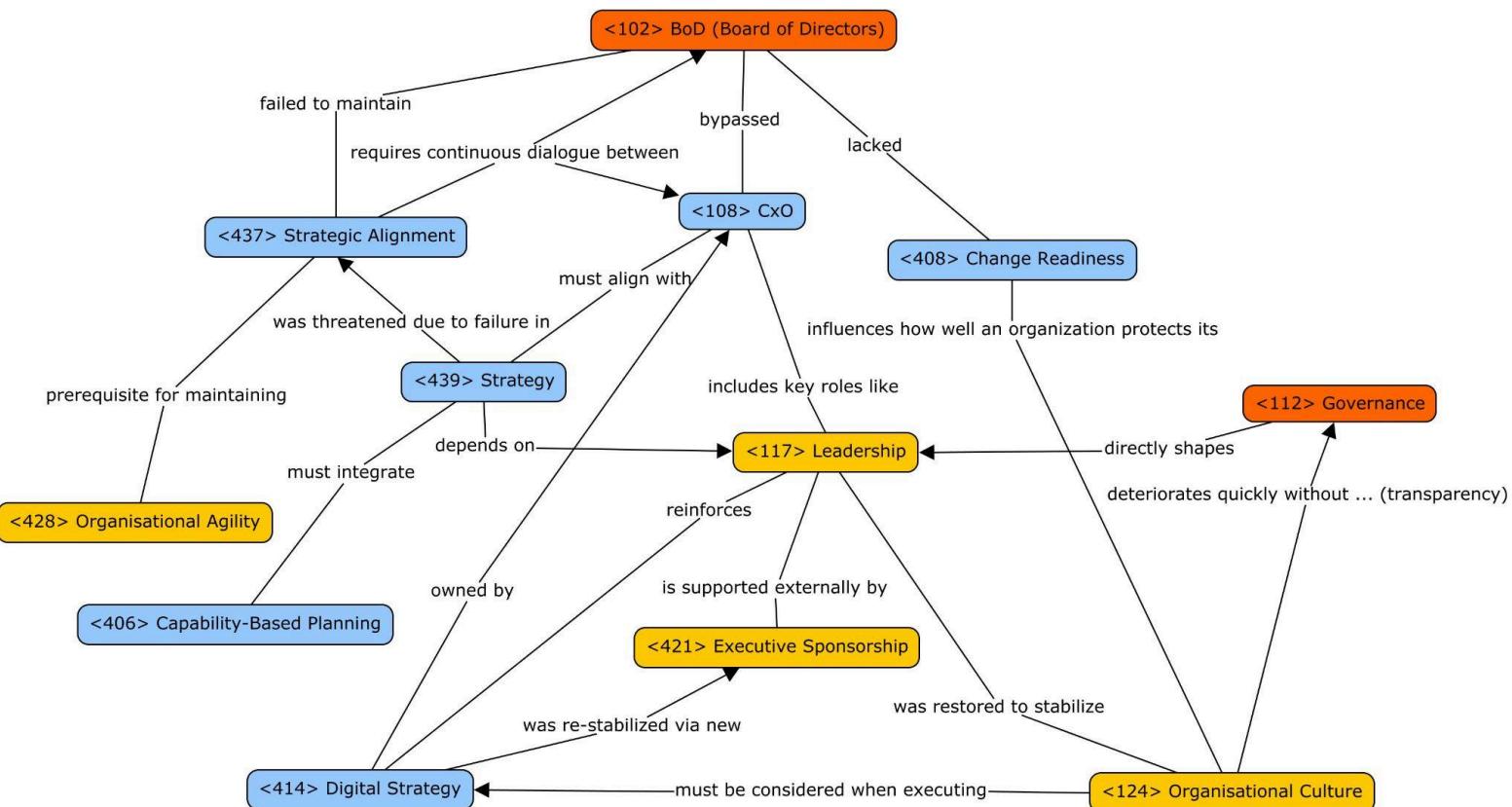
### Q2.3

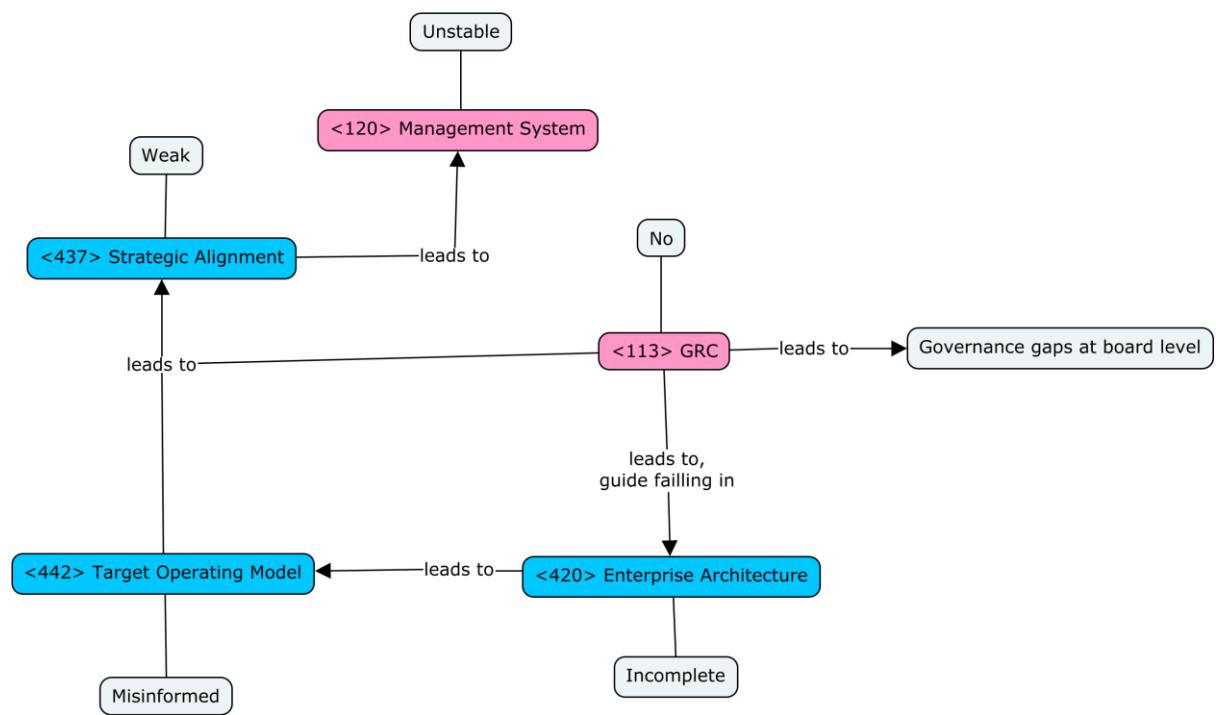
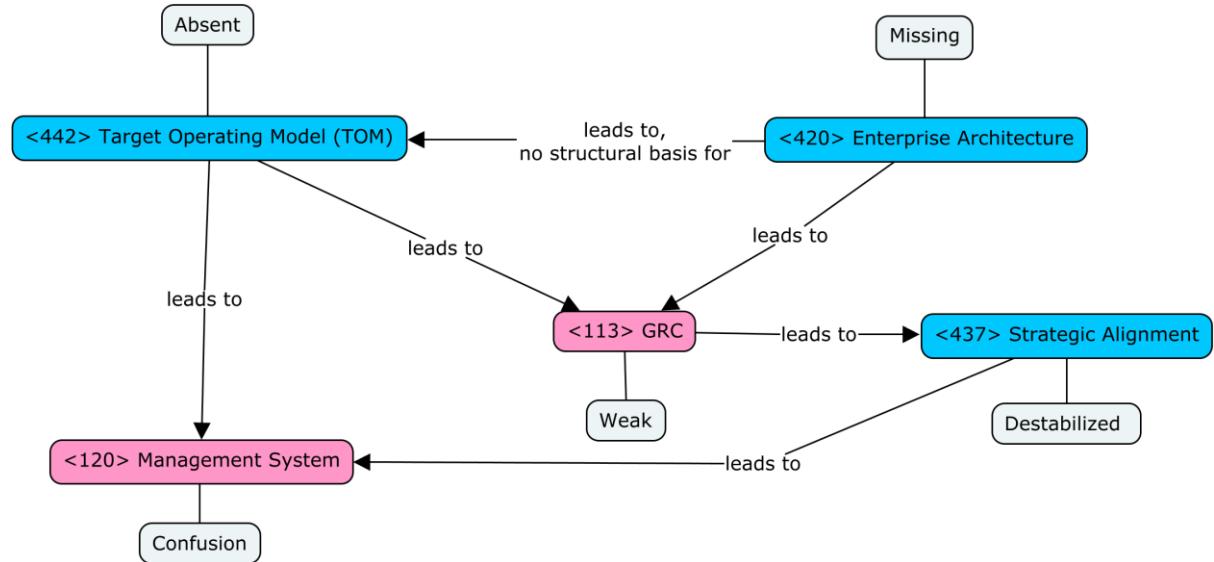


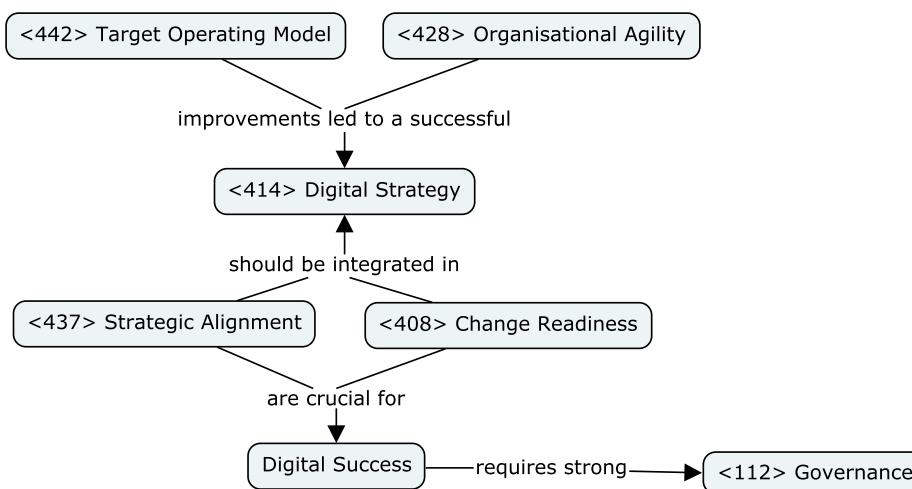
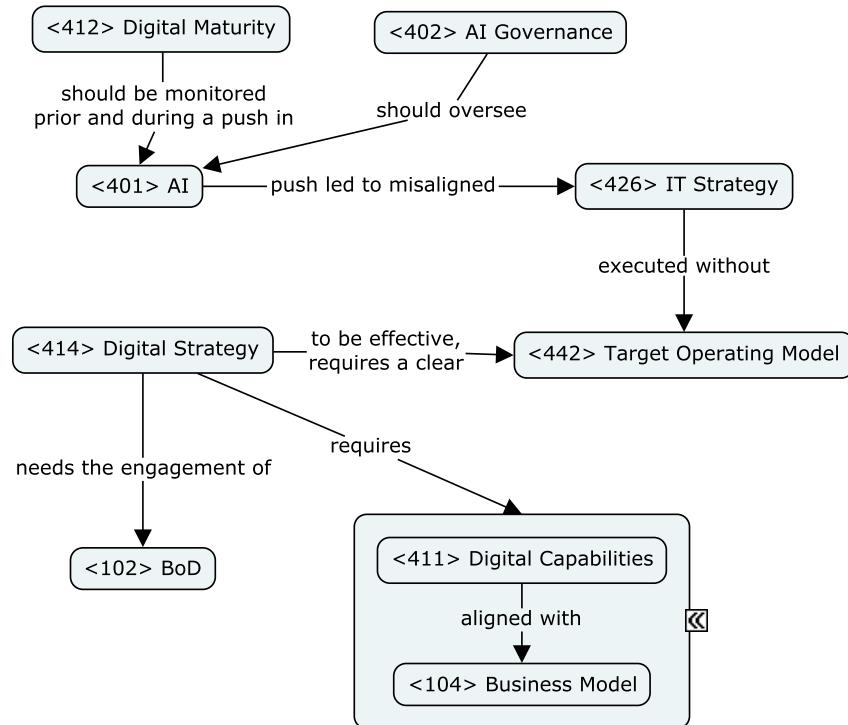
### Q1.3 Story: VisioRetail AI Misfire



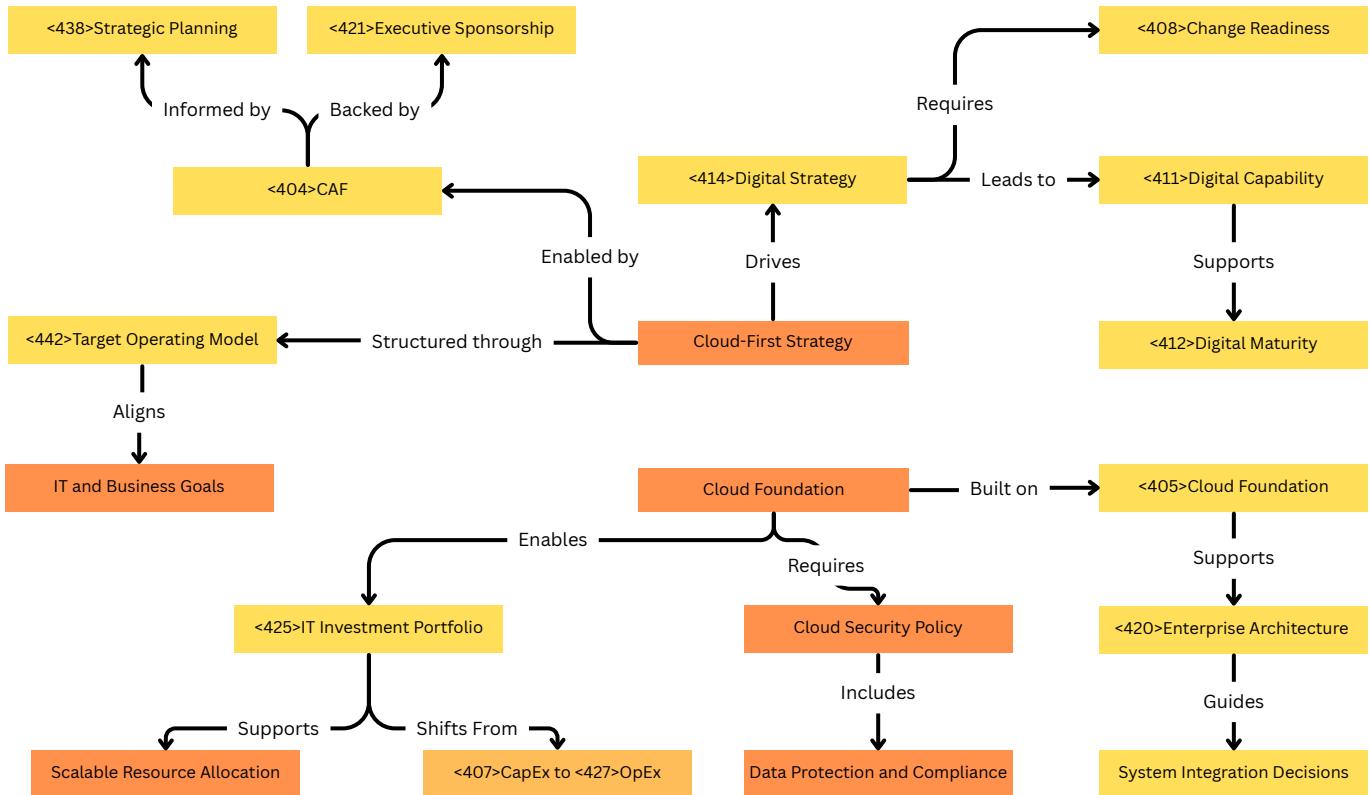
### Q2.3 OpenAI and the Boardroom Shockwave (2023)



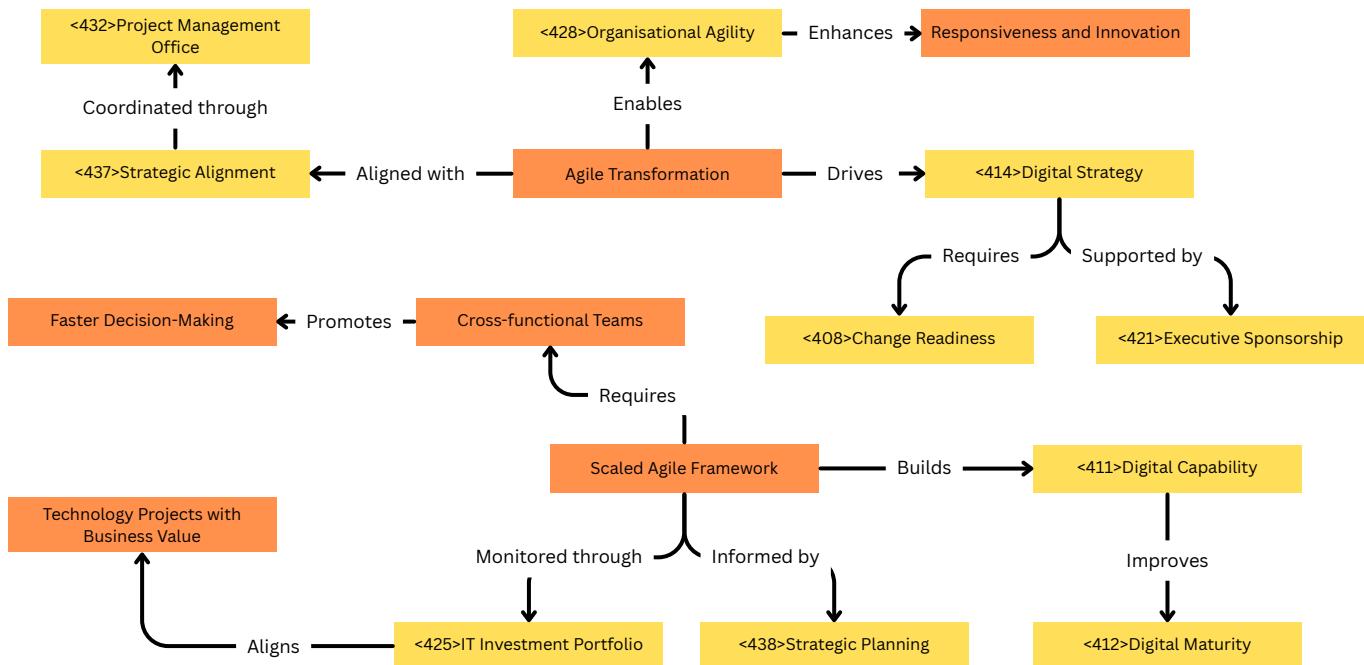




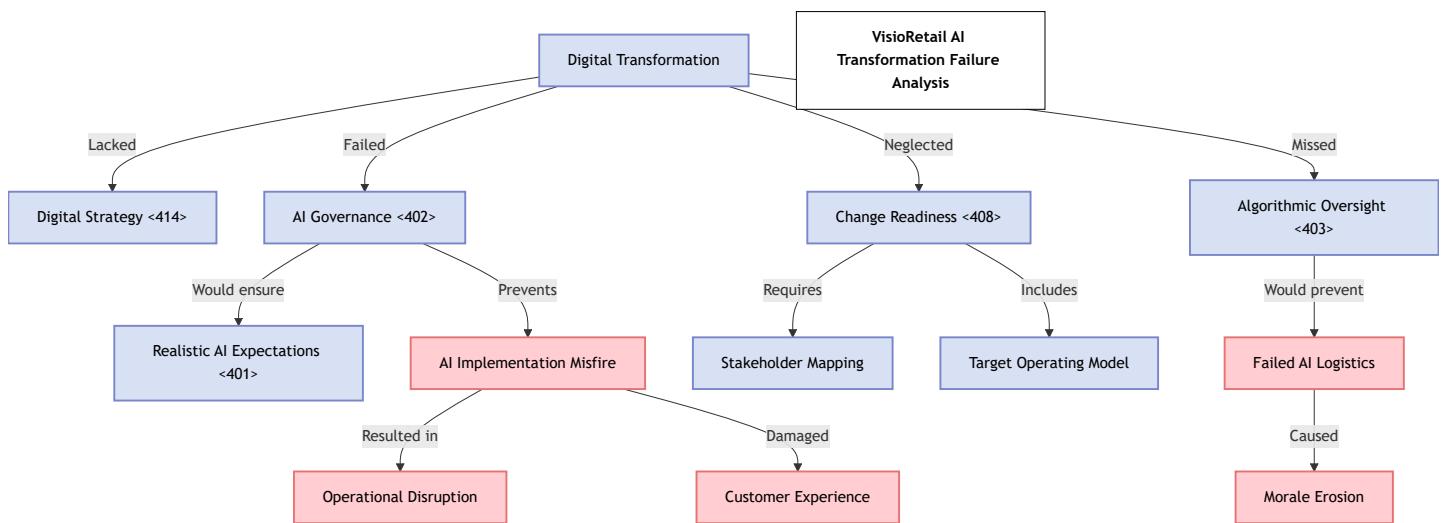
### ArcoMed cloud-first



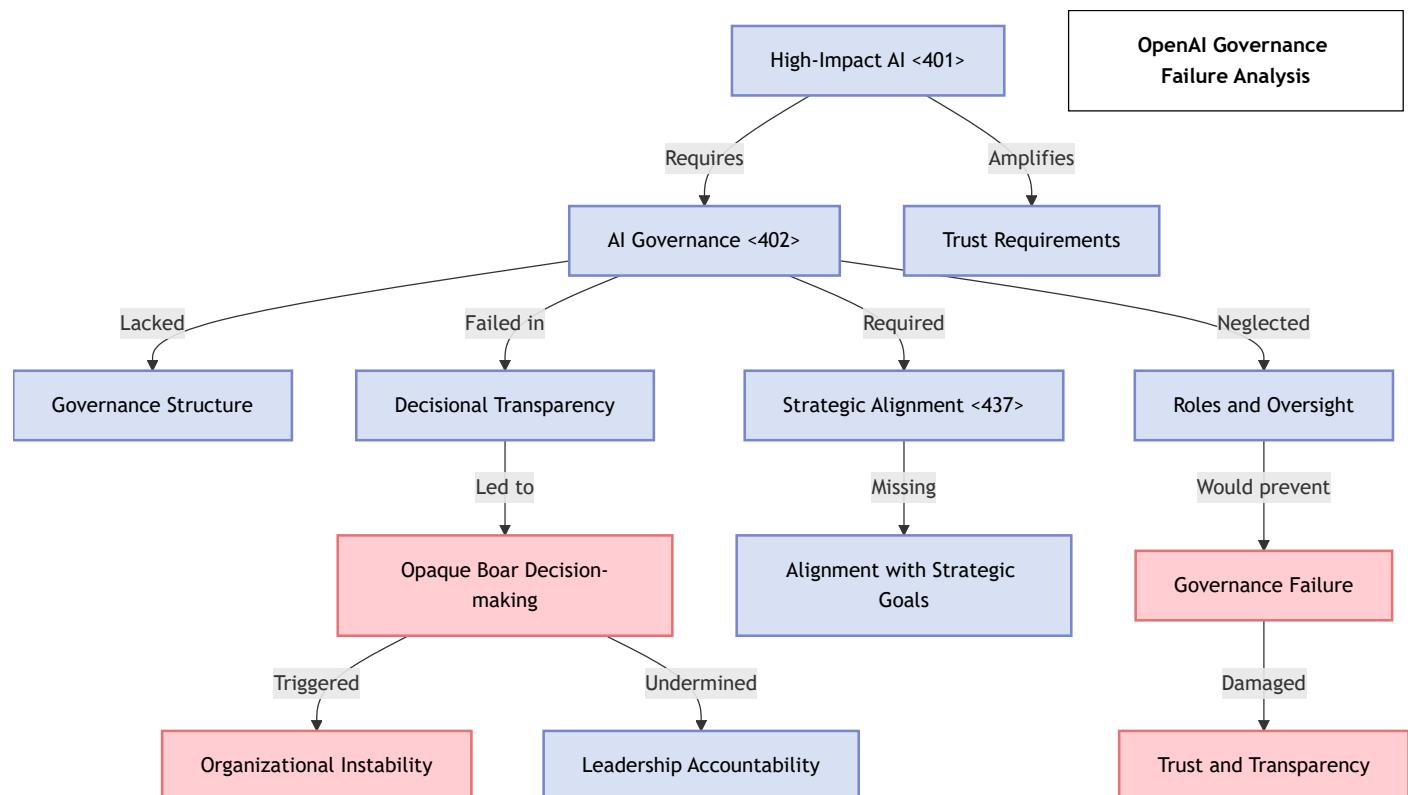
### ING and the Agile Transformation



Q1.3

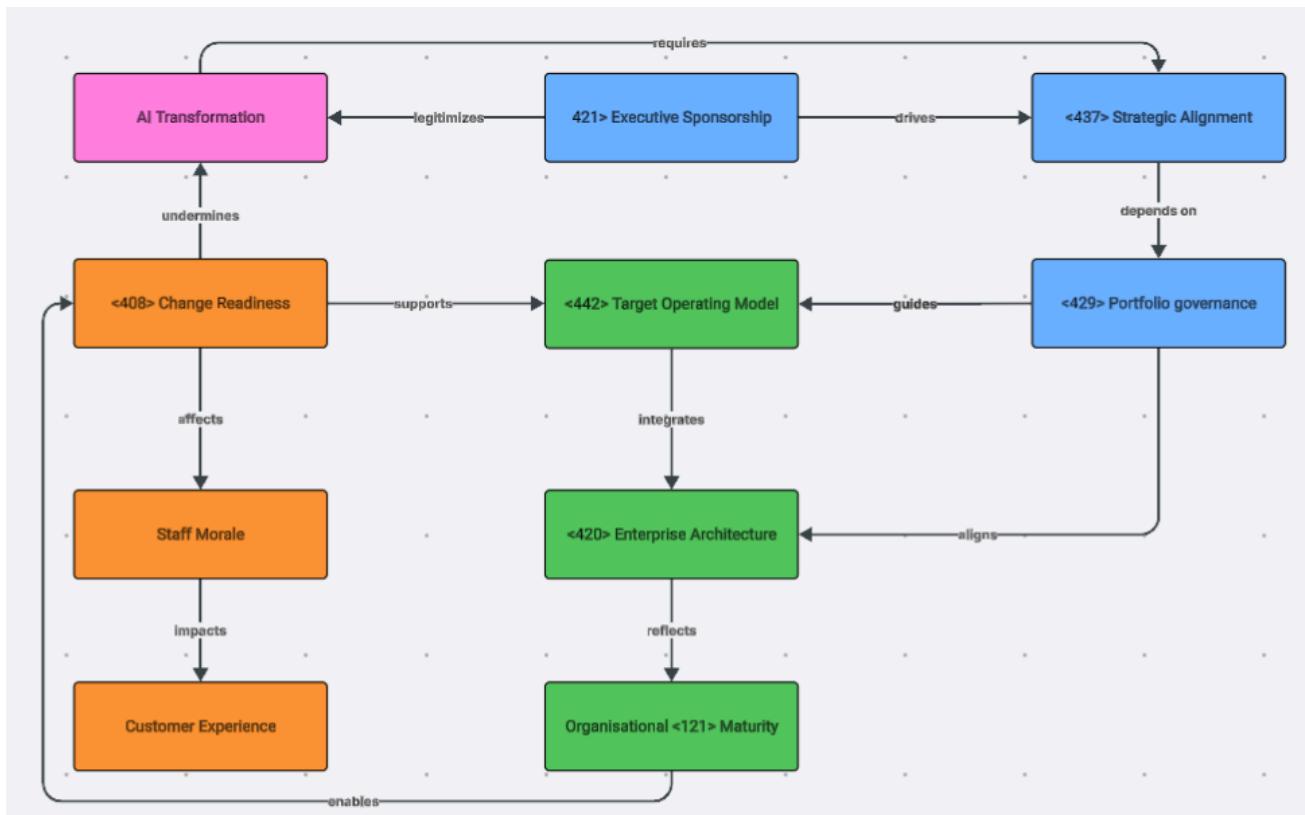


Q2.3

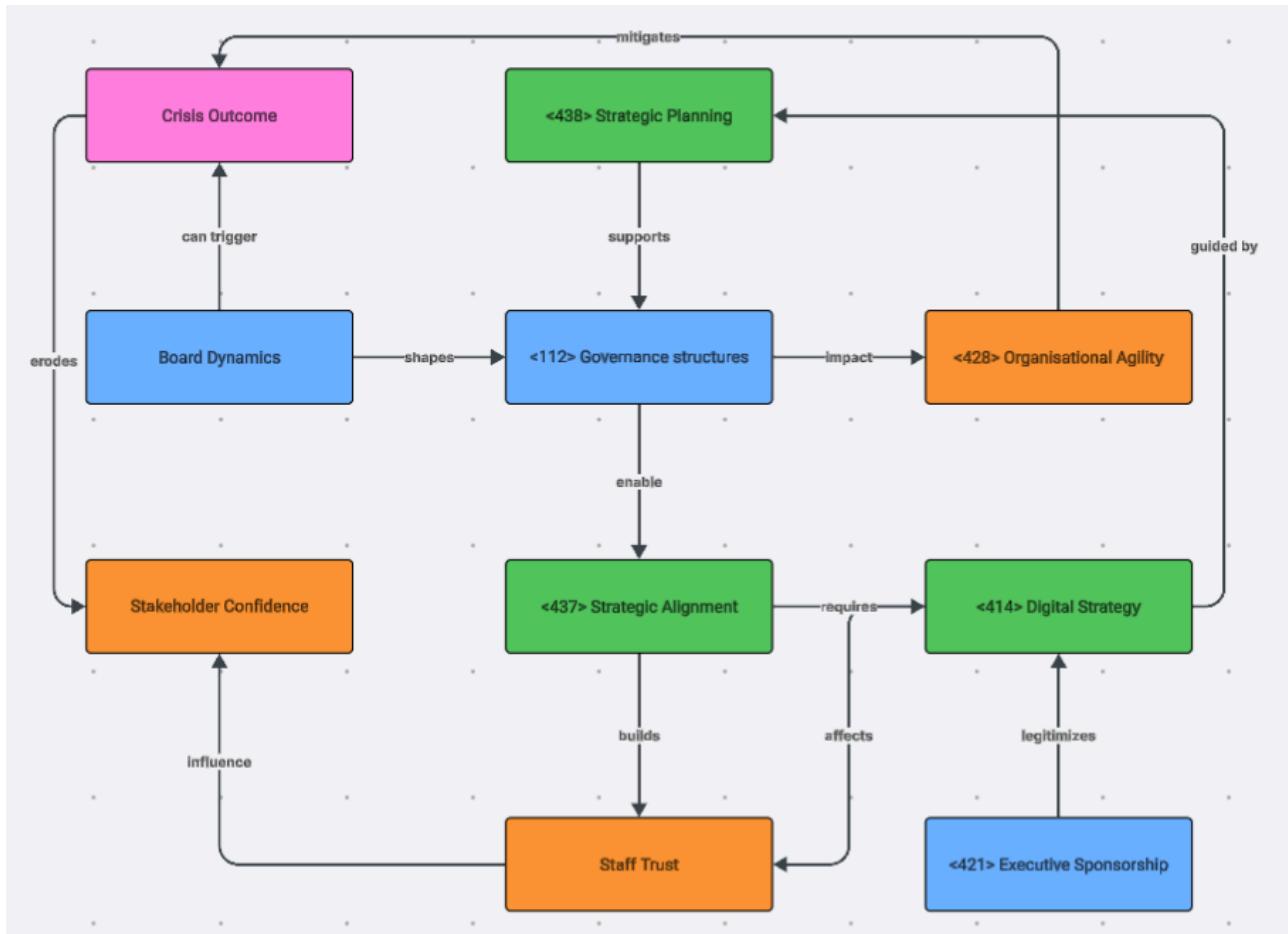


Diogo Pinto - 103259

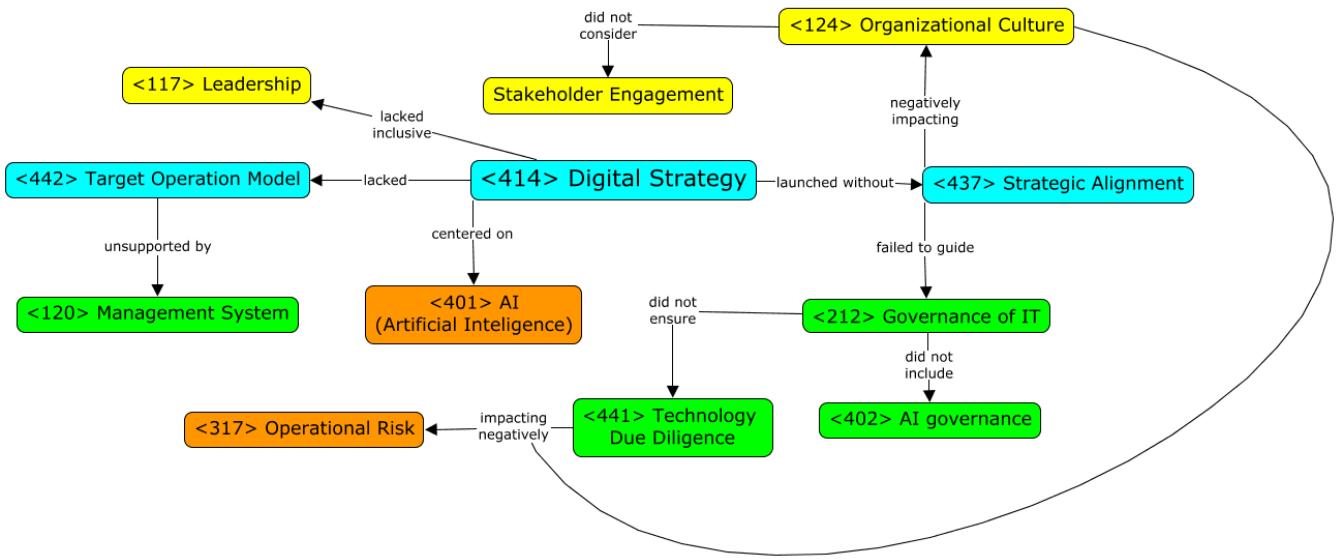
Q 1.3



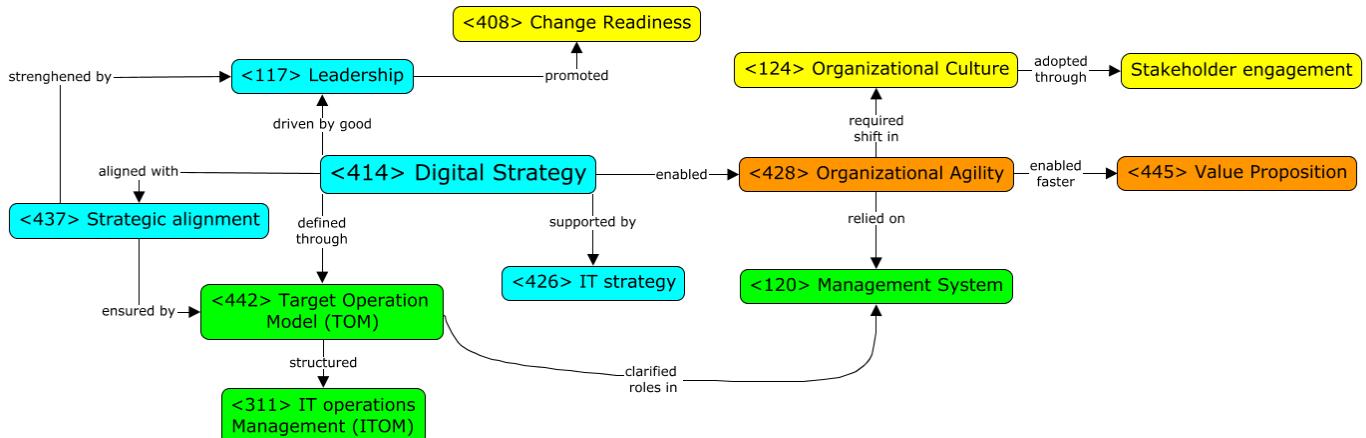
Q 2.3



## Story 2.4: VisionRetail AI Misfire



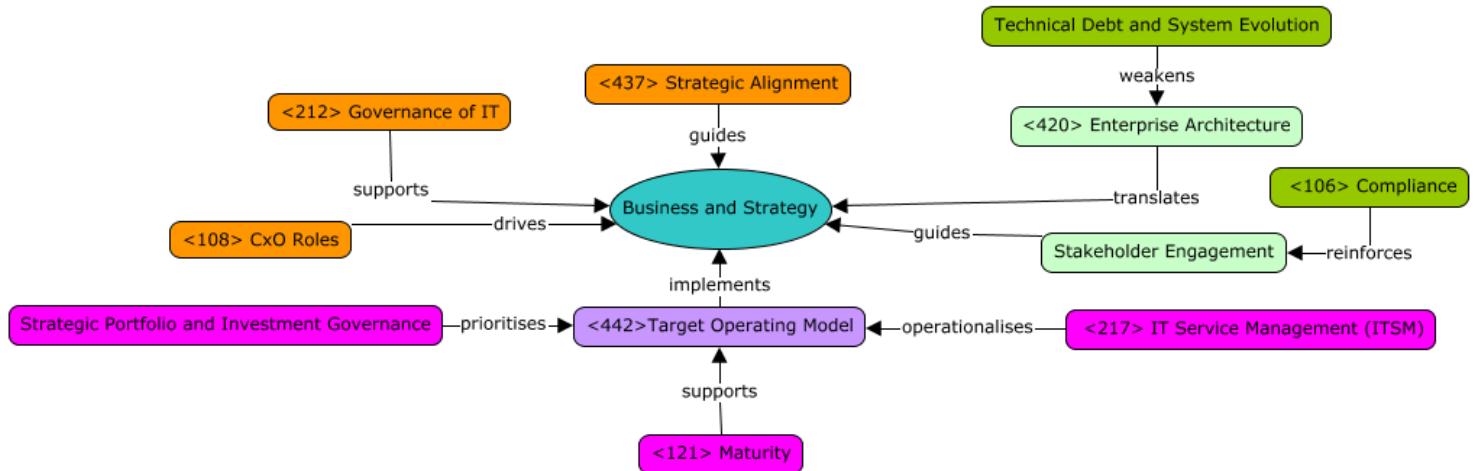
## Case 3: ING and the Agile Transformation:



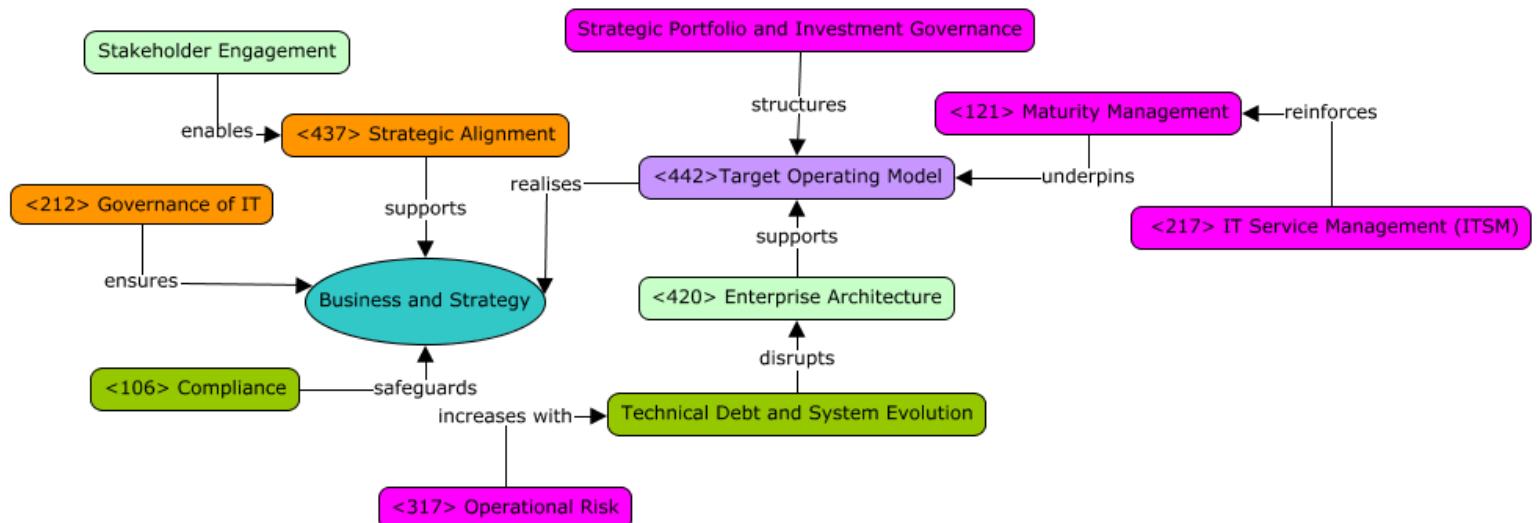
- Stakeholder Engagement: process of actively involving individuals, groups, or organizations that affect or are affected by decisions, ensuring their perspectives are considered in planning and implementation. It supports alignment, trust, and successful change initiatives.

Carlos Silva 103264

Q1.3

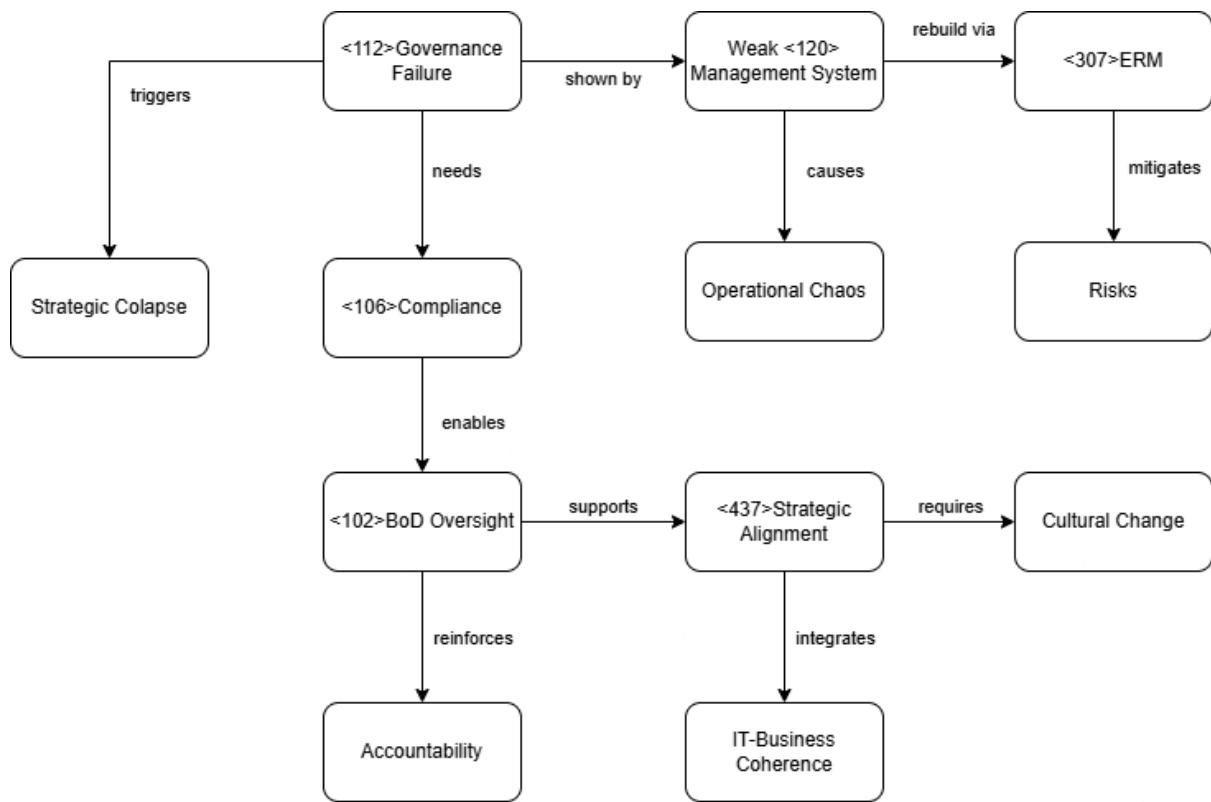


Q2.3

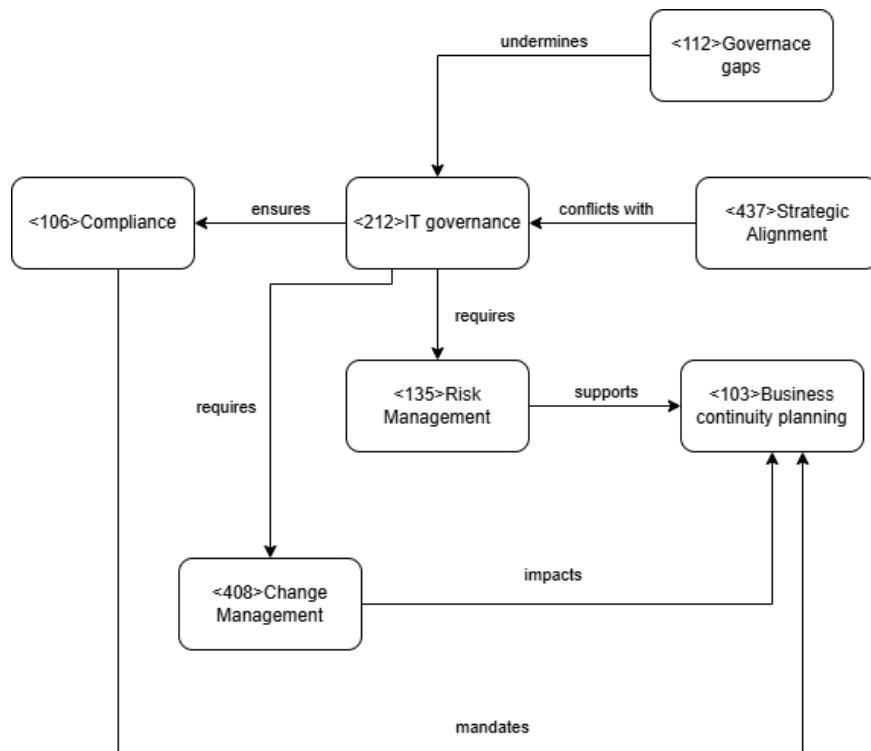


<b>Strategic Portfolio and Investment Governance</b>	Oversight mechanisms that ensure IT and digital investments align with strategic priorities and deliver value.
<b>Stakeholder Engagement</b>	Processes to involve relevant internal and external actors in shaping, supporting, or influencing strategic initiatives.
<b>Technical Debt and System Evolution</b>	Accumulated shortcuts or legacy issues in systems that hinder adaptability and require ongoing remediation to evolve sustainably.
<b>Business and Strategy</b>	The coordinated set of decisions and plans that guide an organisation's direction, resource use, and long-term value creation.

Q 1.3



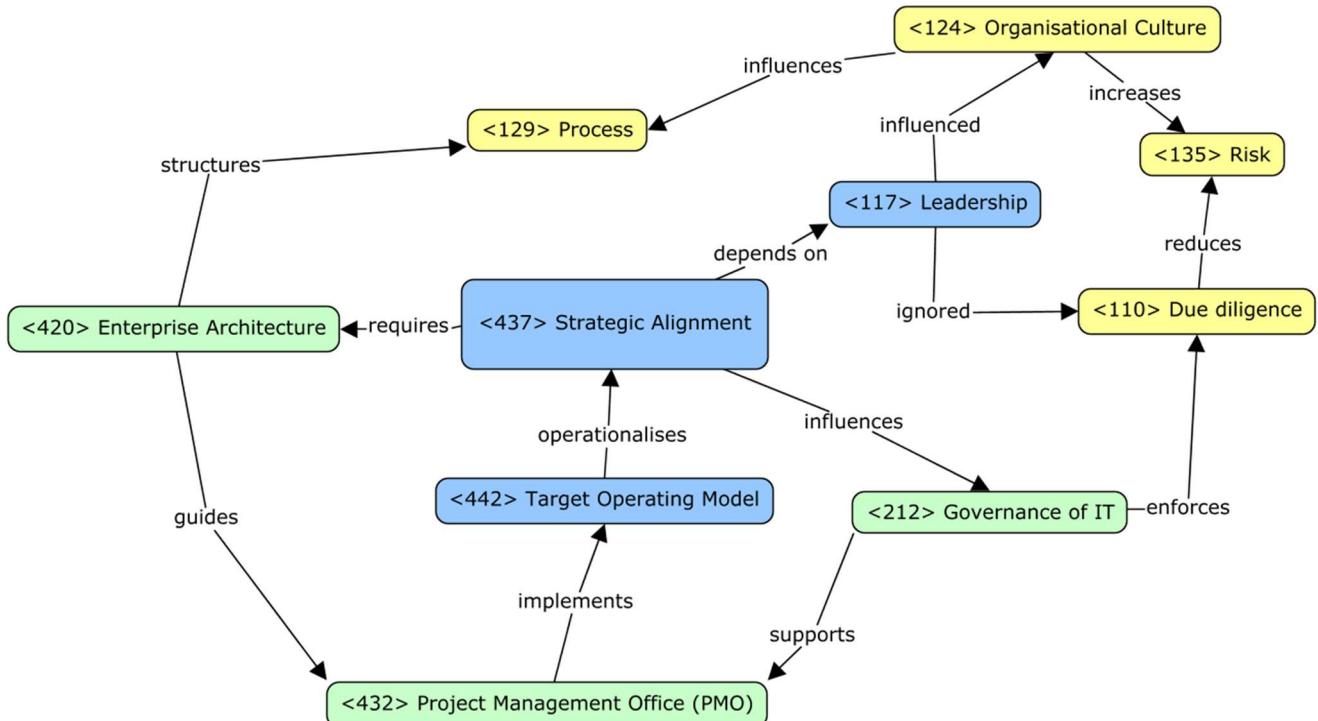
Q 2.3



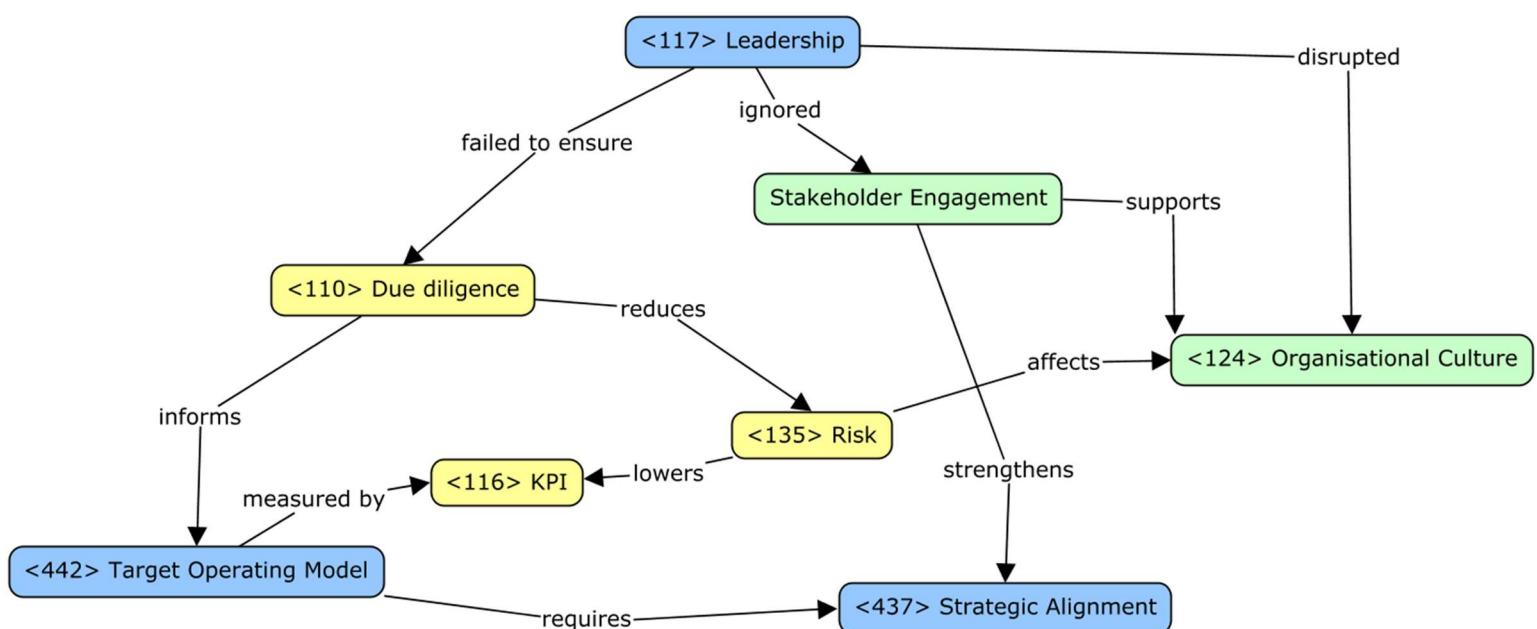
## Theme 4

### IT, Strategy, and Change

#### Q1.3 – Concept MAP - 9. BeaconLab Growth Pains

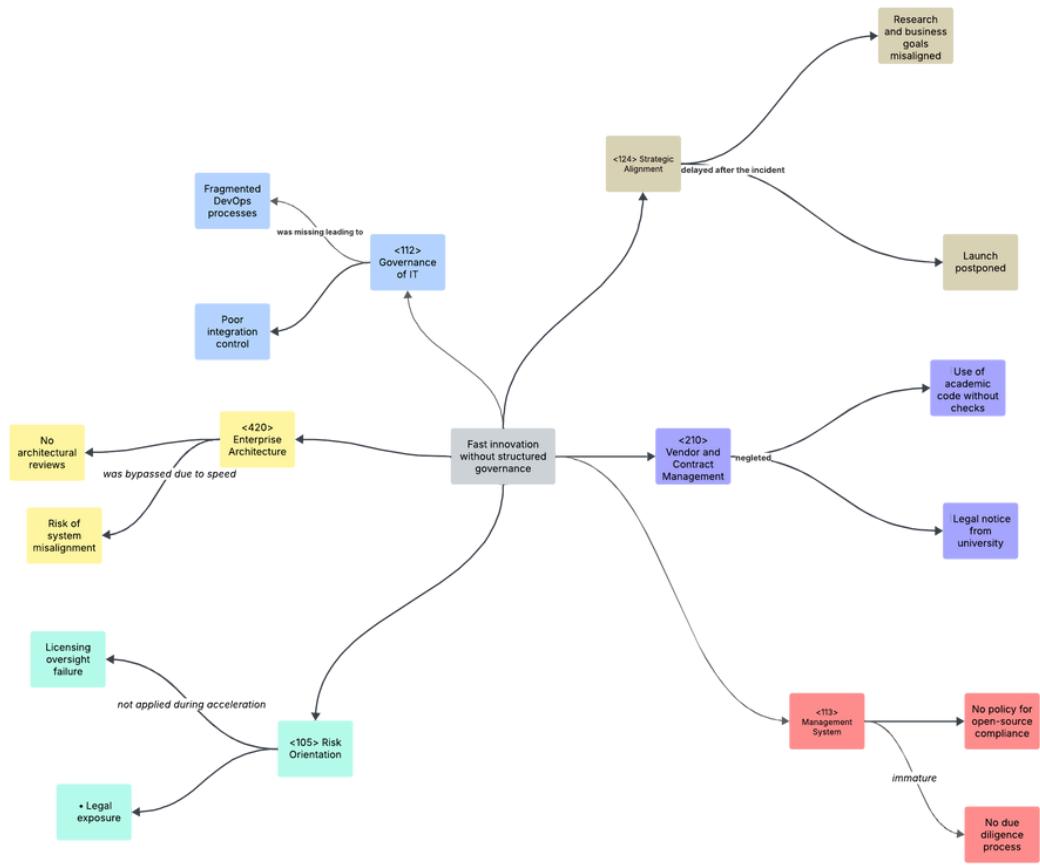


#### Q2.3 – Concept MAP - 9. Sonos App Overhaul Fallout

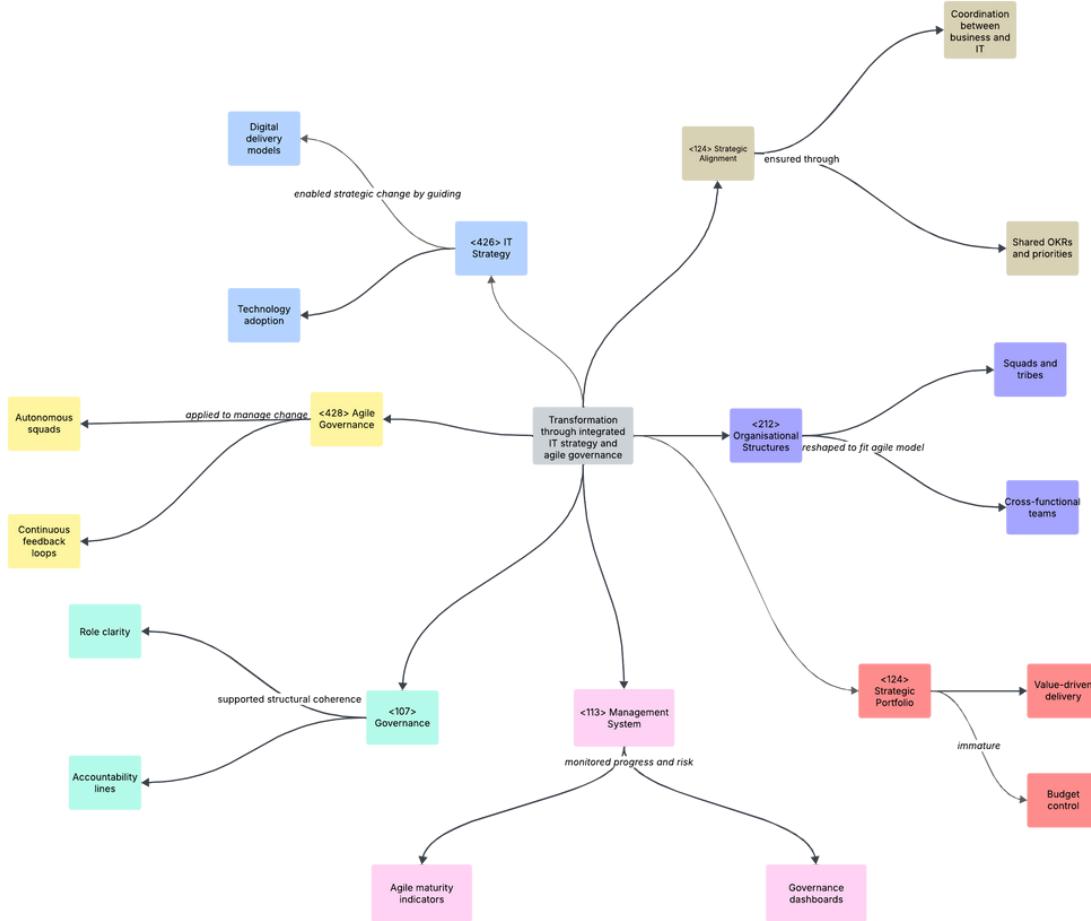


# Joana Peixinho 103335

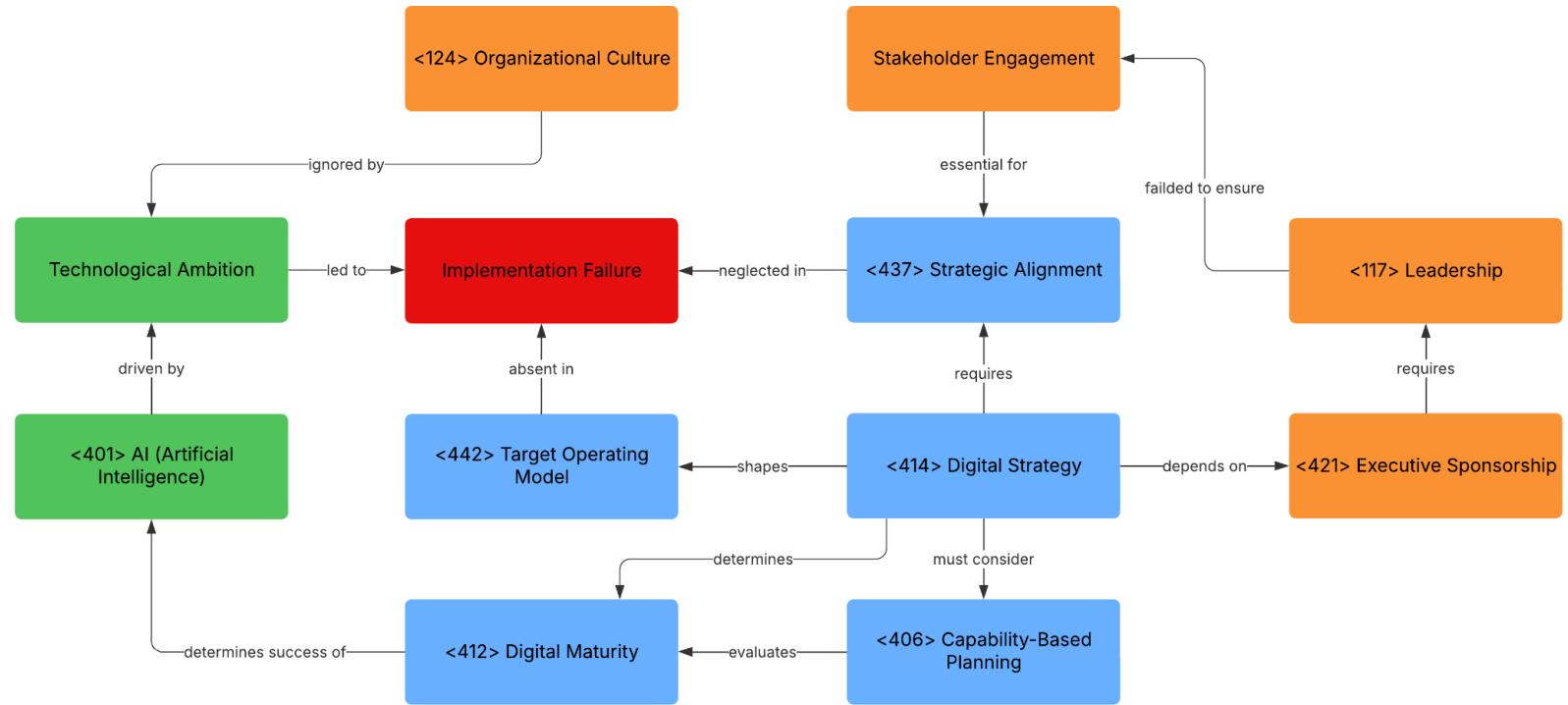
Q1



Q2

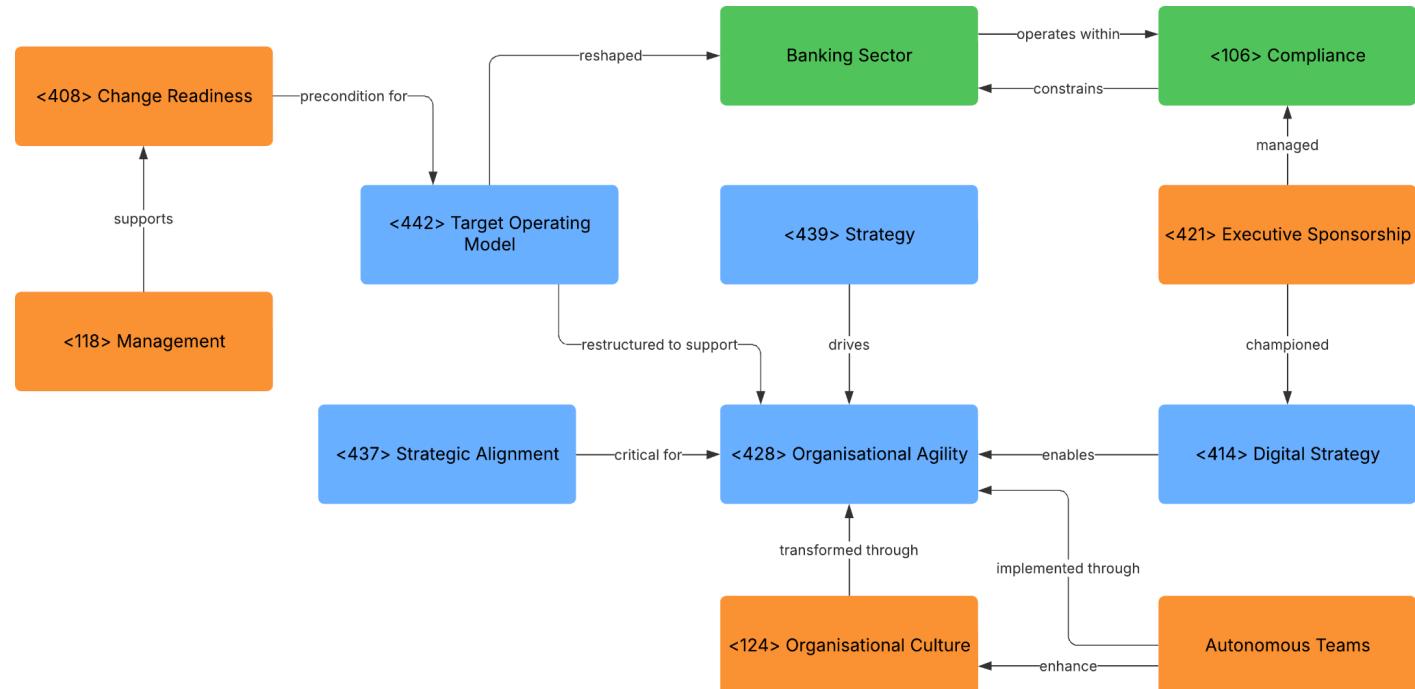


## 1.3



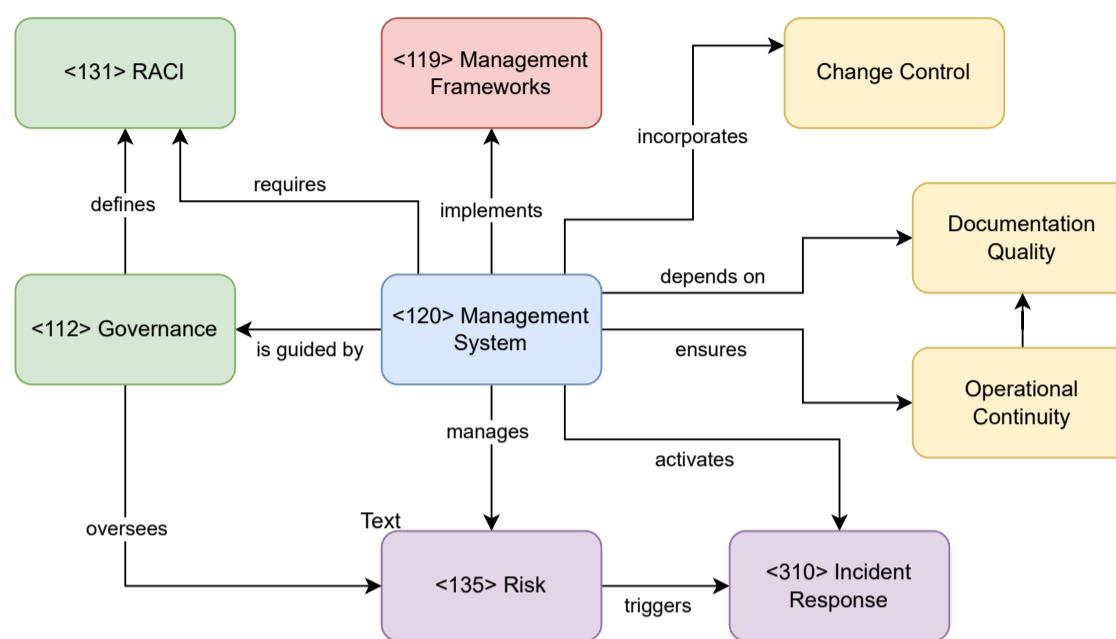
Stakeholder Engagement	Process of communicating and collaborating with individuals or groups affected by or influencing a project or decision
Technological Ambition	The pursuit of advanced technologies without necessarily considering operational feasibility or business value
Implementation Failure	The outcome when systems or processes fail to deliver intended benefits or cause operational disruption

## 2.3

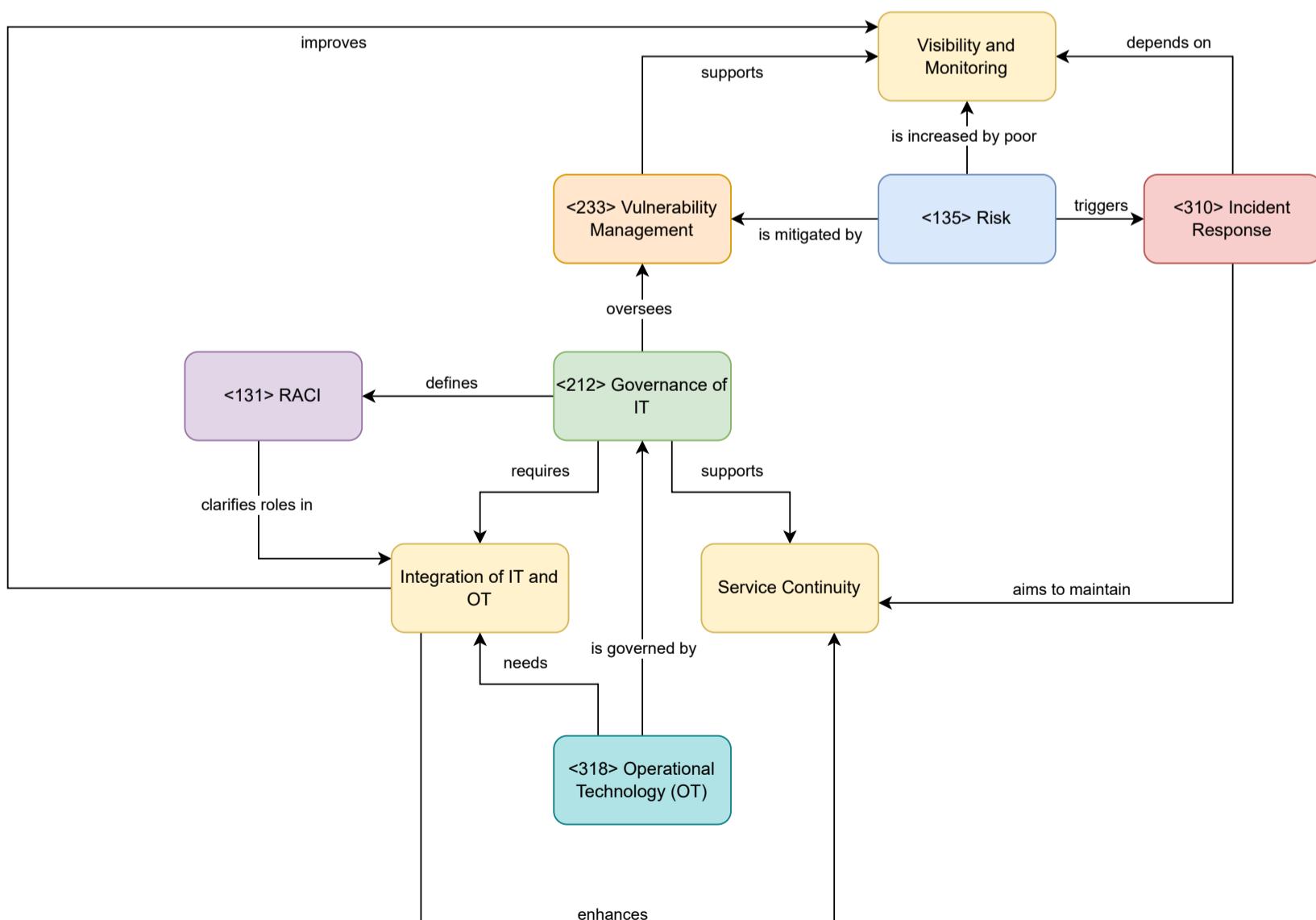


Banking Sector	The industry context of financial services with specific regulatory requirements and market pressures
Autonomous Teams	Self-directed work groups with decision-making authority and cross-functional capabilities

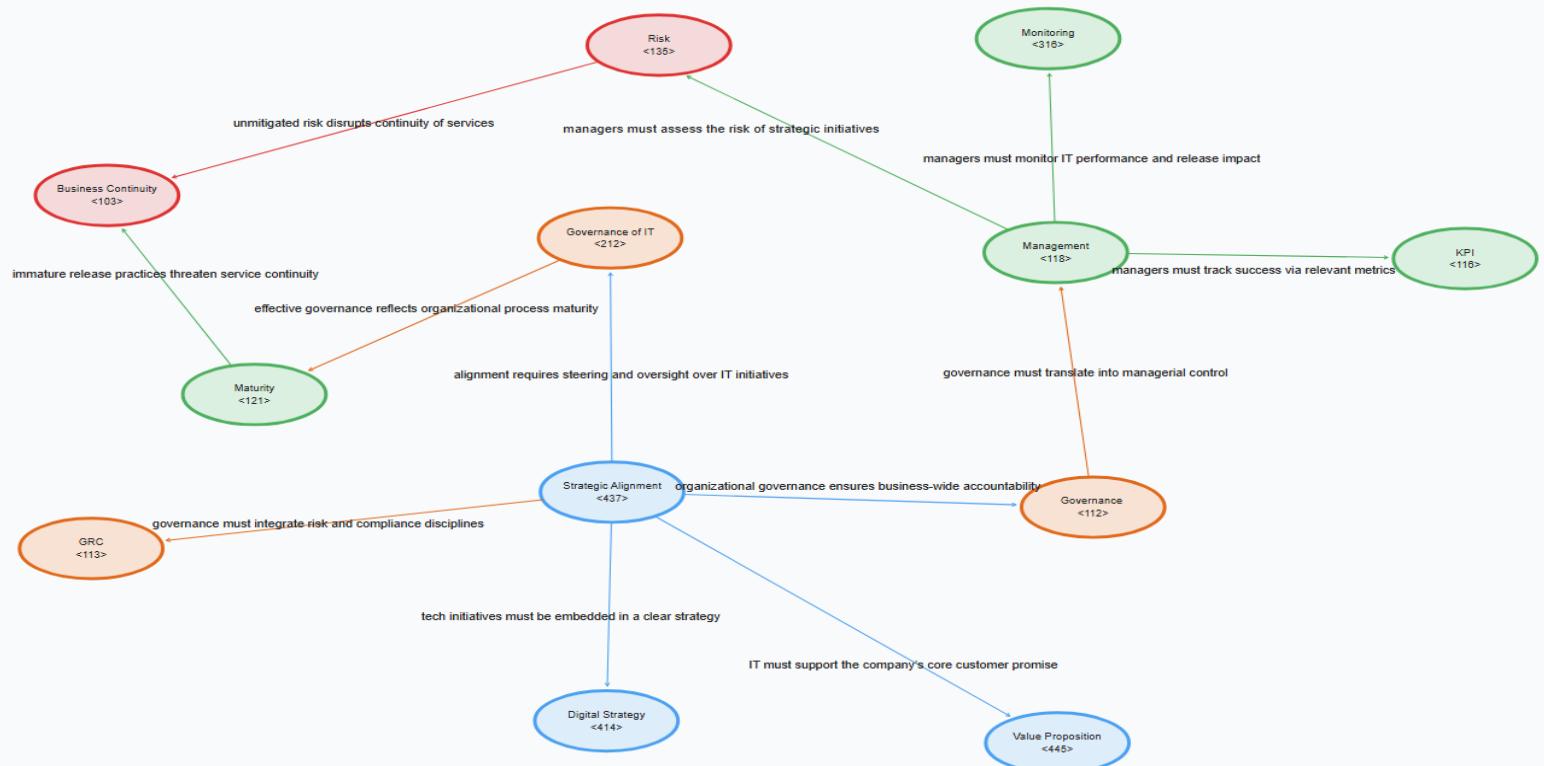
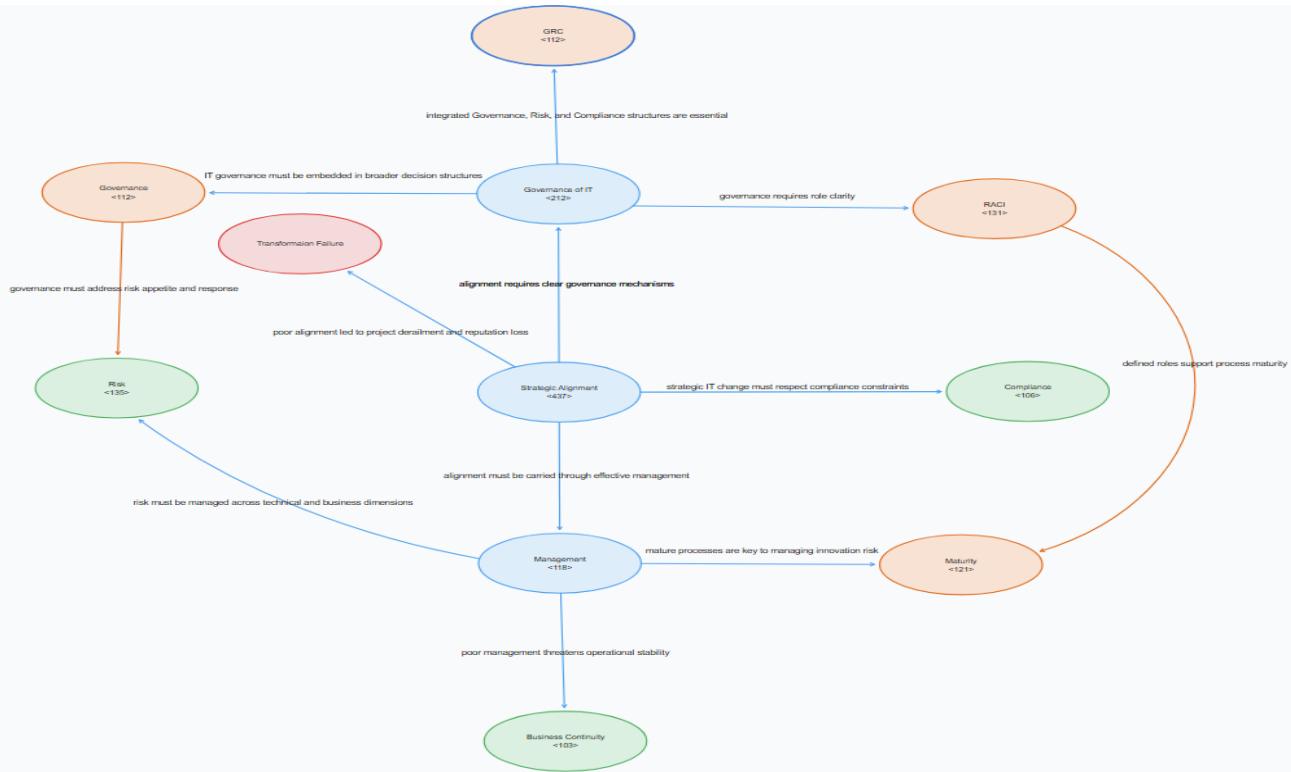
### Q1.3



### Q2.3

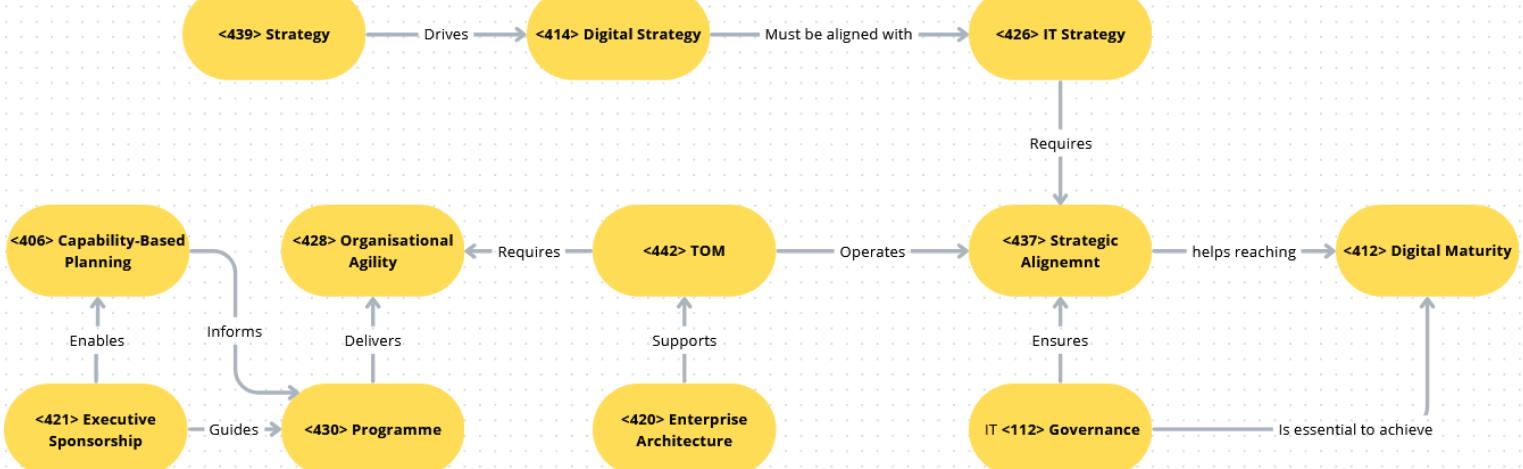
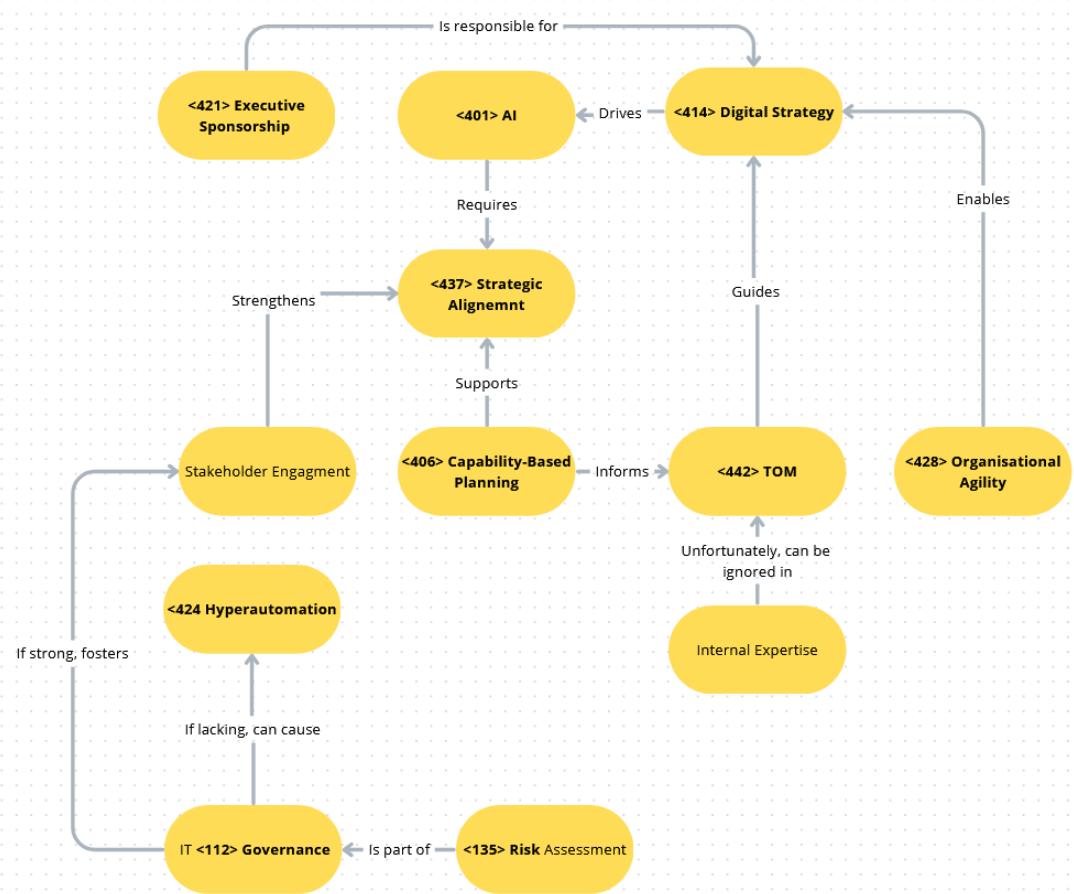


# Alexandre Ferreira 103397



# Afonso Matos , ist103479

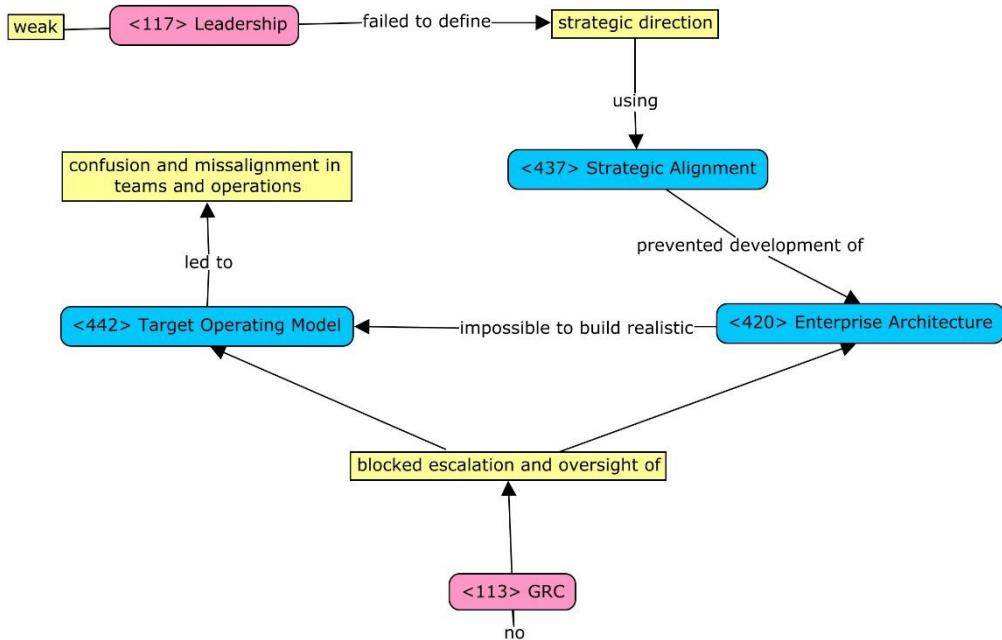
- VisioRetail AI Misfire
- ING and the Agile Transformation



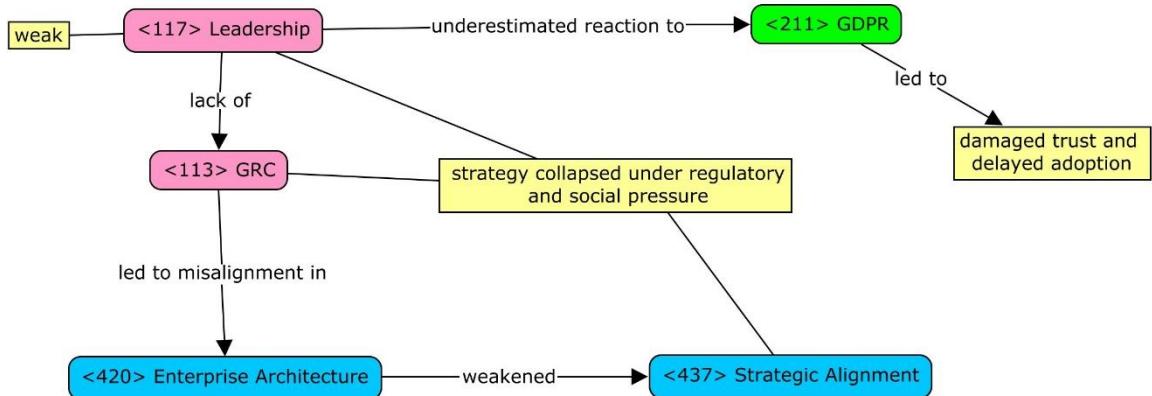
# Concept Maps

André Melão 103517

## Q1.3 – VisioRetail AI Misfire



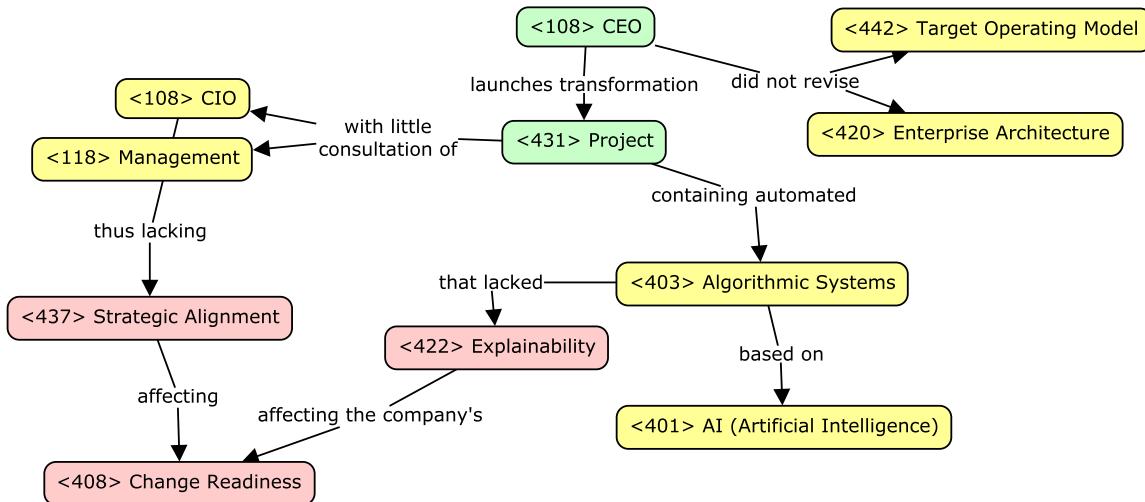
## Q2.3 – France's Health Data Hub Delay



# Essay #4: IT, Strategy and Change

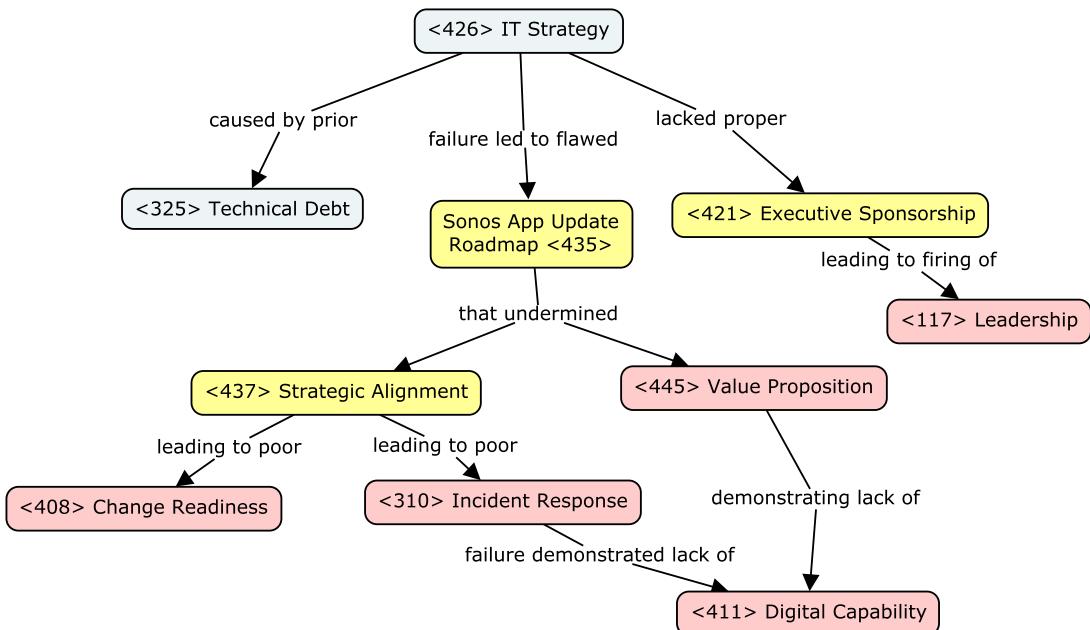
## Q1.3

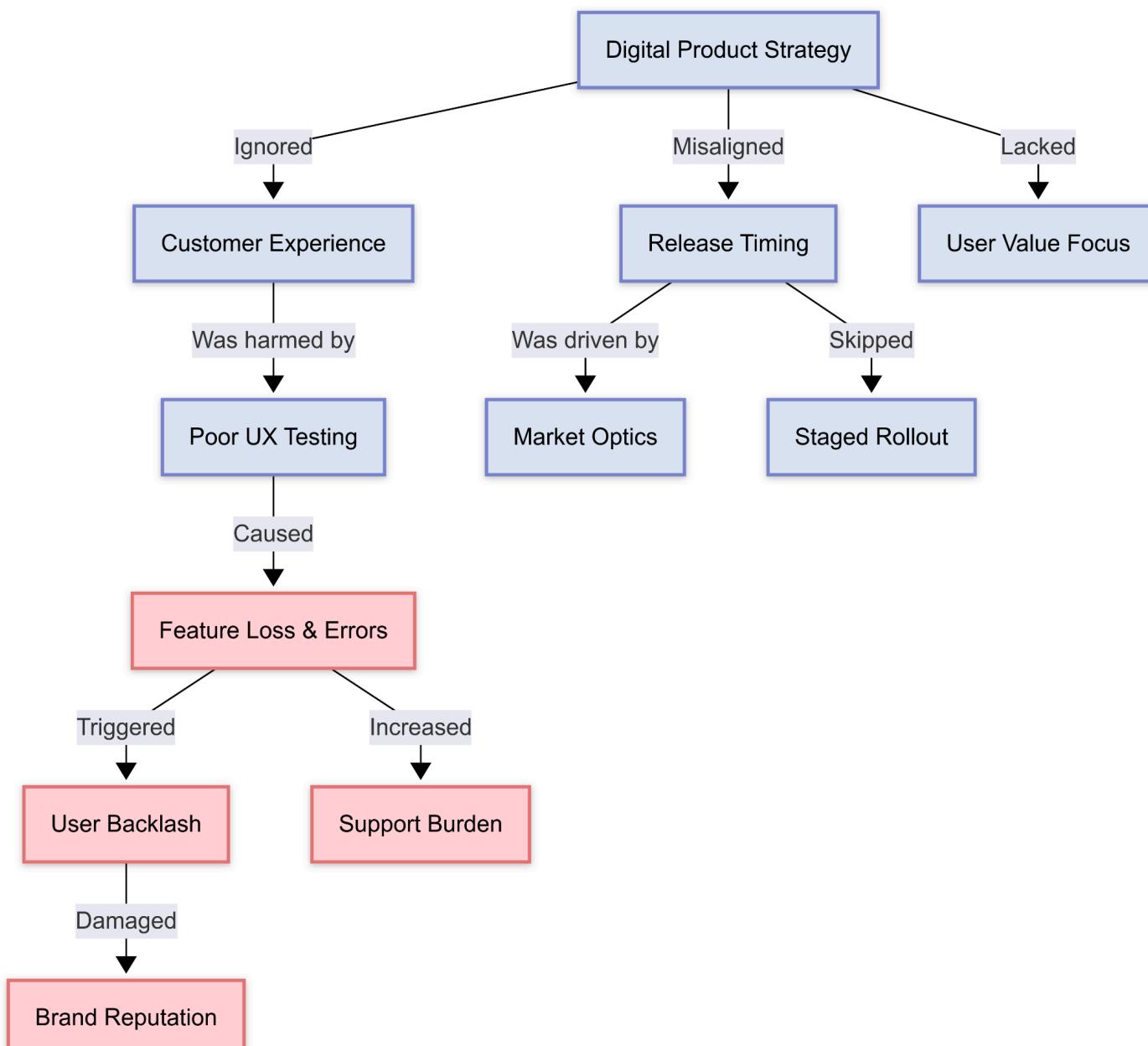
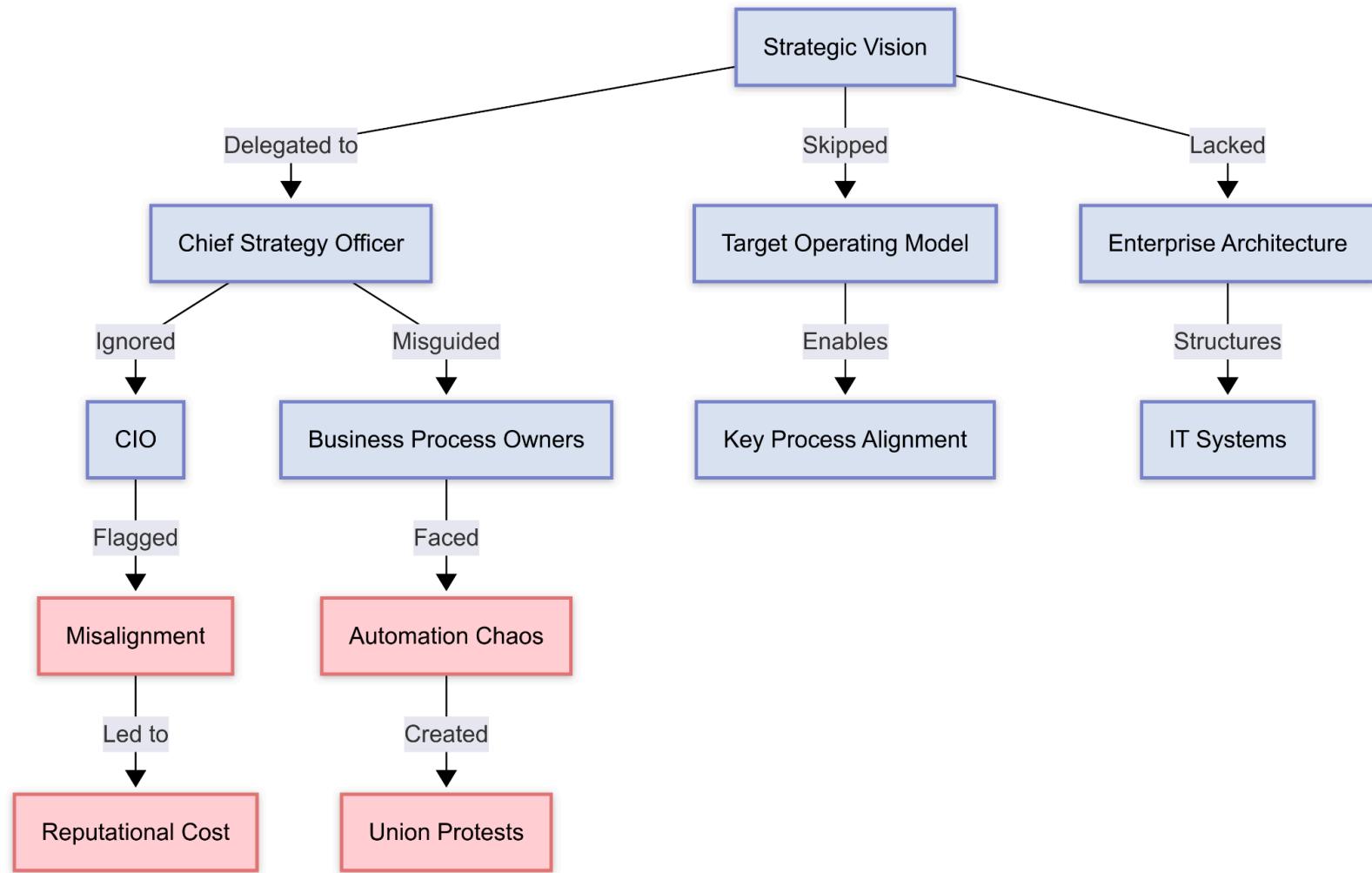
**Story:** 2.7 - MetroWater Leap Too Far



## Q2.3

**Case:** <9> Sonos App Overhaul Fallout



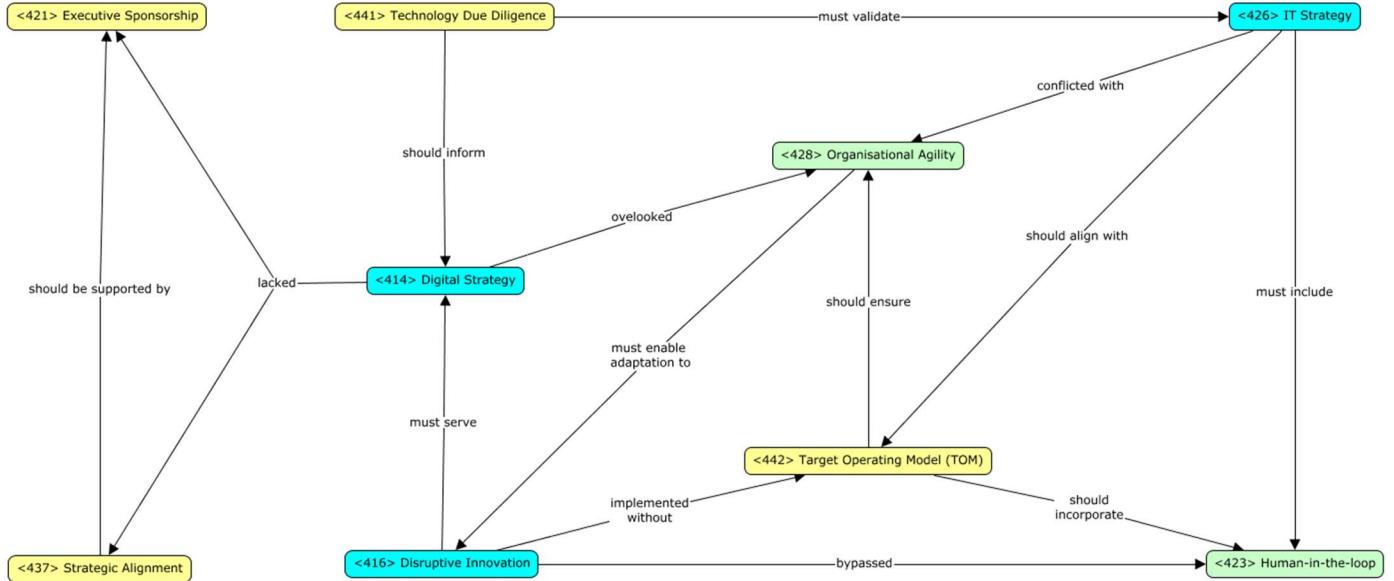


# Essay 4

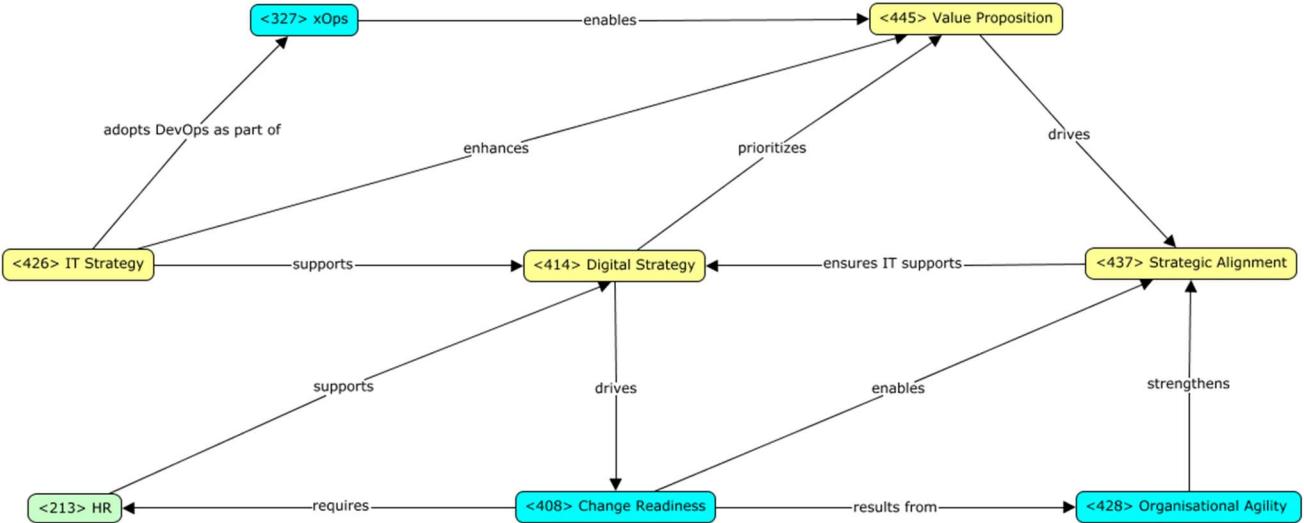
Name: Eduardo Francisco Pedrosa

Number: 103600

Q1.3

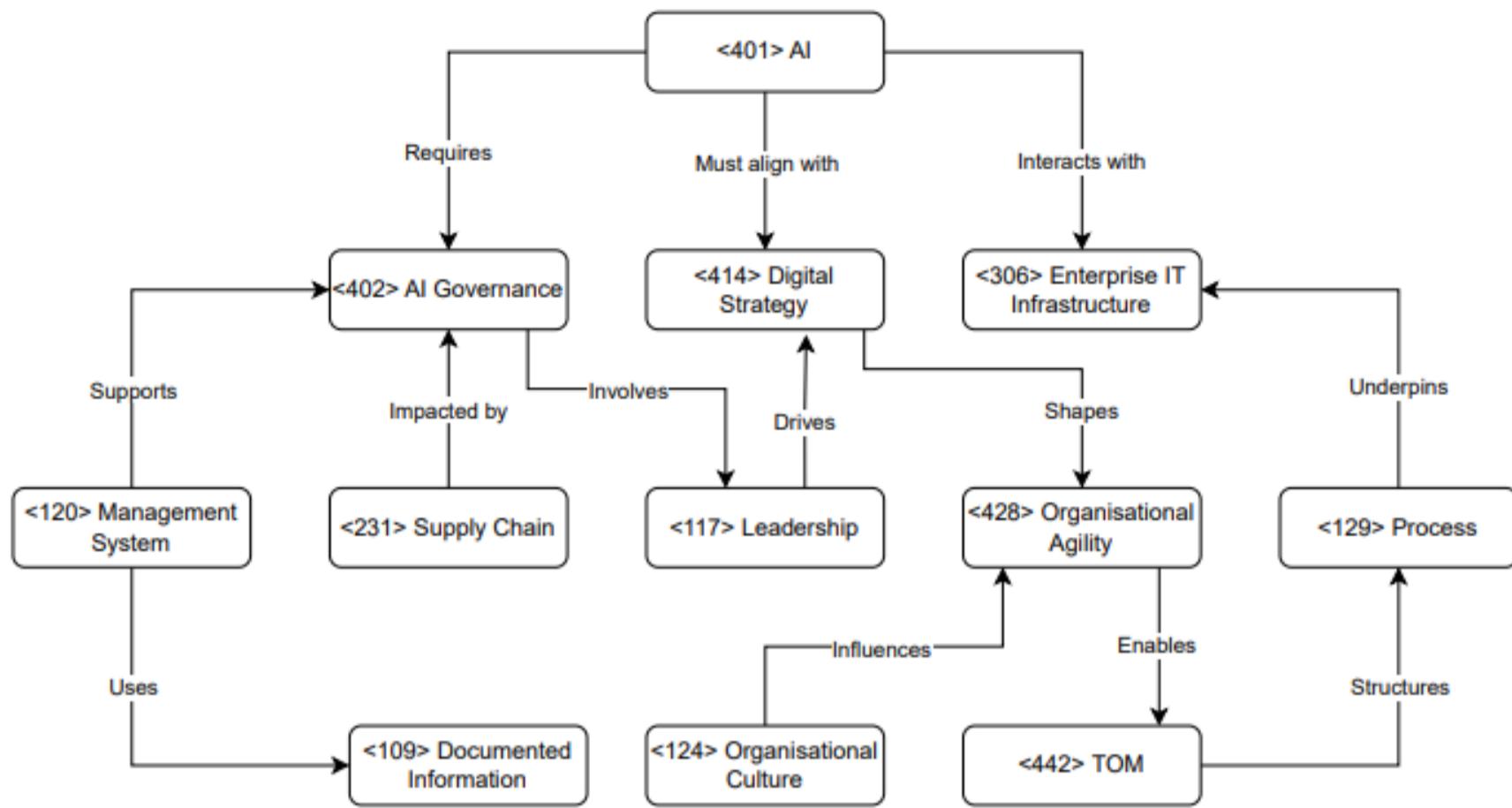


Q2.3



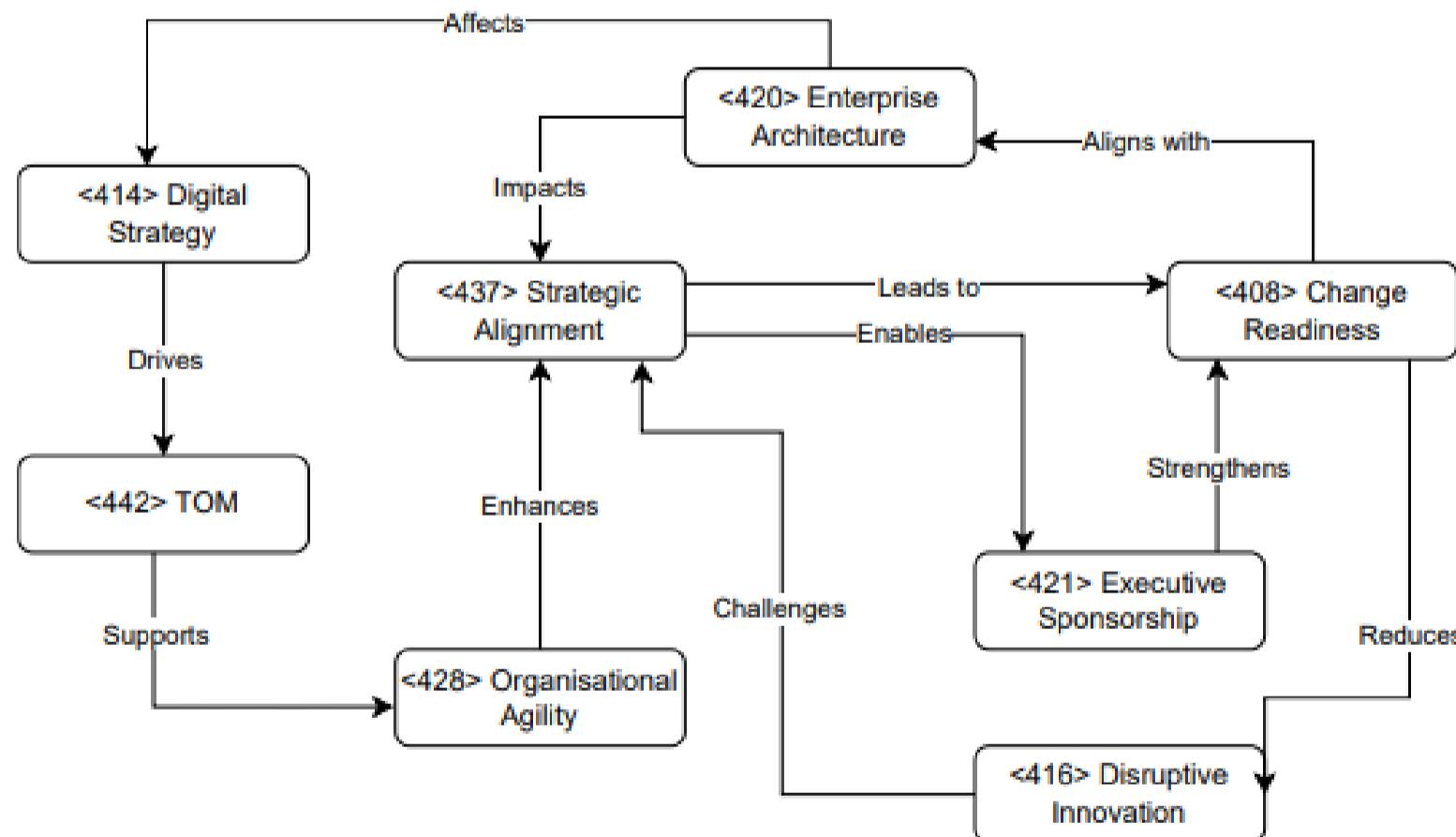
### Q1.3

Story: 2.4 VisioRetail AI Misfire



### Q2.3

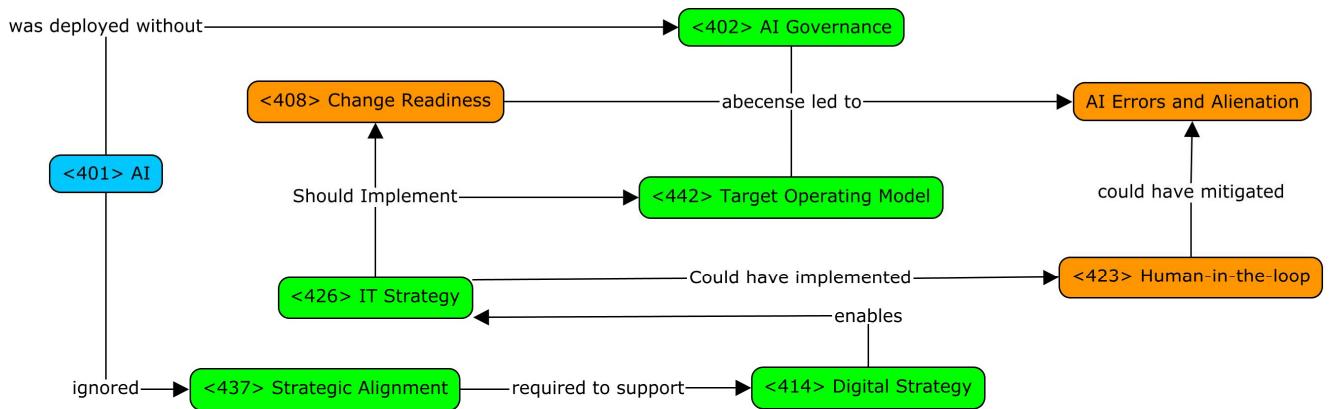
Case: <9> Sonos App Overhaul Fallout (2024...)



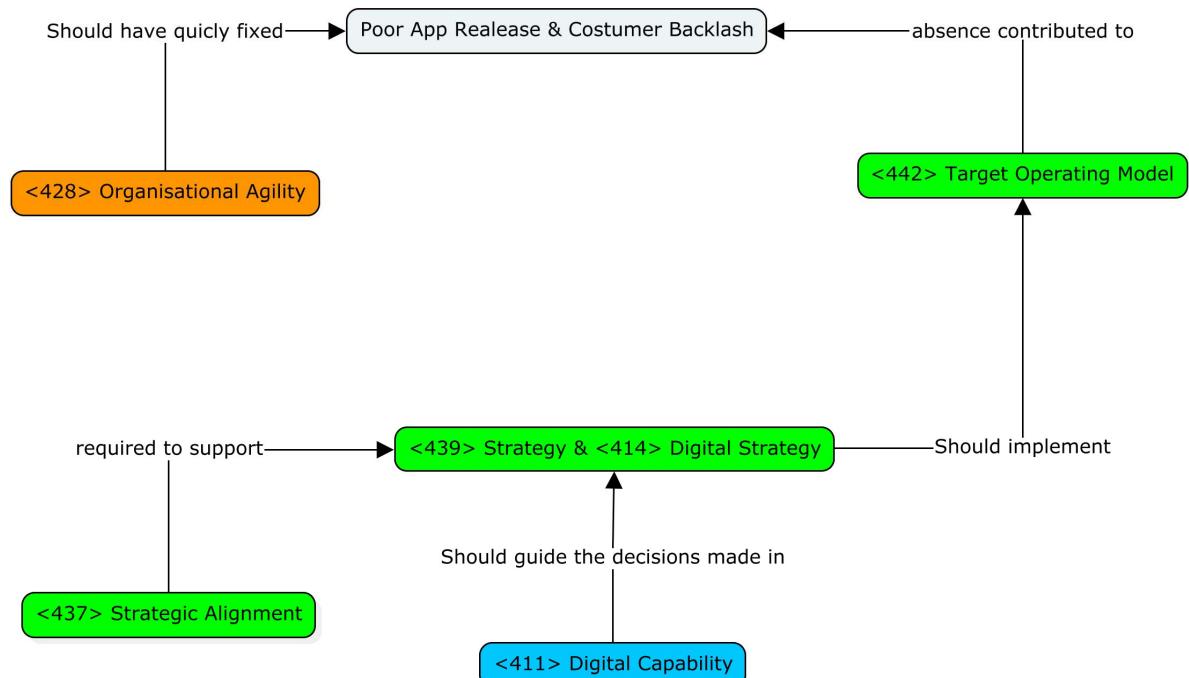
Ist1103622

Pedro da Silva Letra

Q1.3



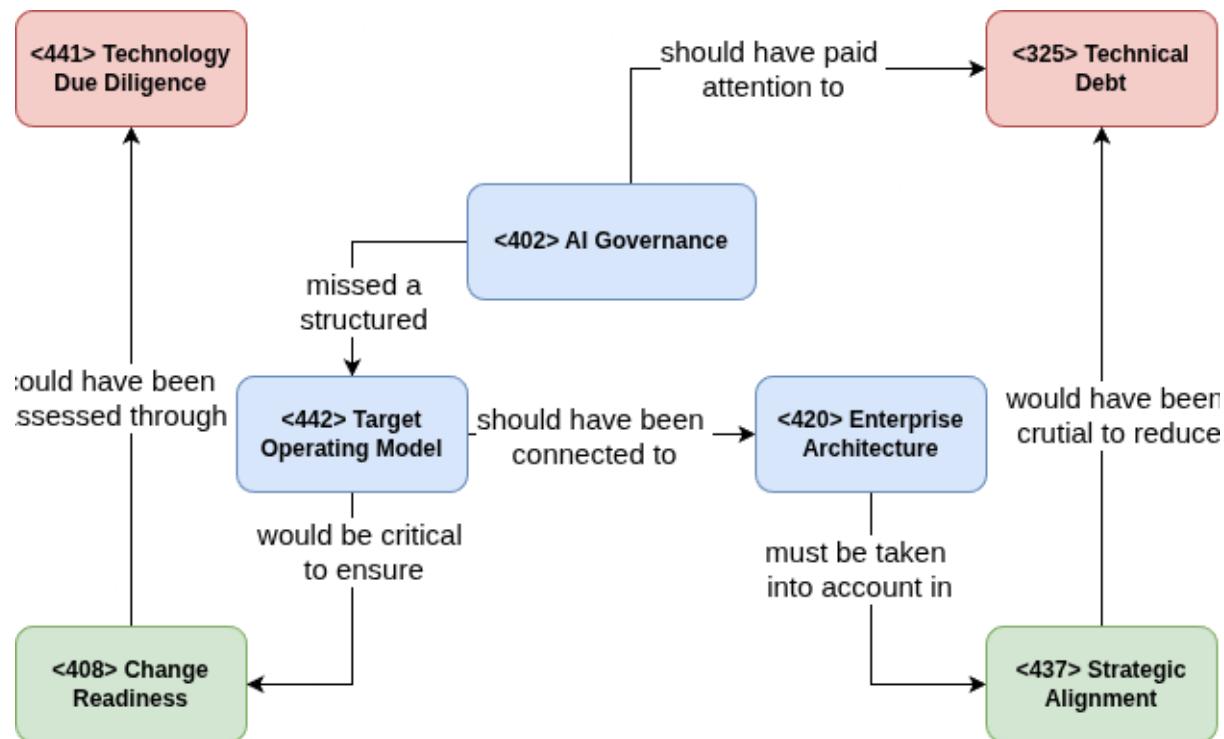
Q2.3



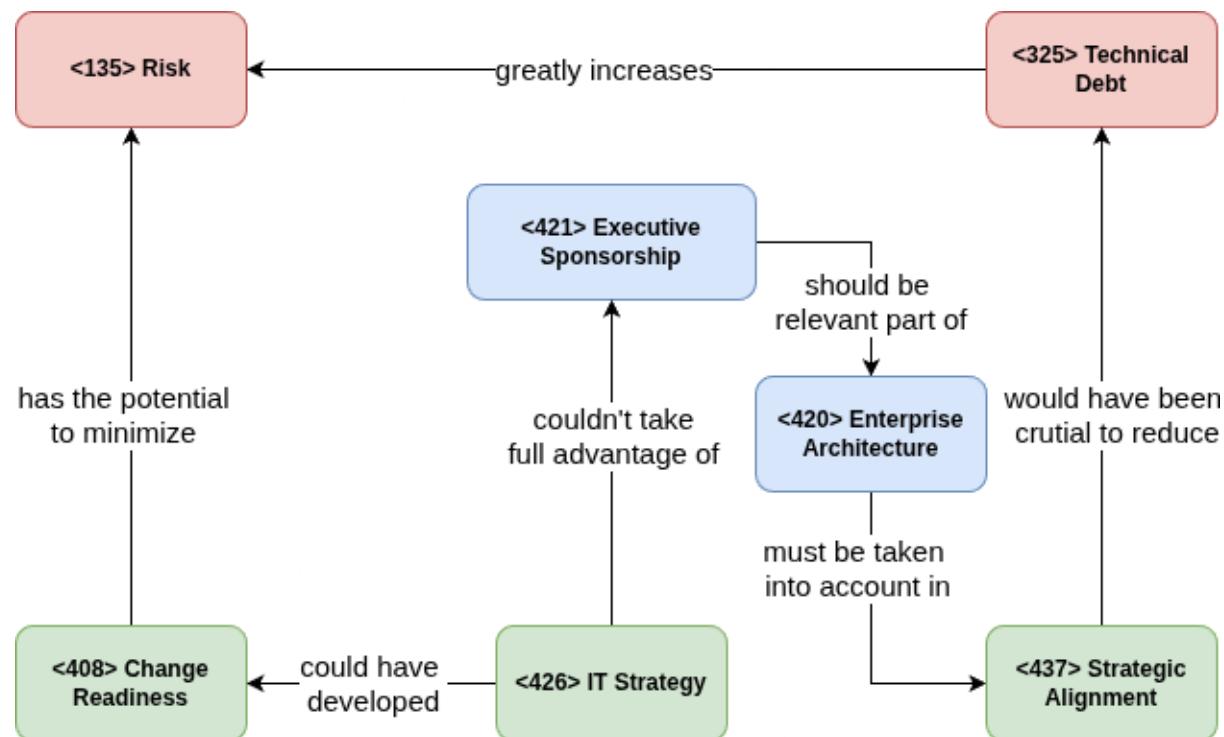
# Salvador Carvalhinho

103667

## Q1.3 concept map

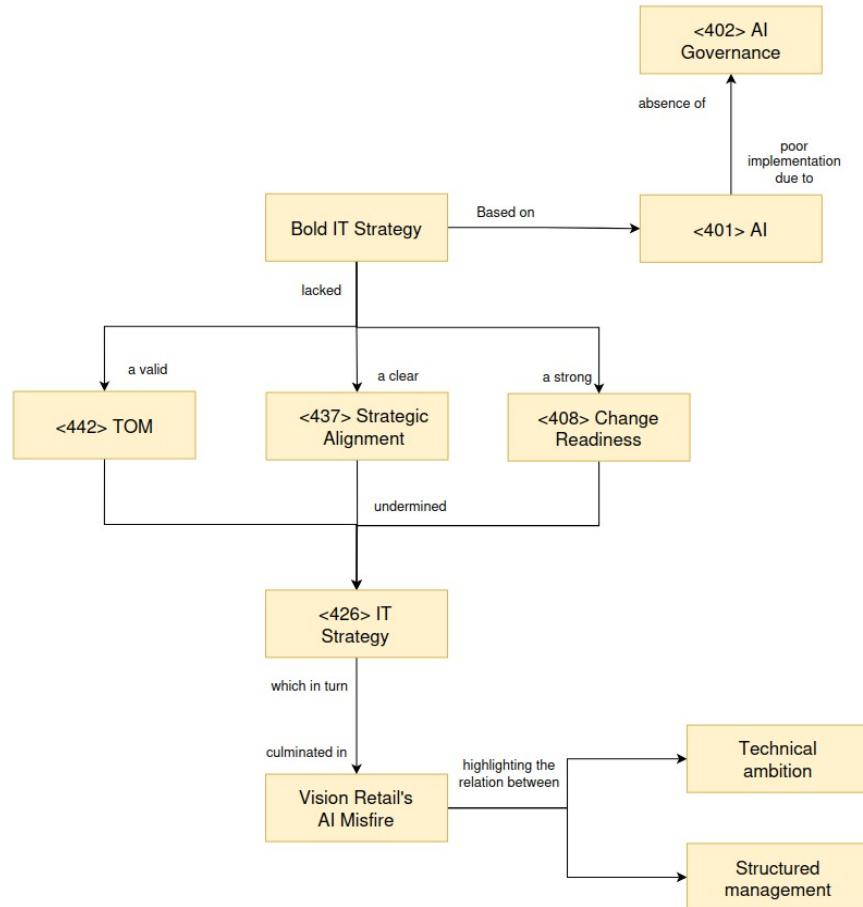


## Q2.3 concept map

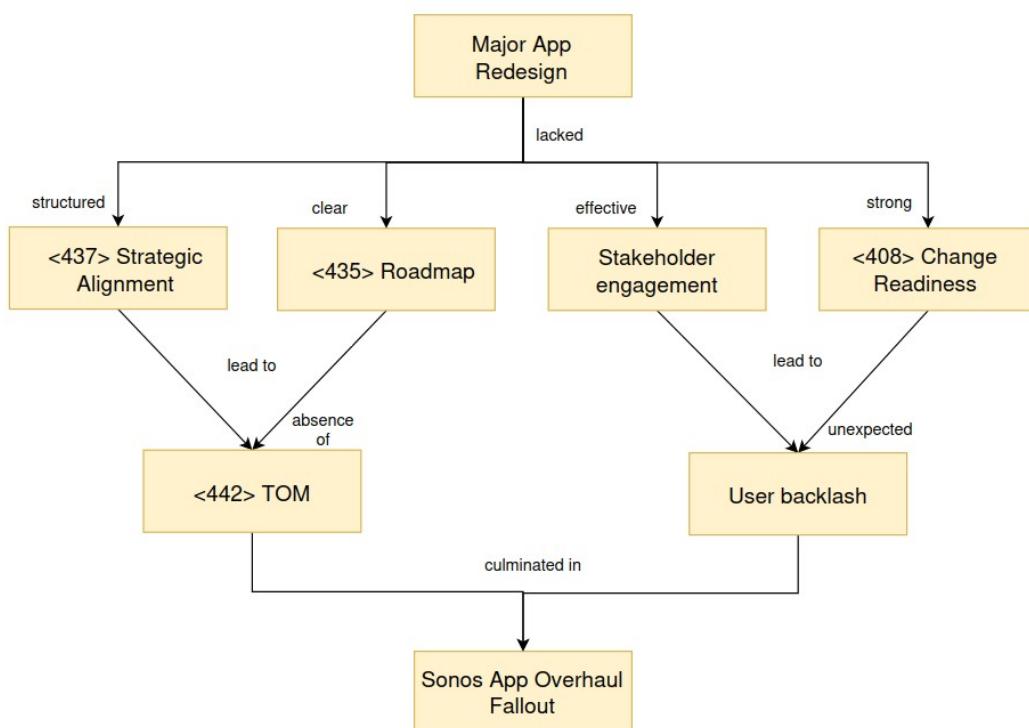


Name: David Palma  
Number: 103668

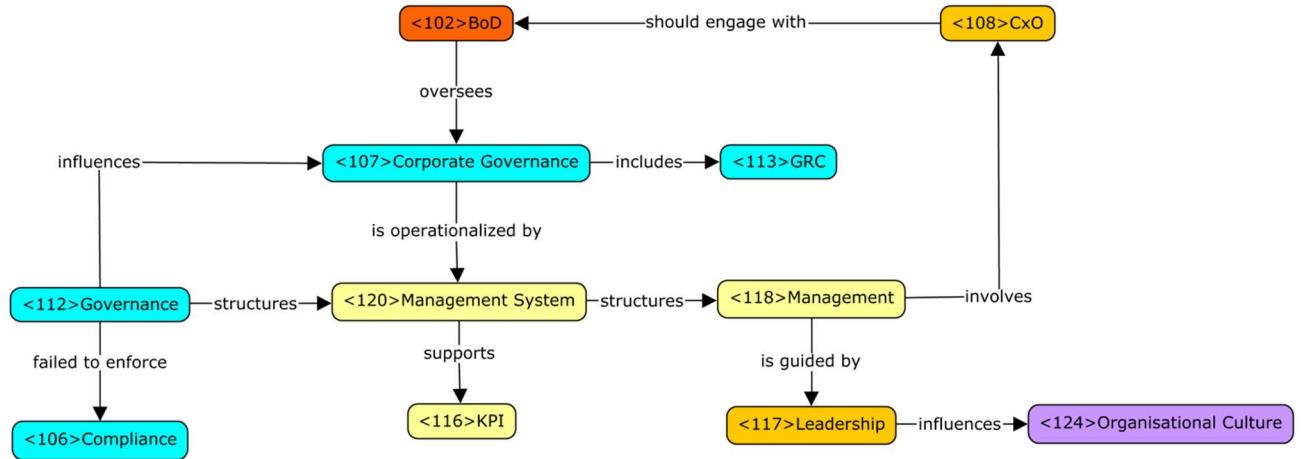
Q1.3



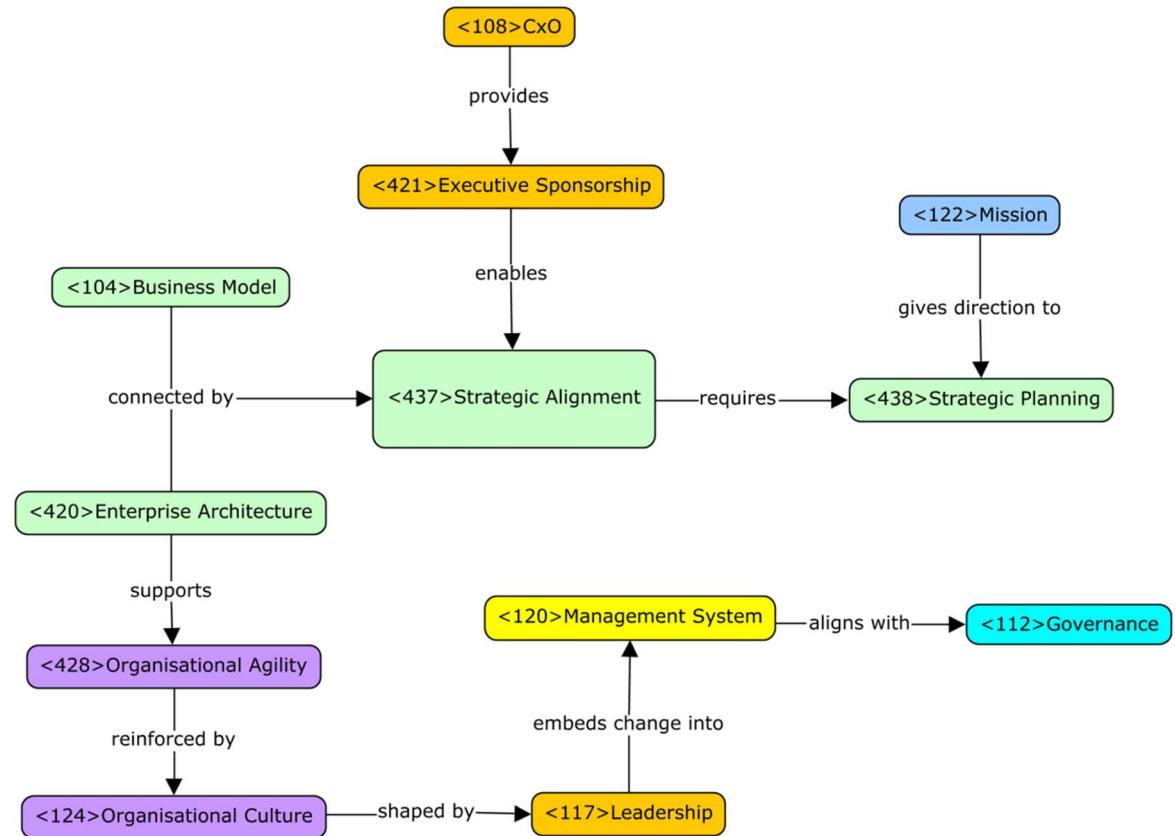
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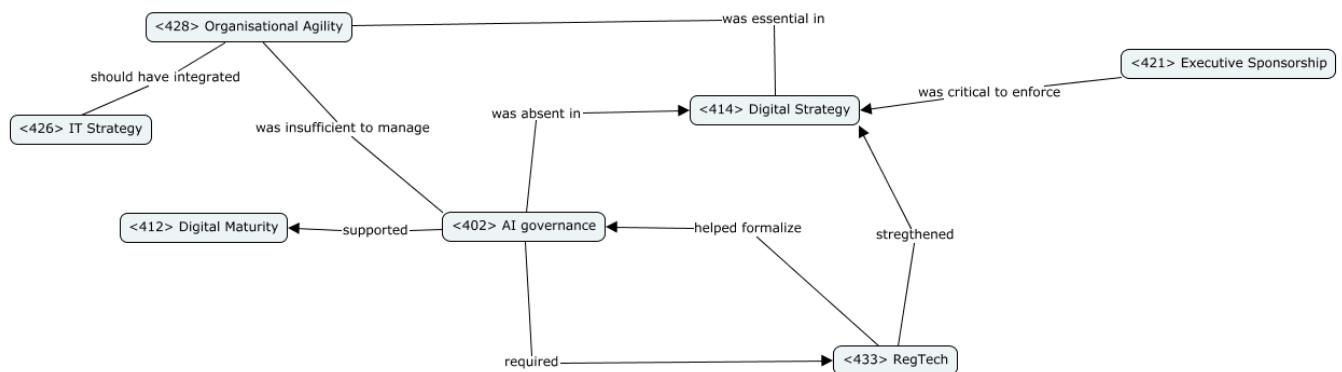
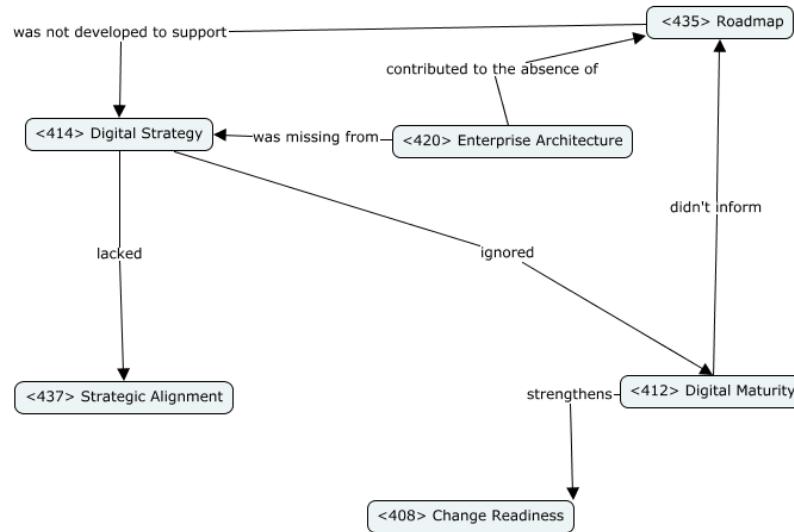


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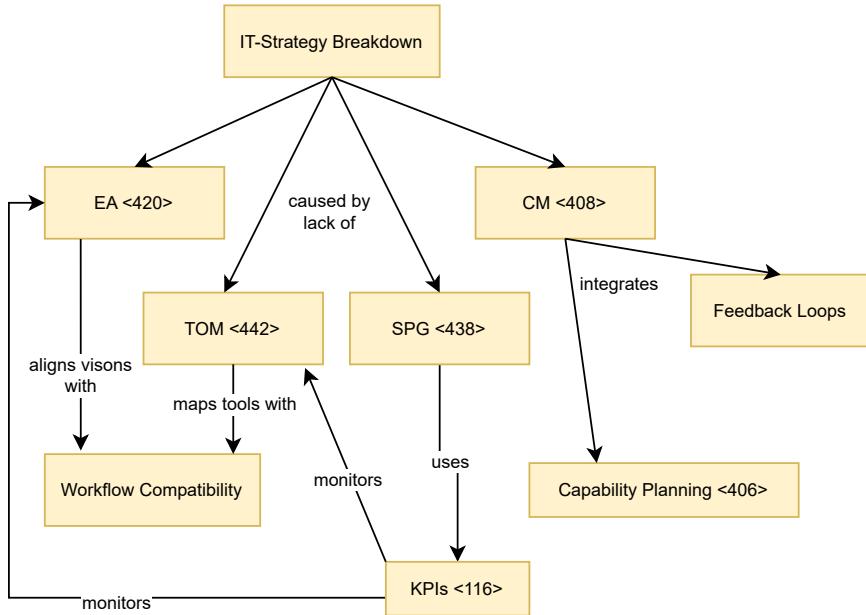


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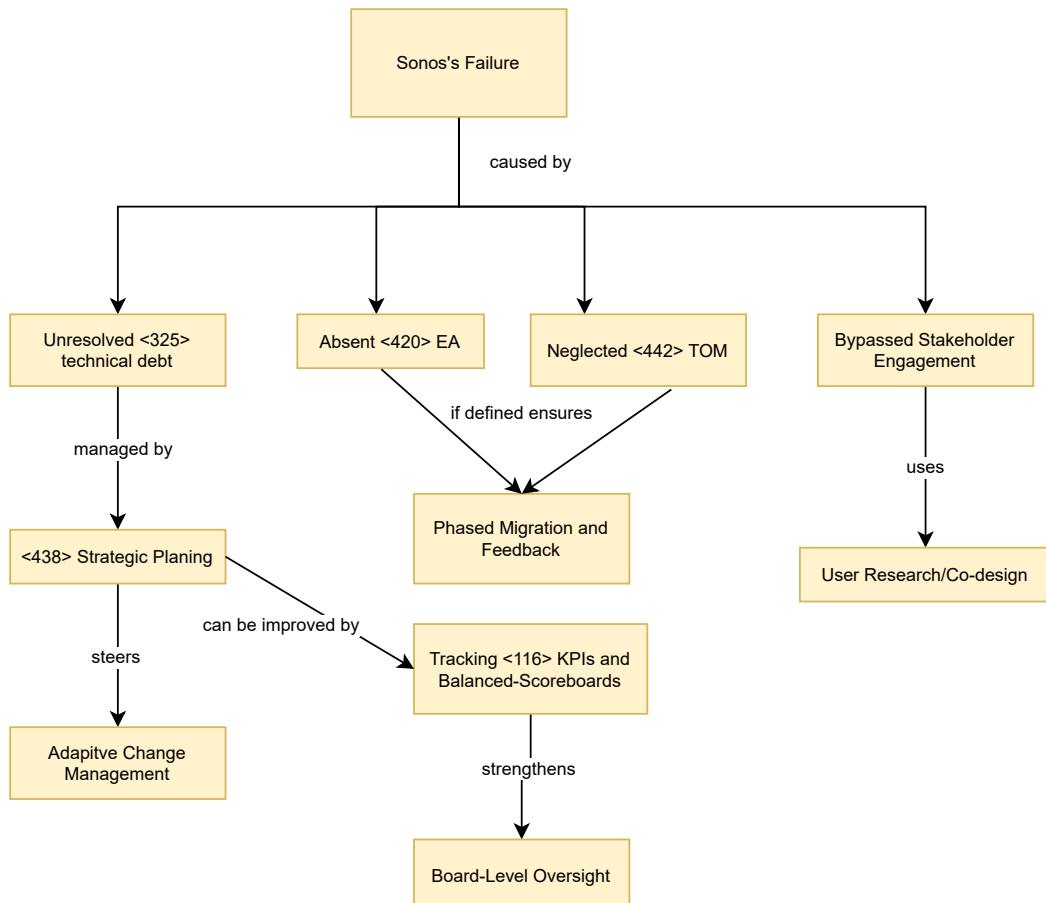




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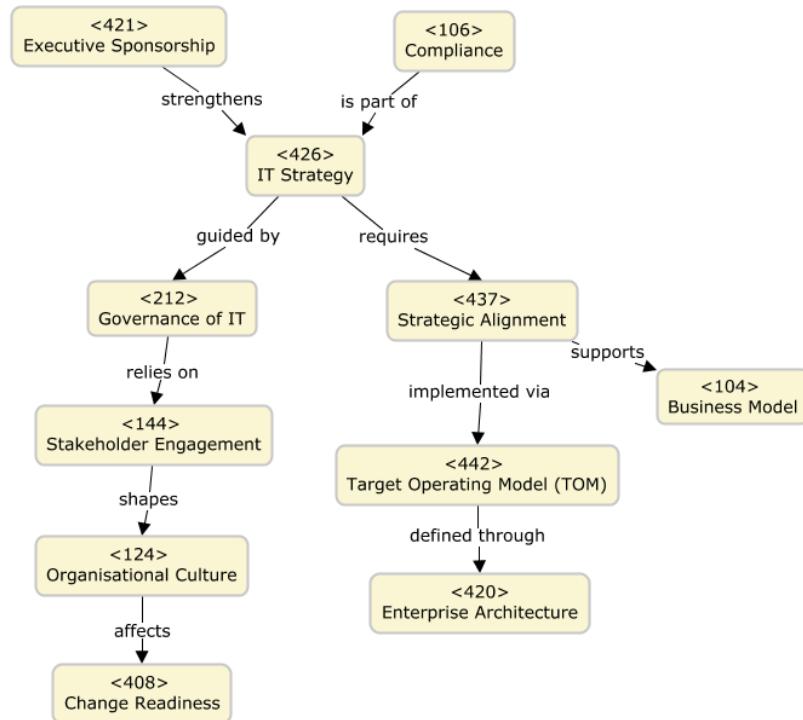


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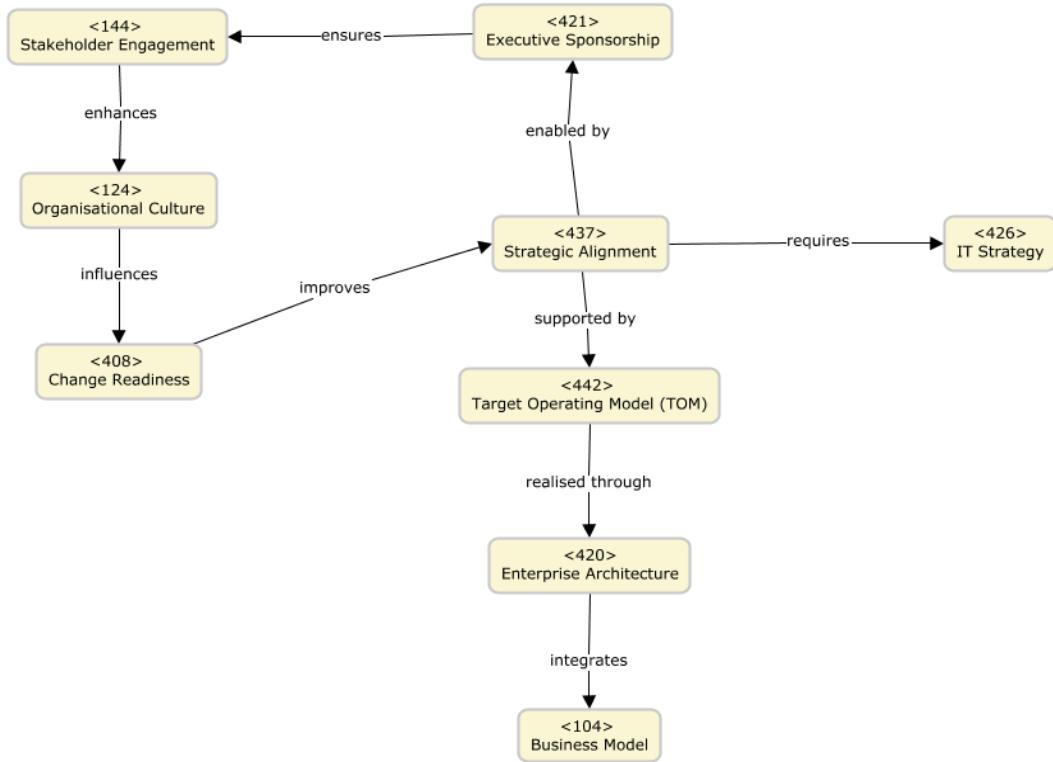


Luis Barros – 103770

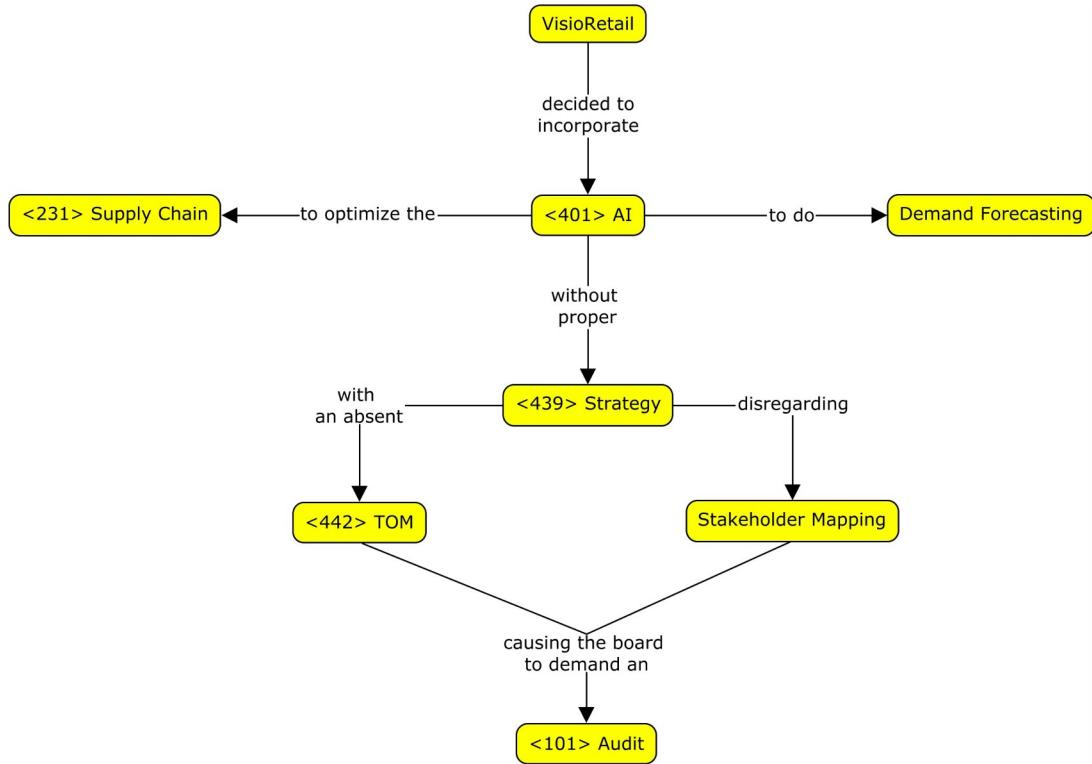
### Q1.3 – Story Analysis: VisioRetail AI Misfire



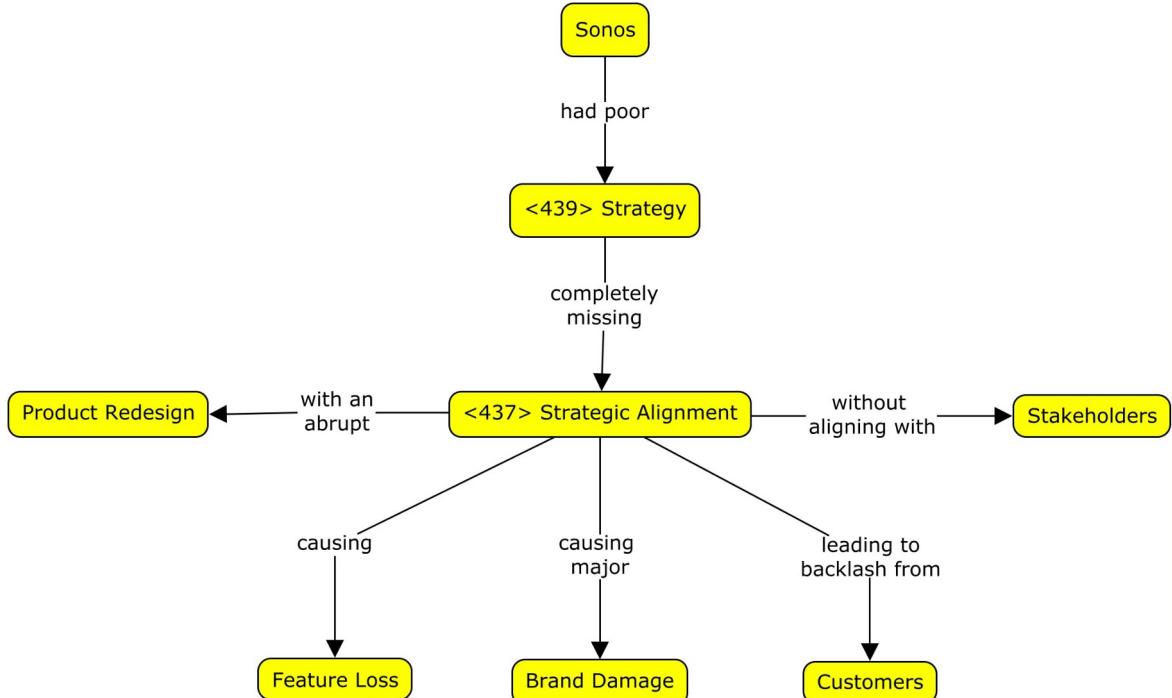
### Q2.3 – Case Analysis: ING and the Agile Transformation



**Q1.3**

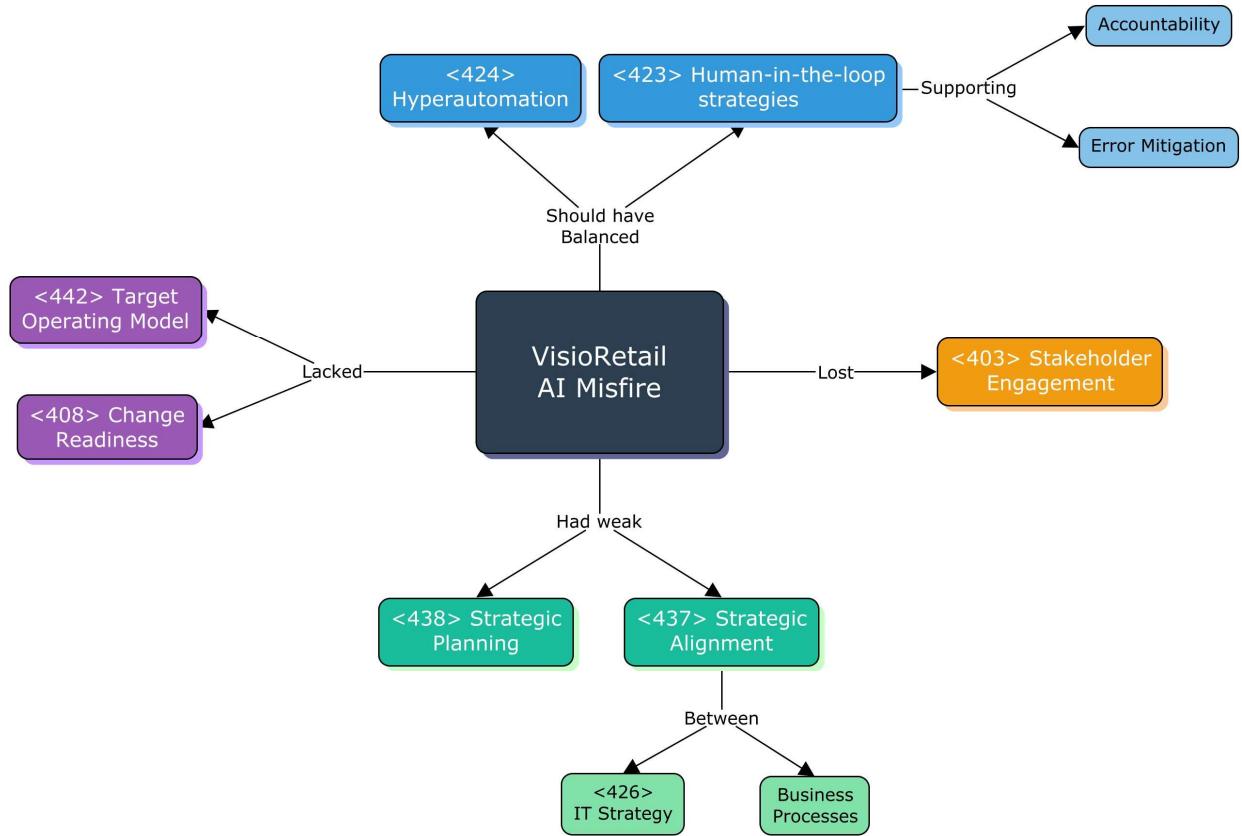


**Q2.3**

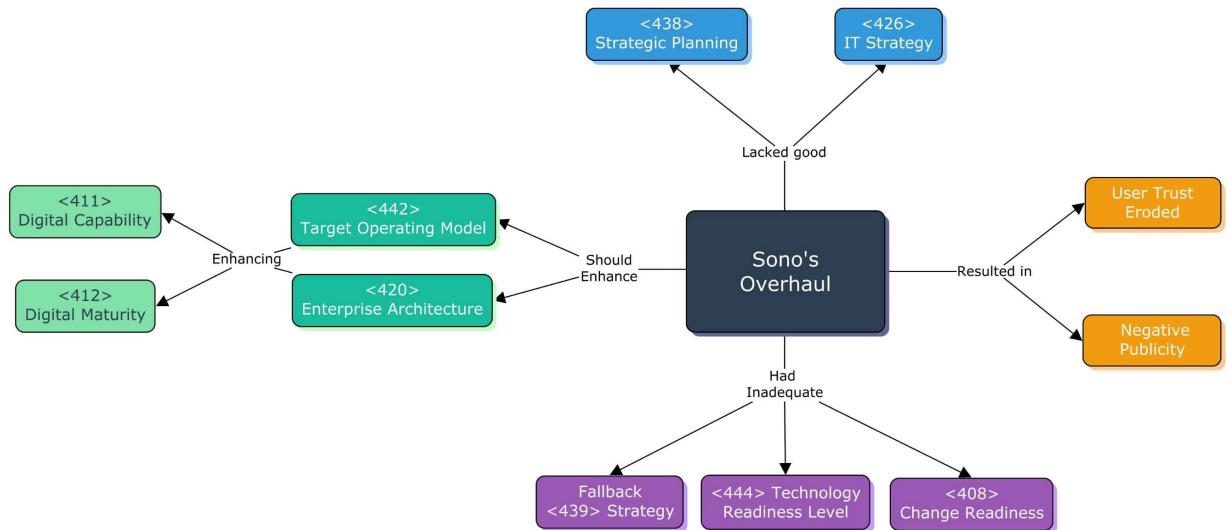


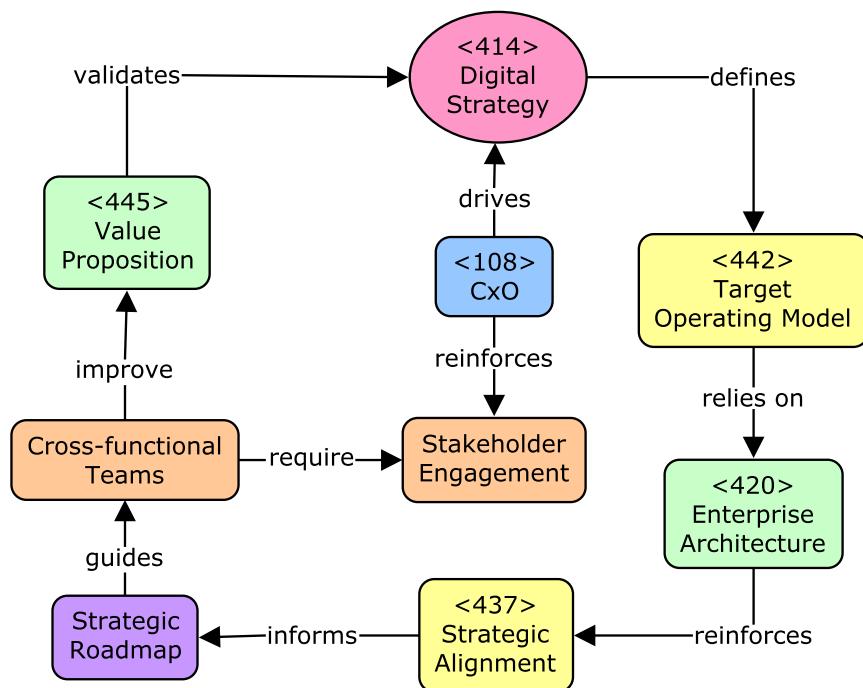
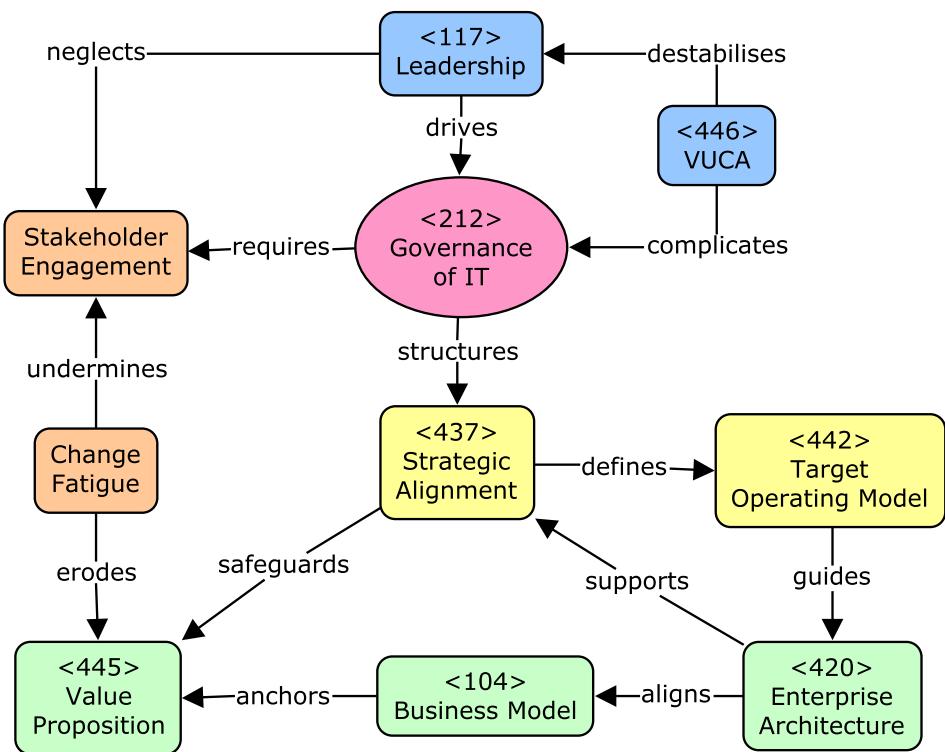
# Renato Marques, 103906

Q 1.3)

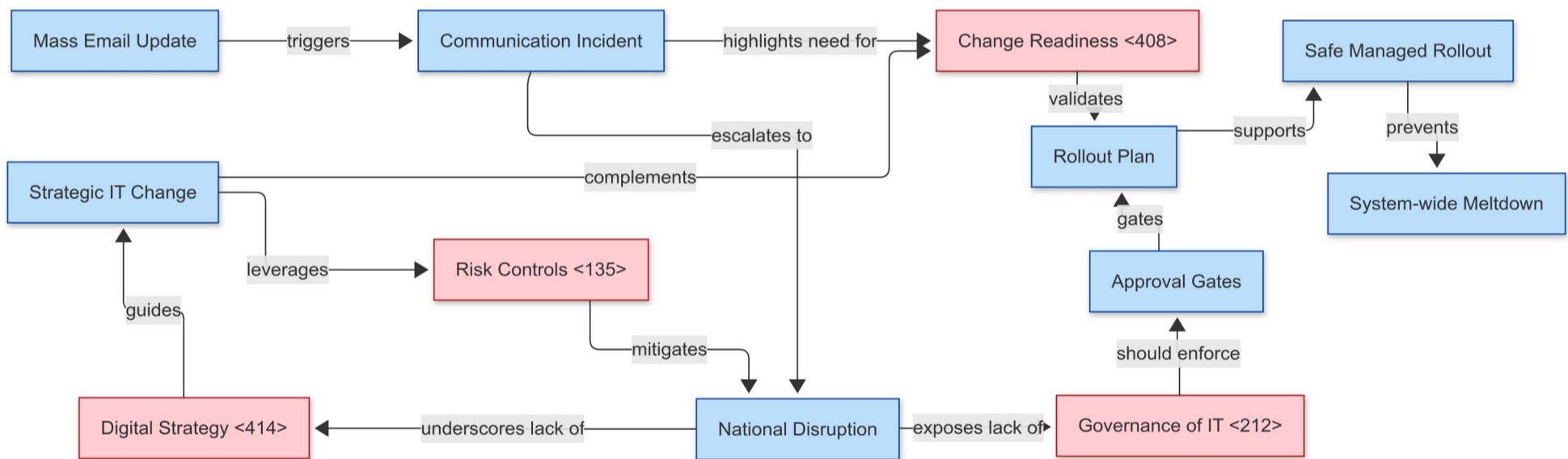
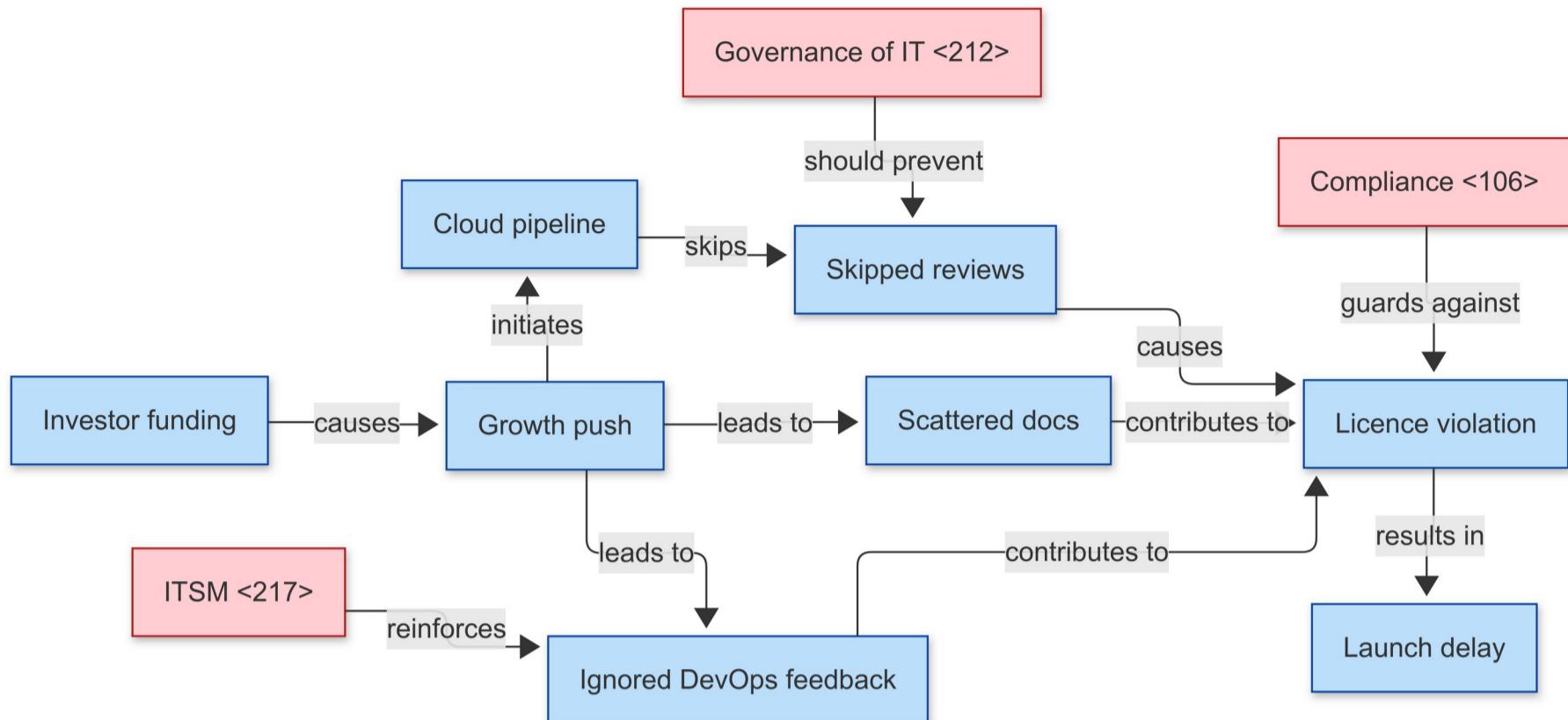


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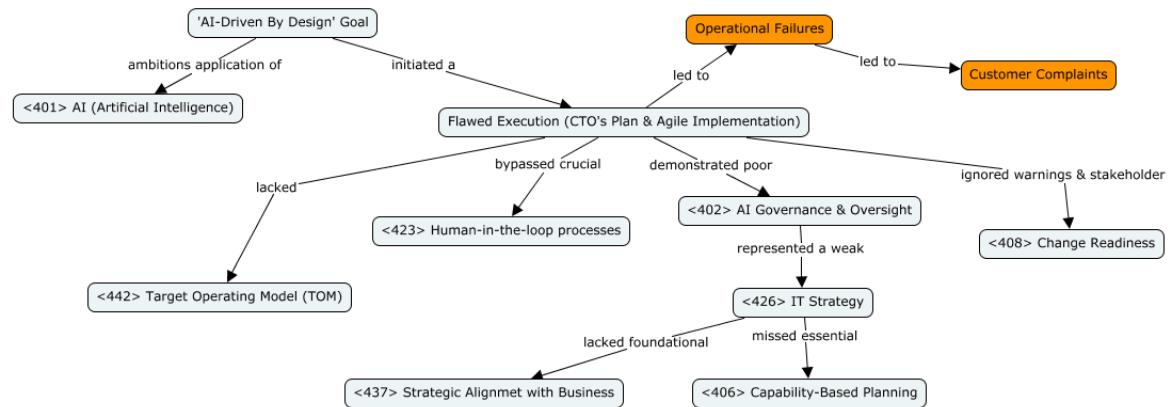




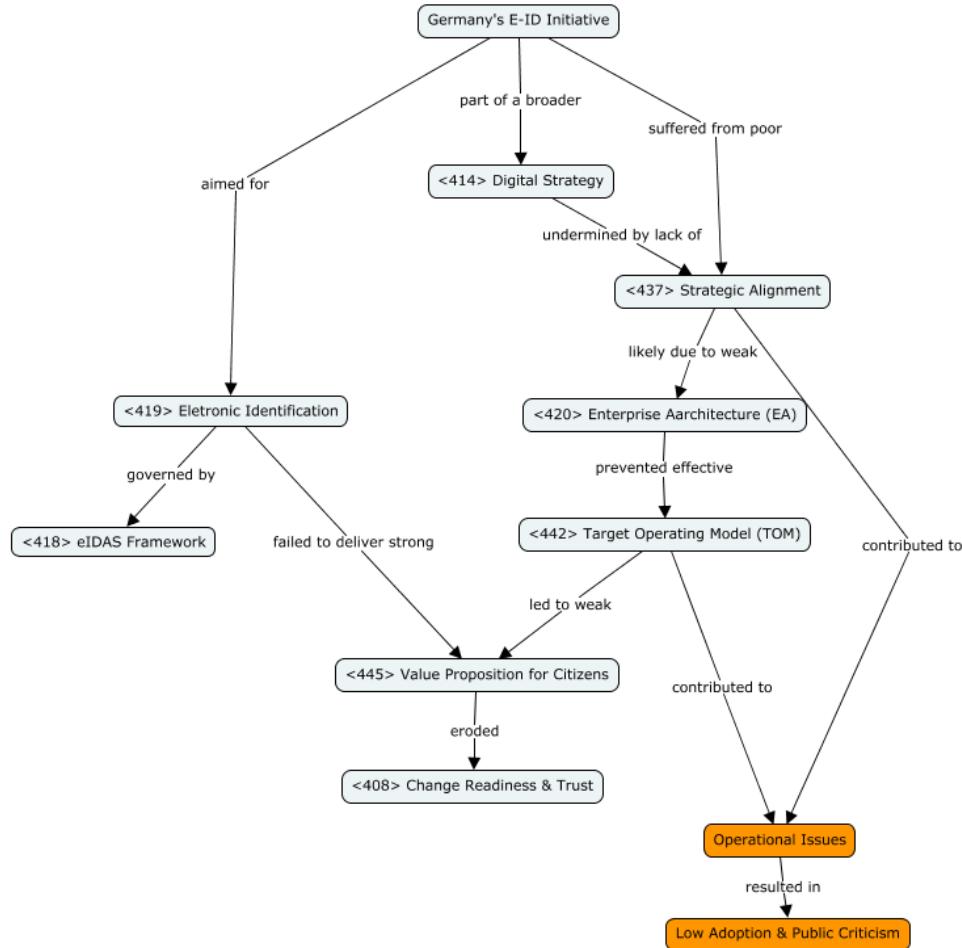
# ist1104010 – Antonio Oliveira

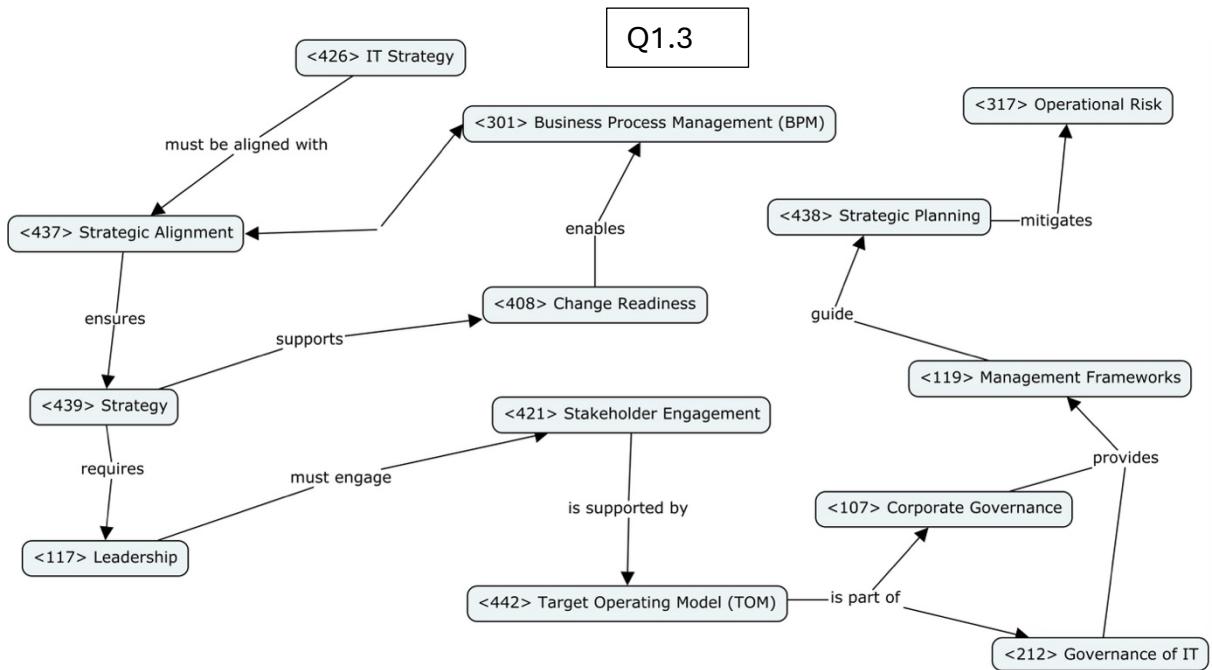


Q1

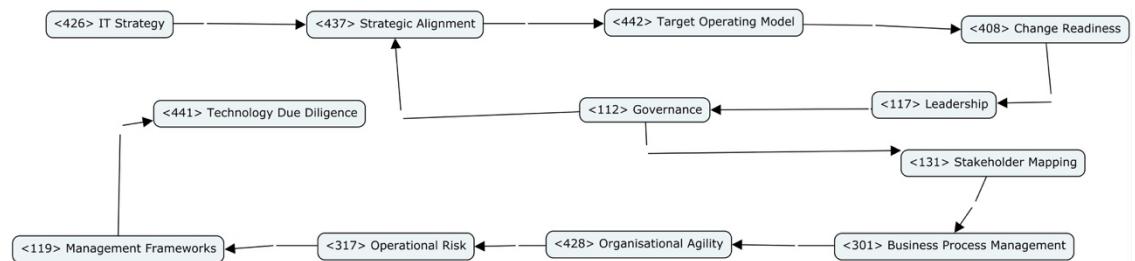


Q2



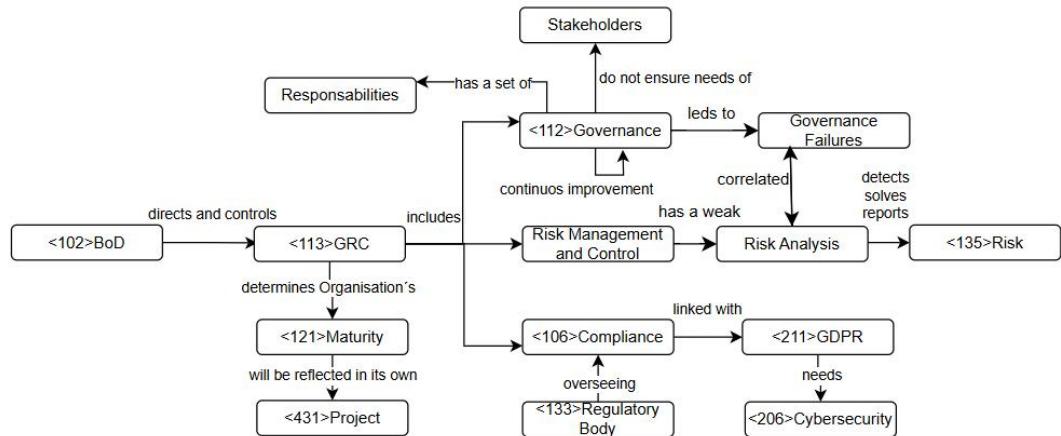


**Q2.3**



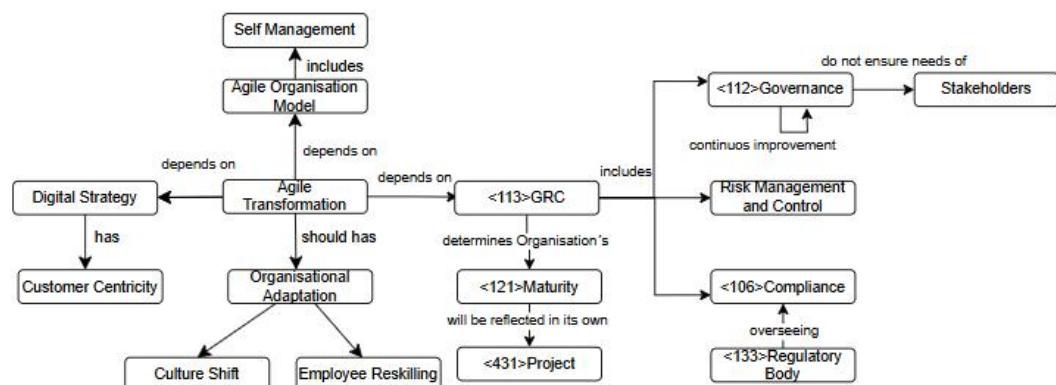
### Q1.3 story: 2.4 Story: VisioRetail AI Misfire

- Cmap

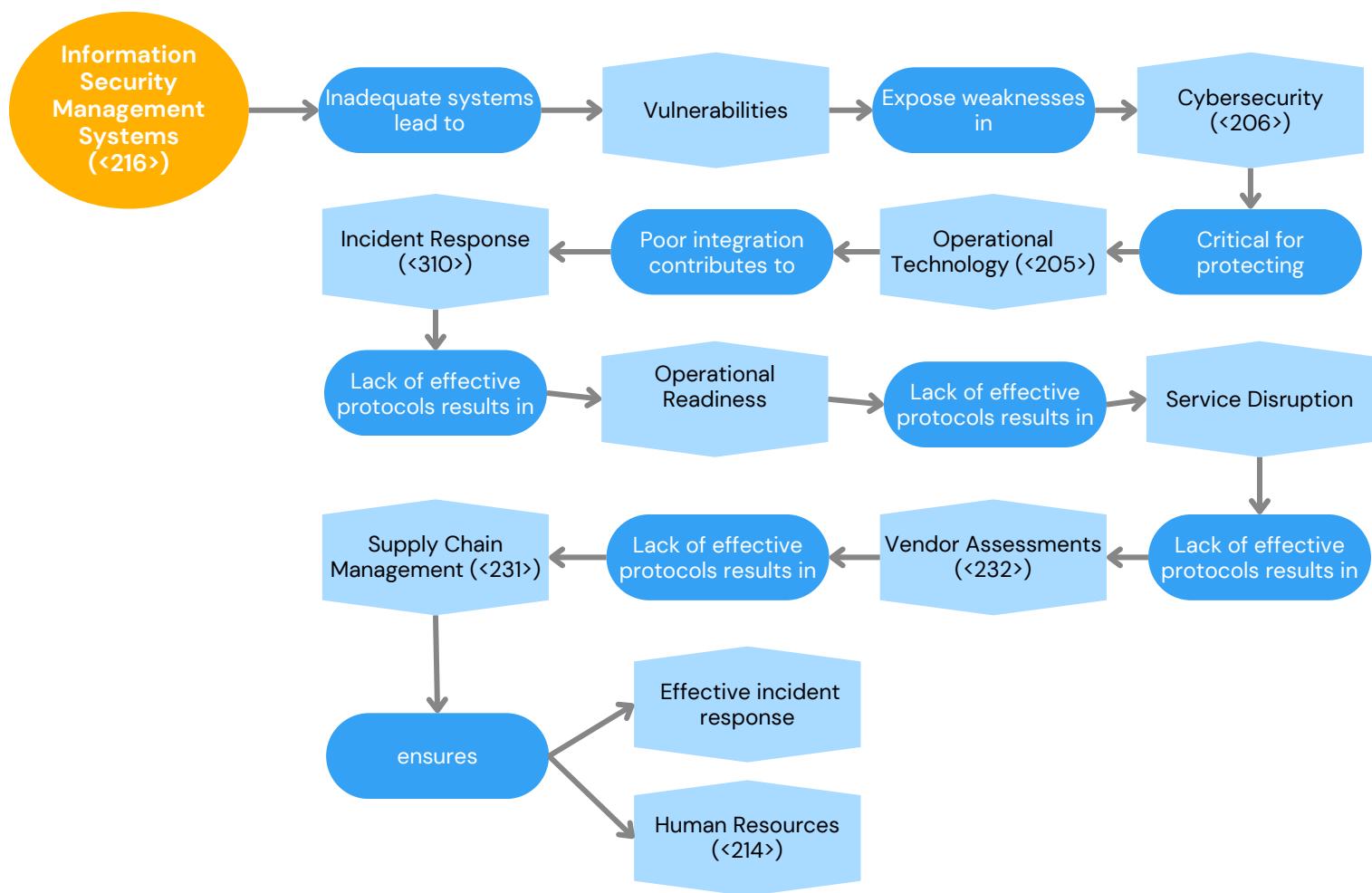


### Q2.3 case study: <3>ING agile transformation (2015)

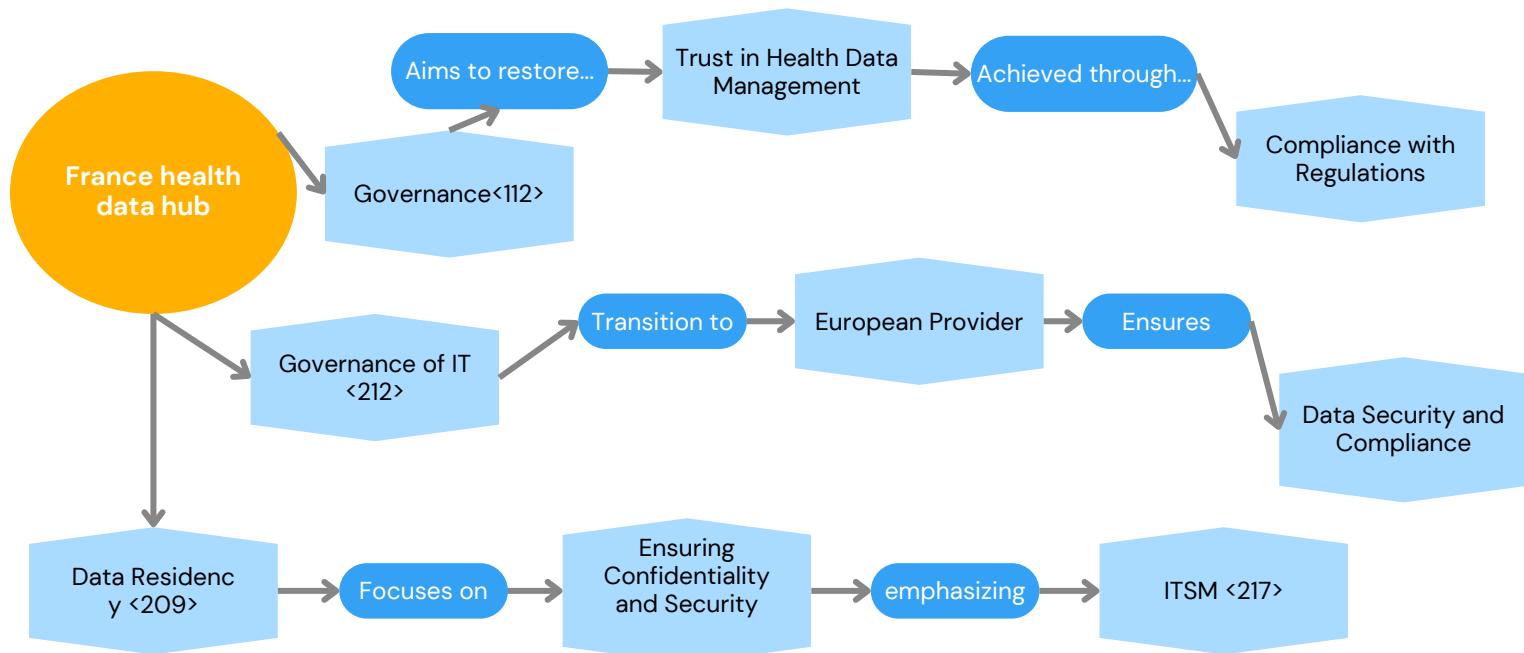
- Cmap



## ArcoMed ransomware

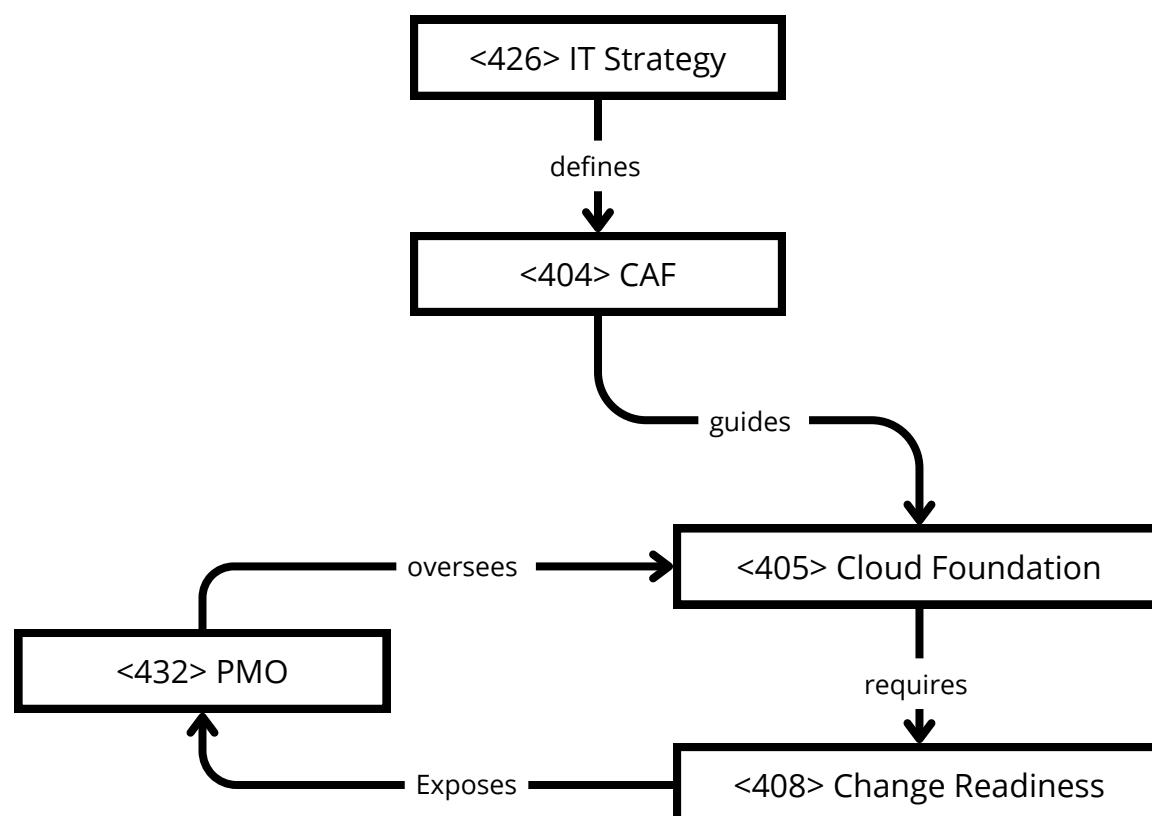


## France health data hub realignment

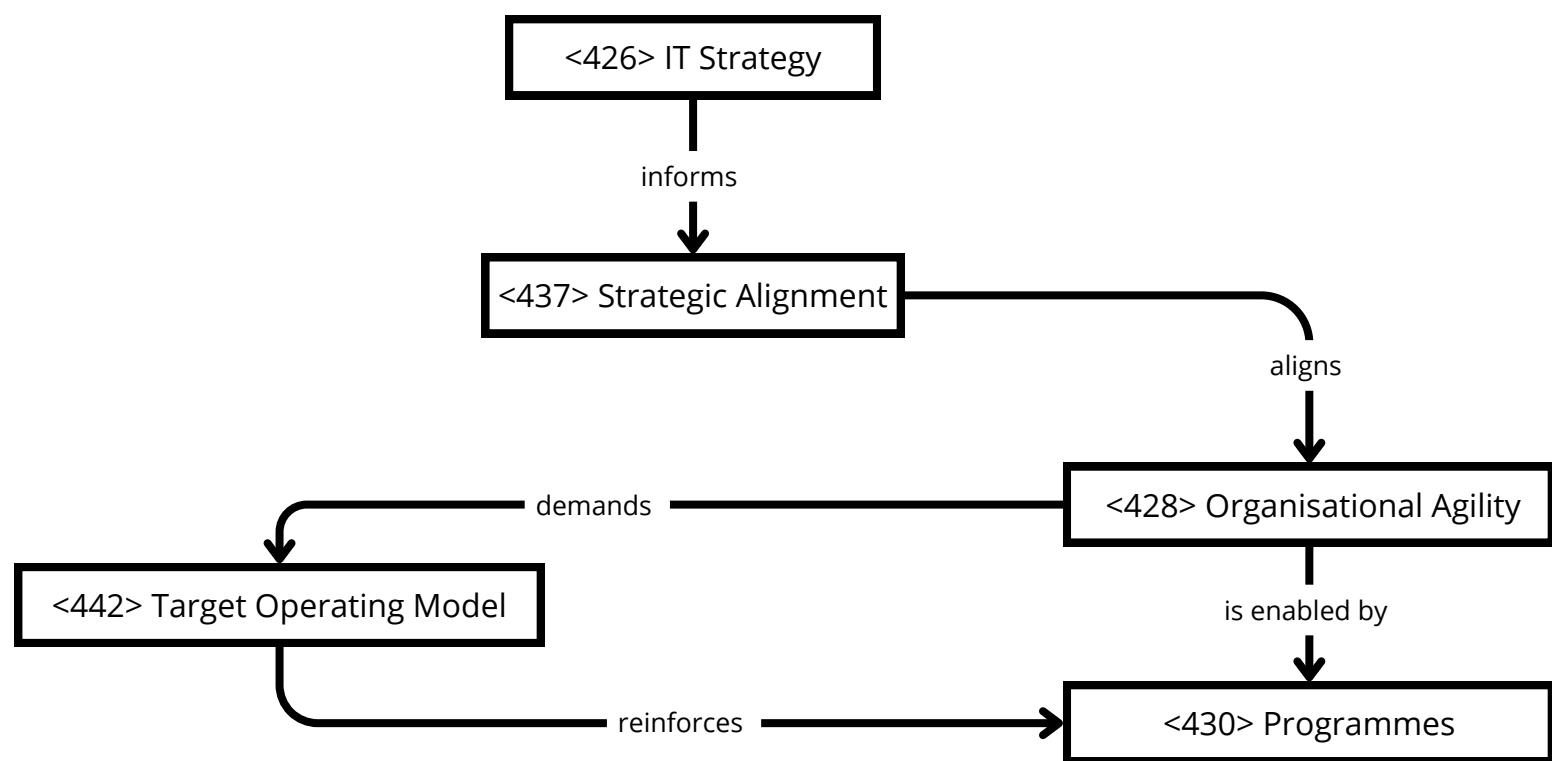


# 106751 Alessandro Campagna

Q1.3.

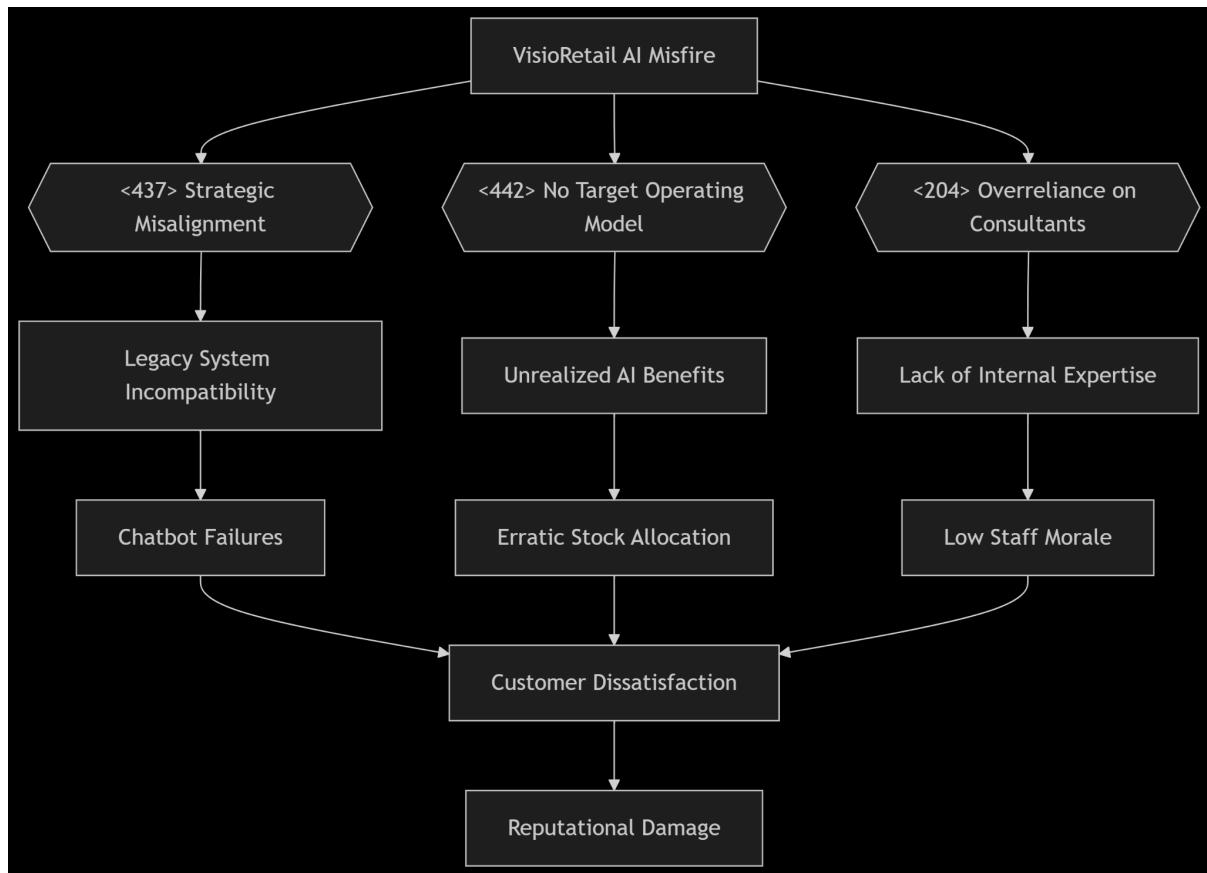


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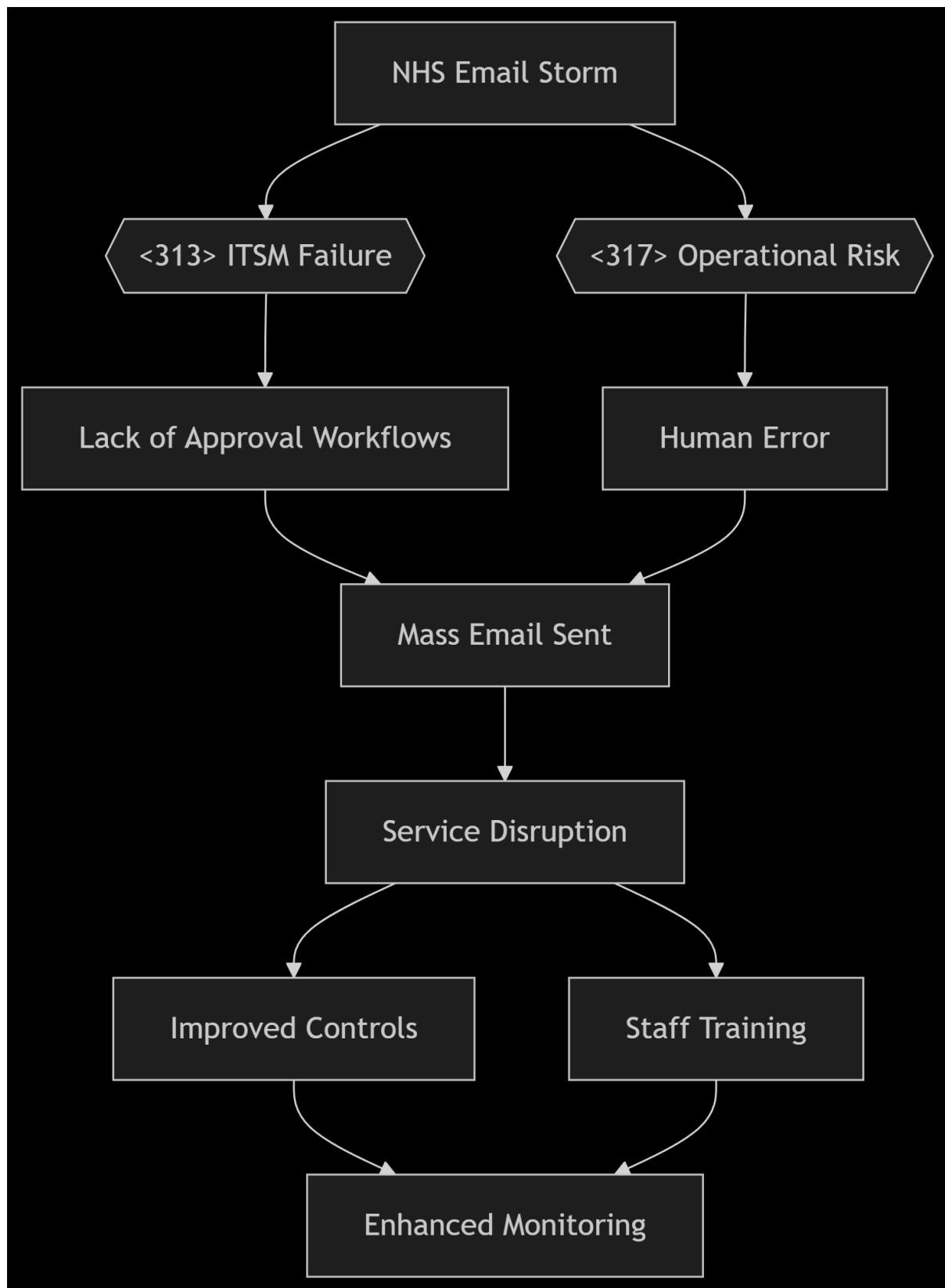


# chonghe cui ist1108077

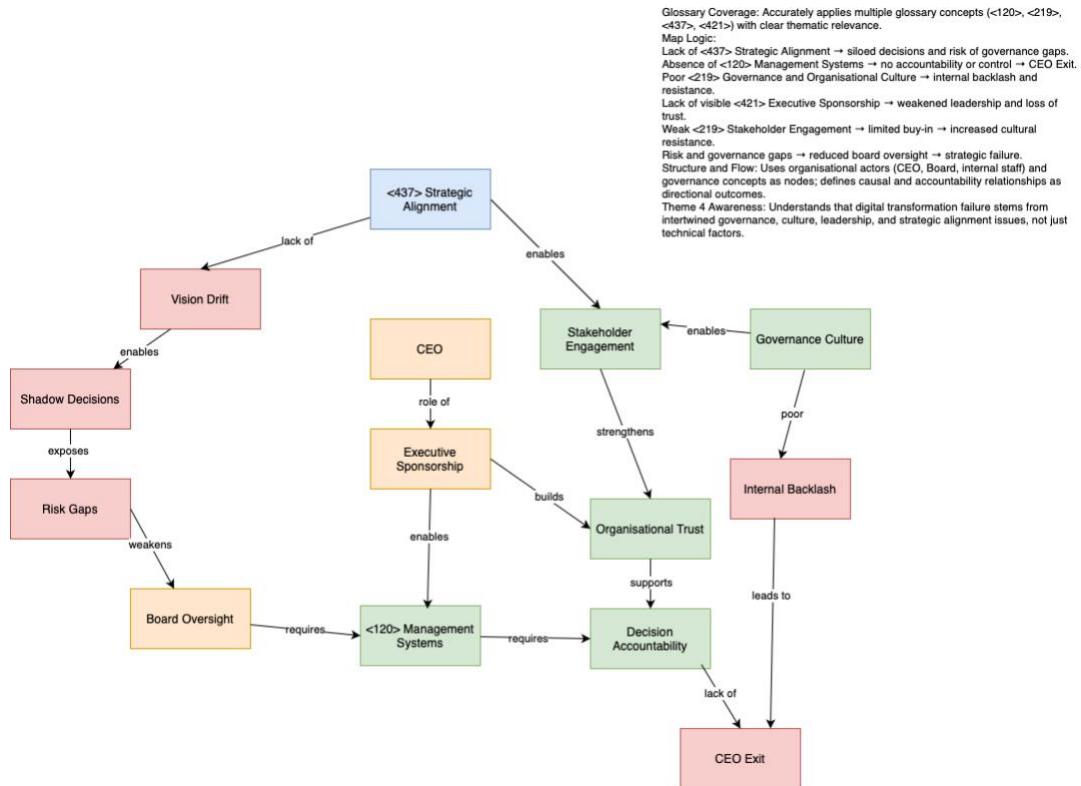
the concept map for Q1.3



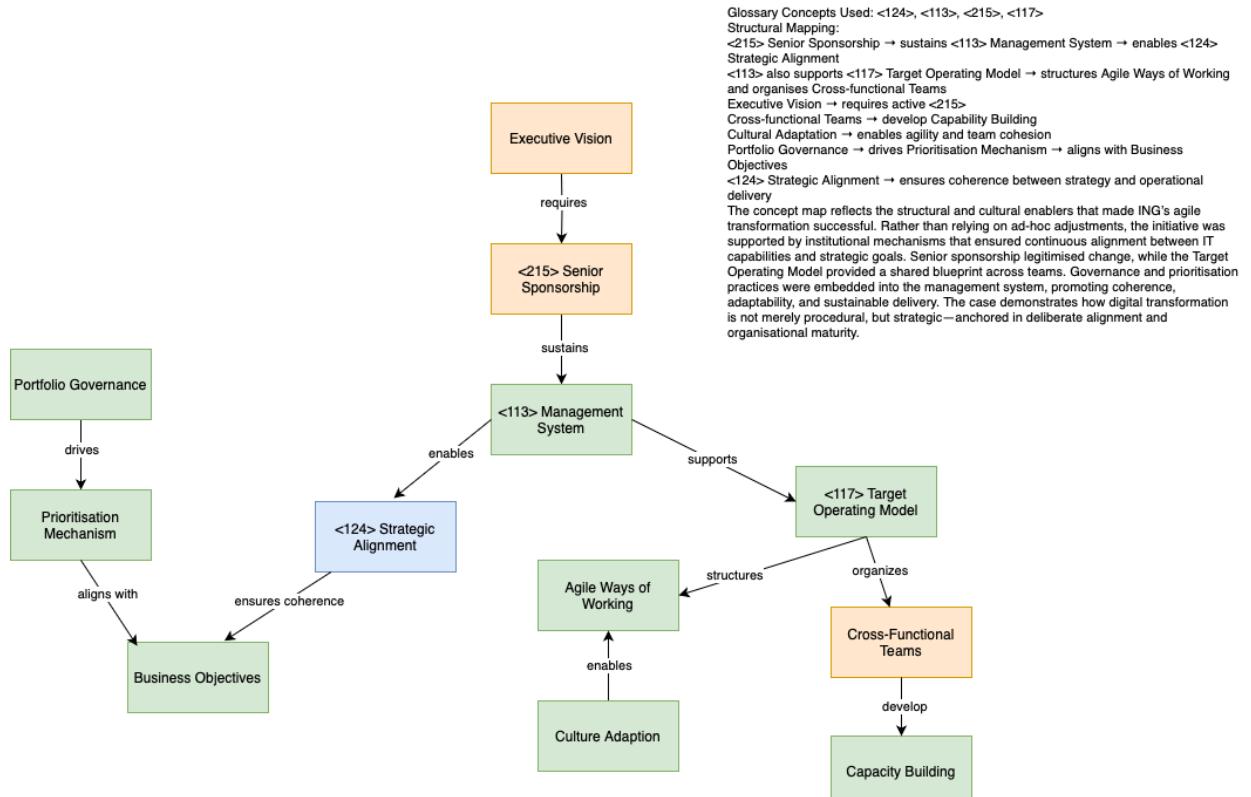
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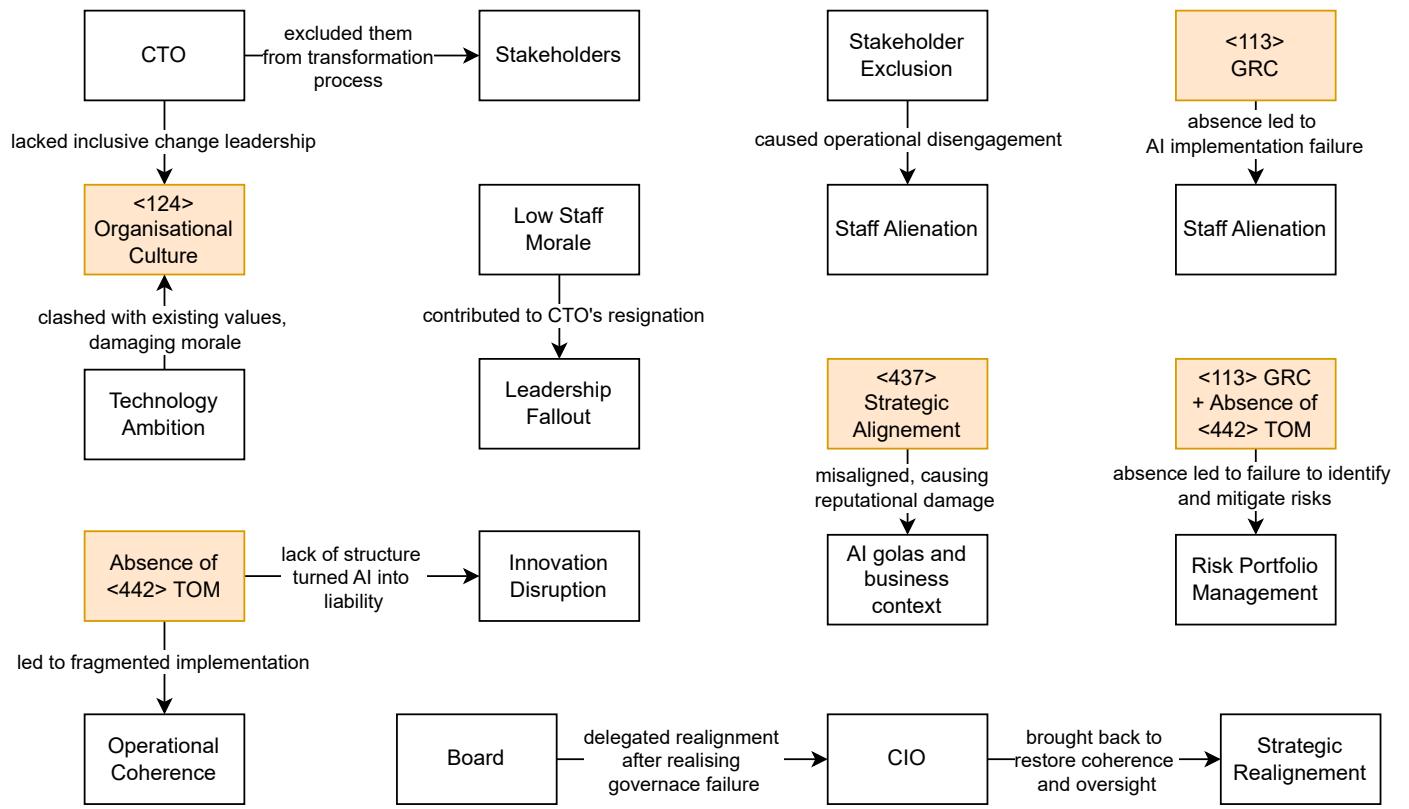
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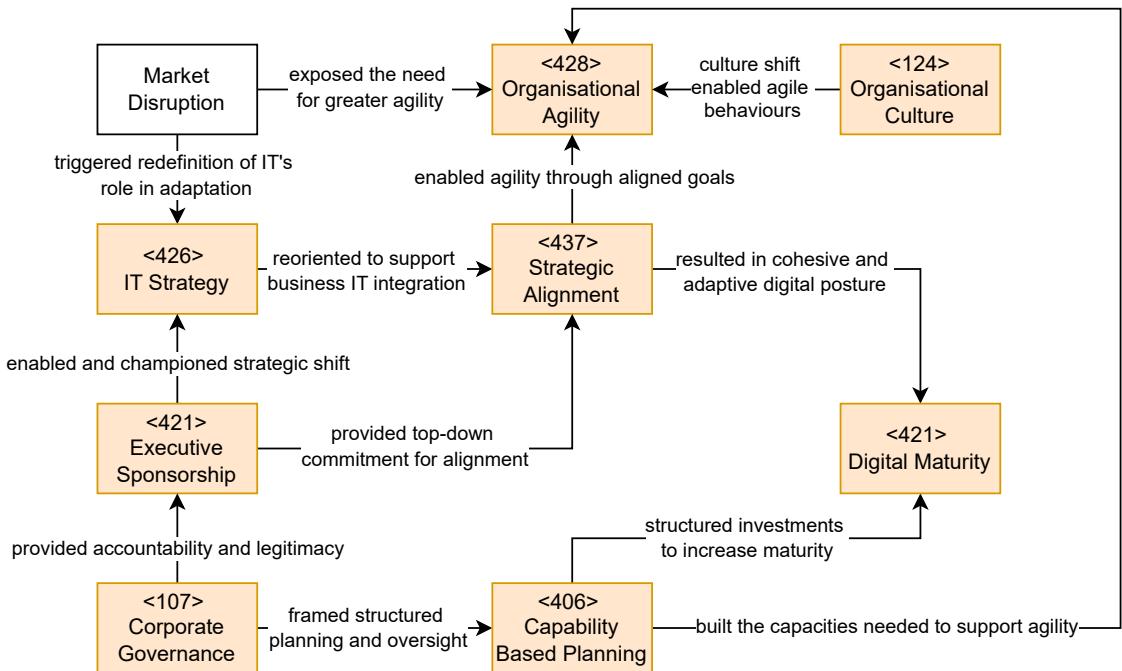
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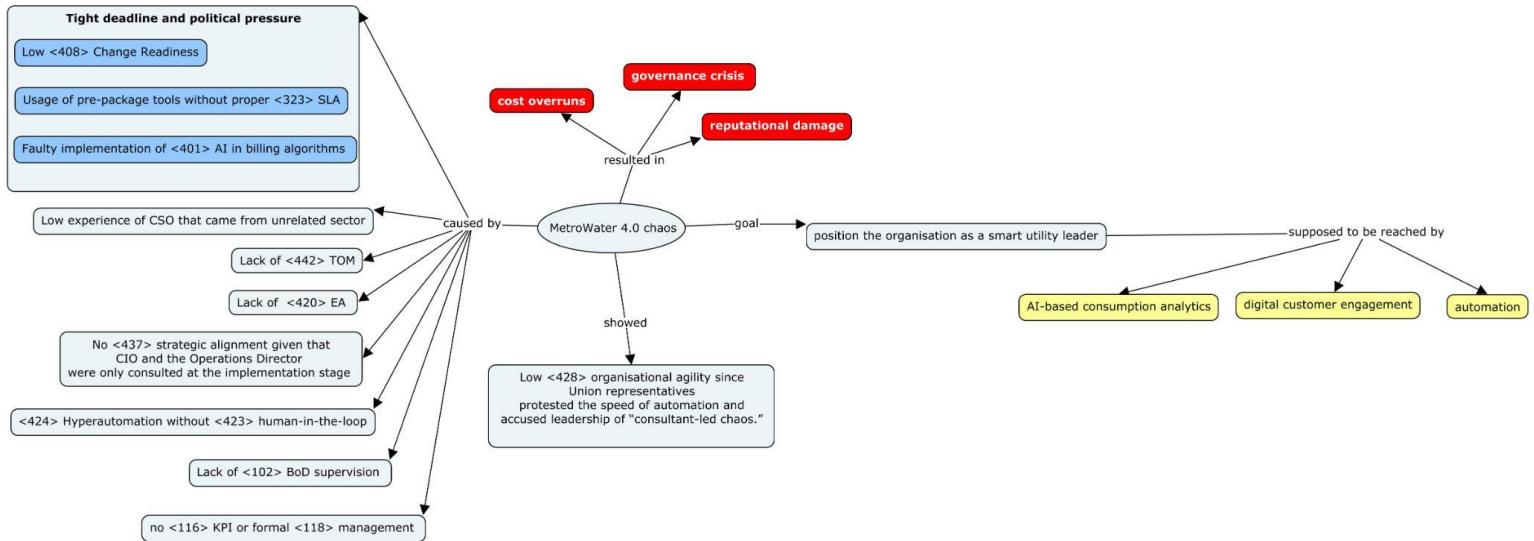
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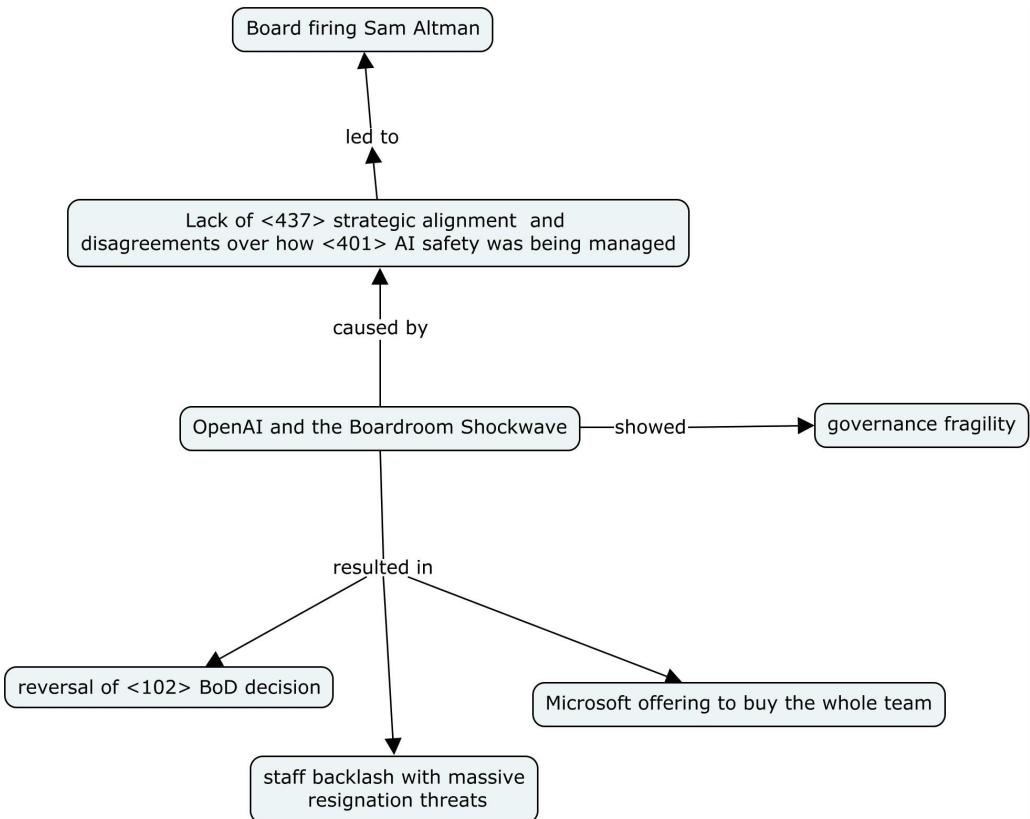
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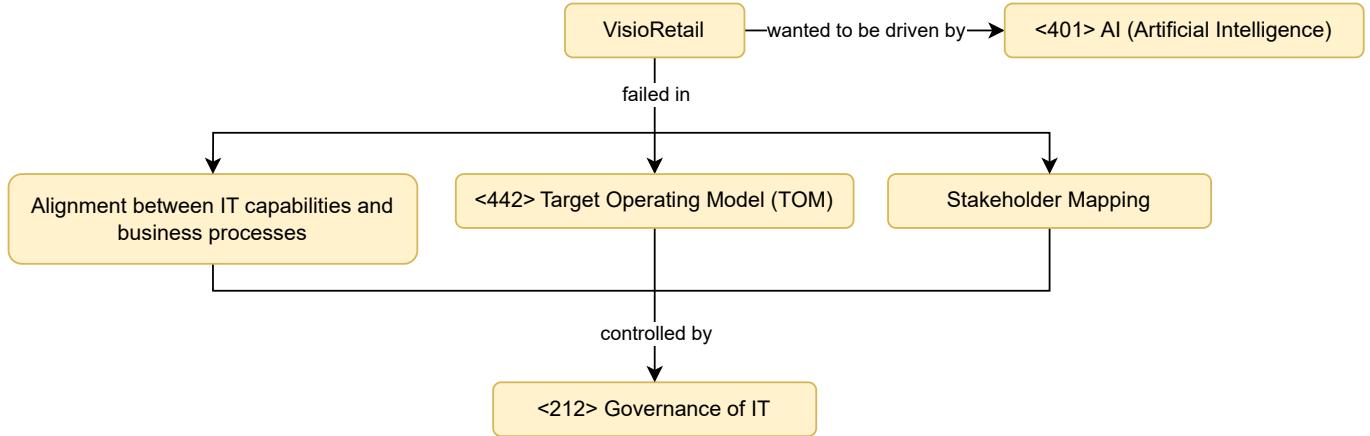
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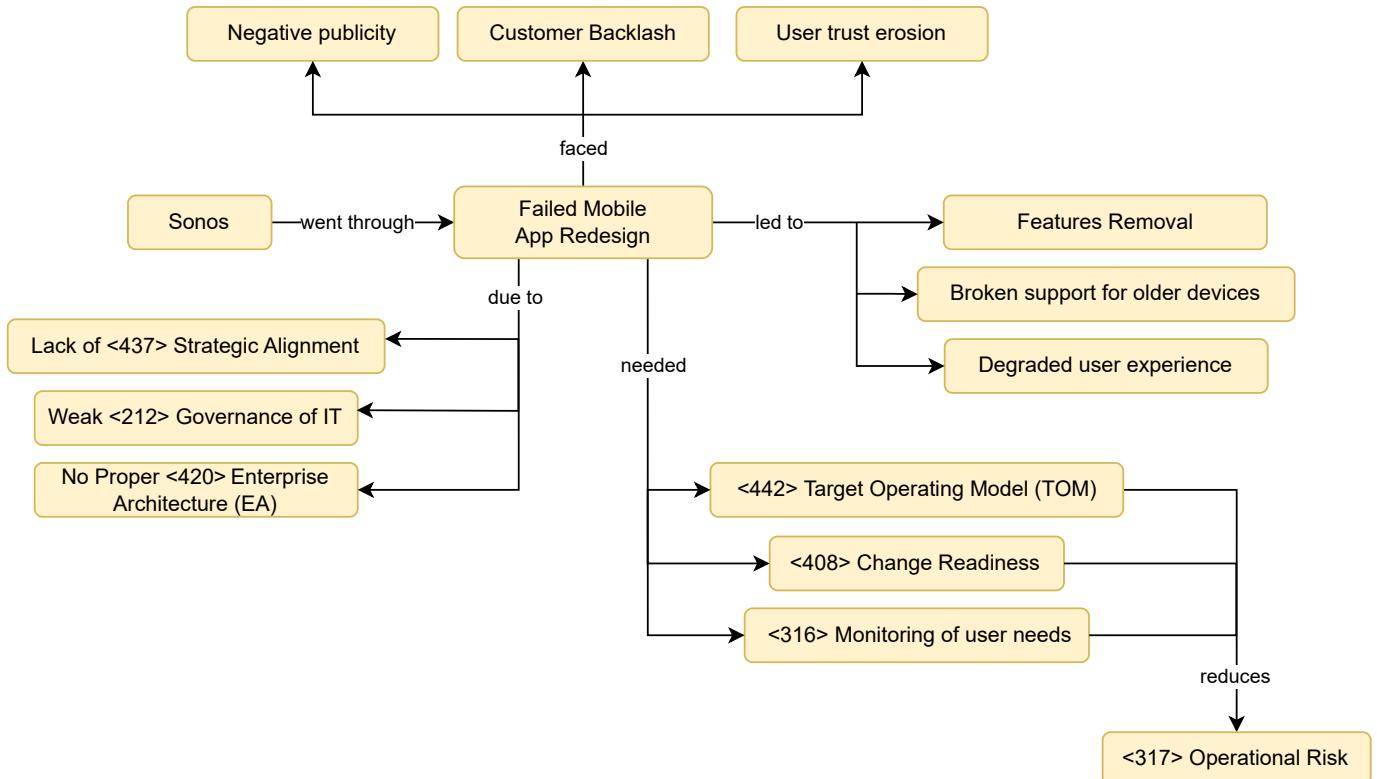
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Q1.3.

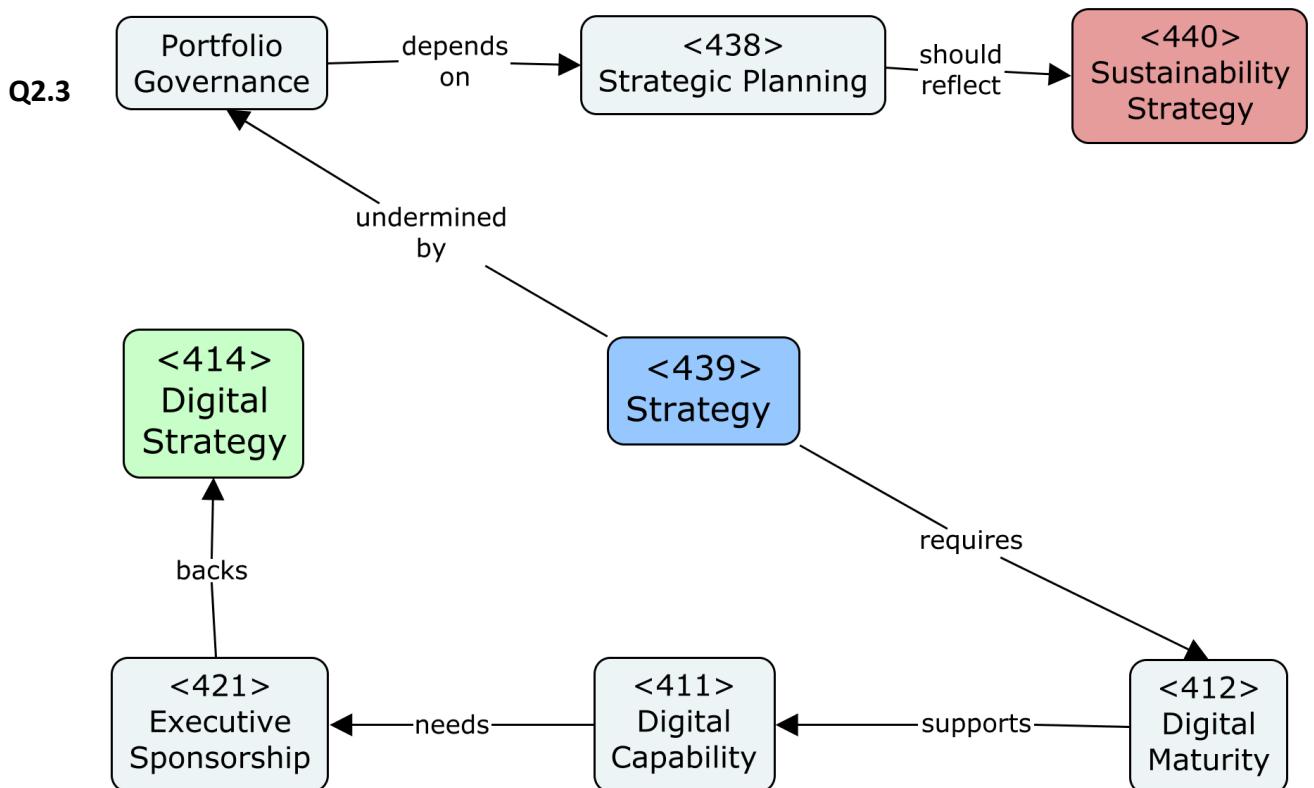
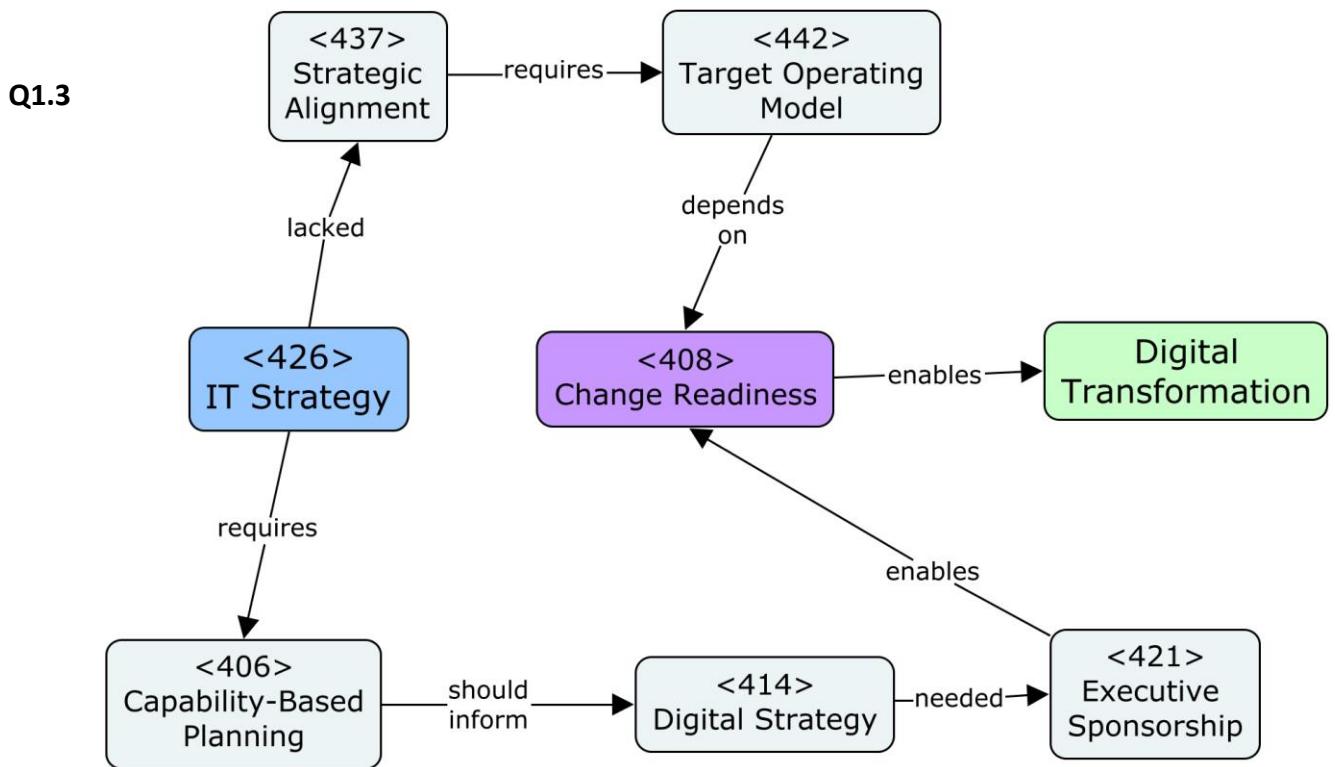


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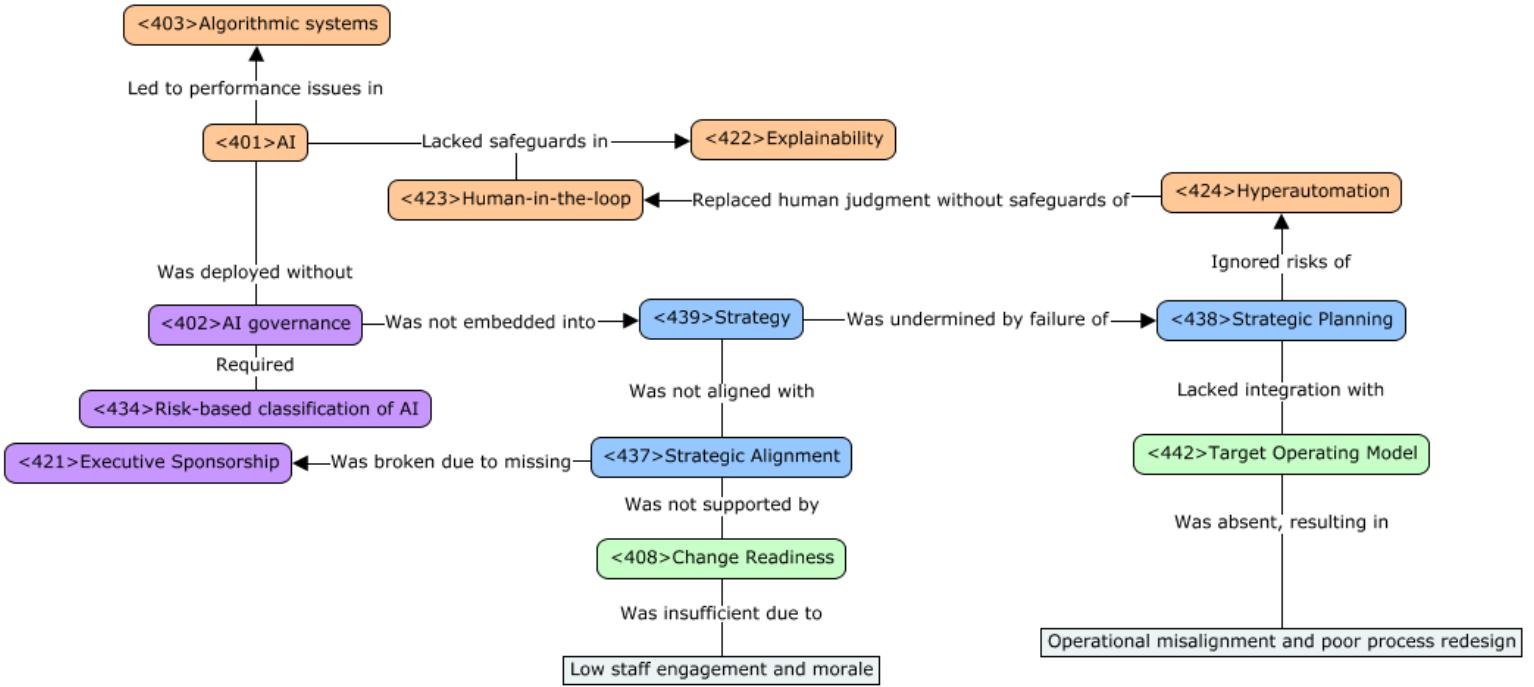


Miguel Raposo

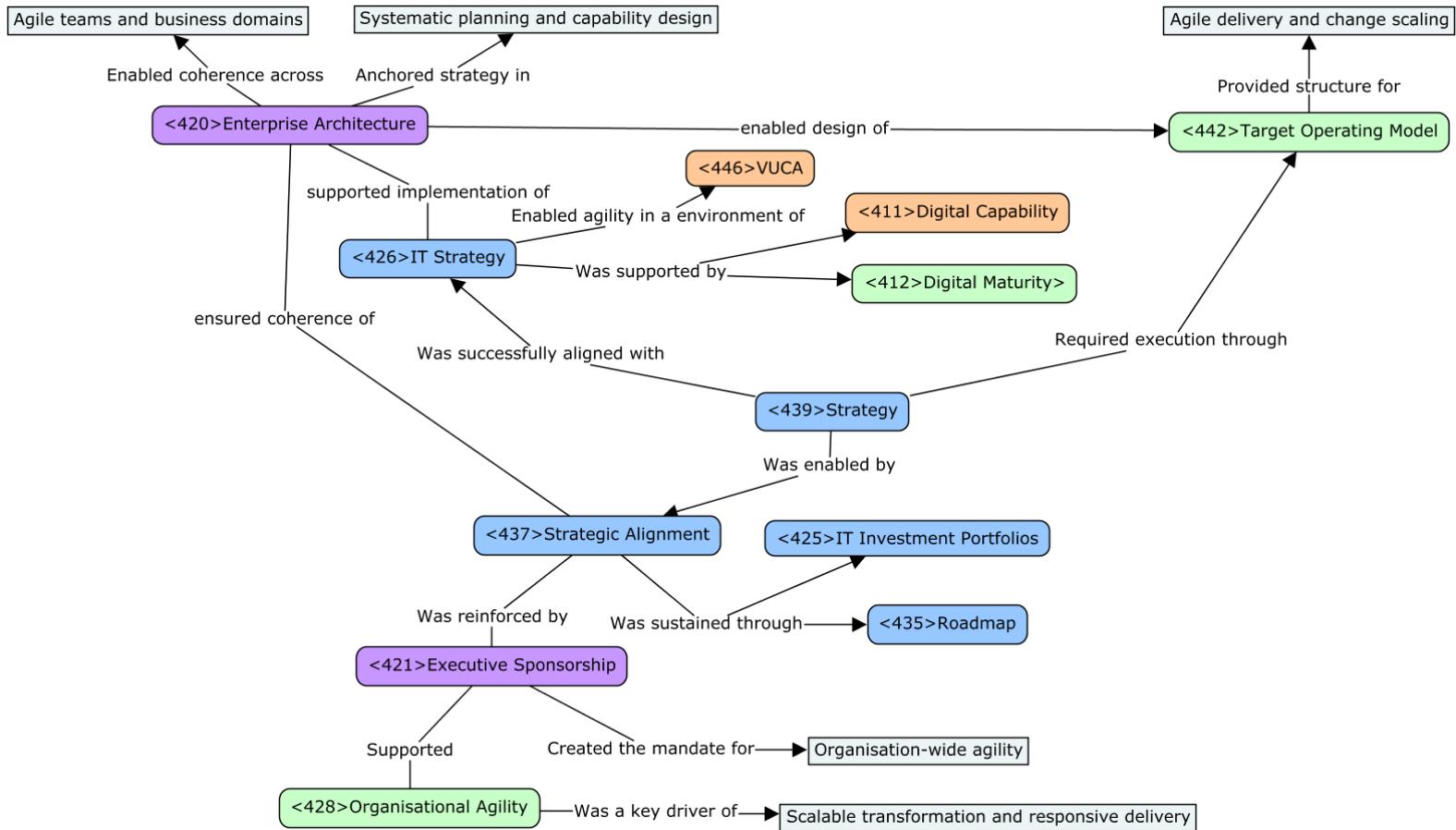
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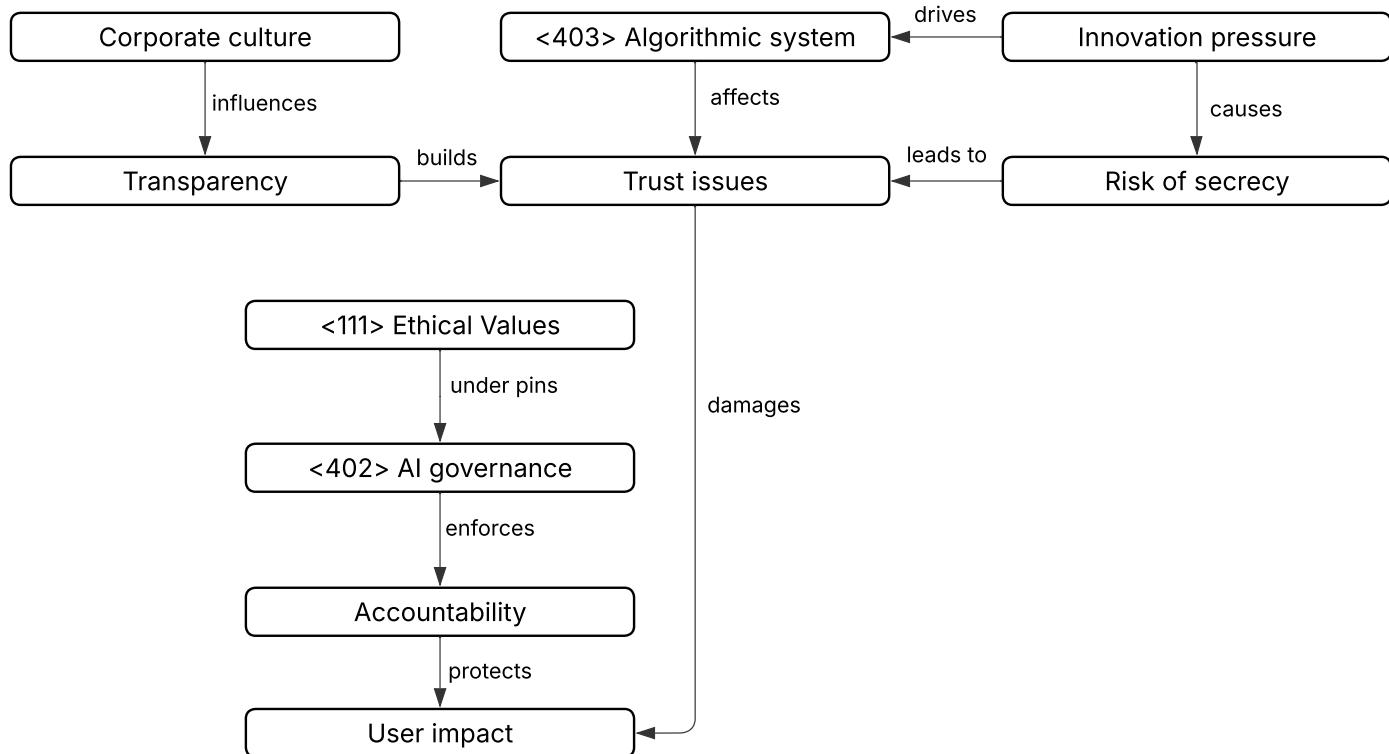


**Q1.3**

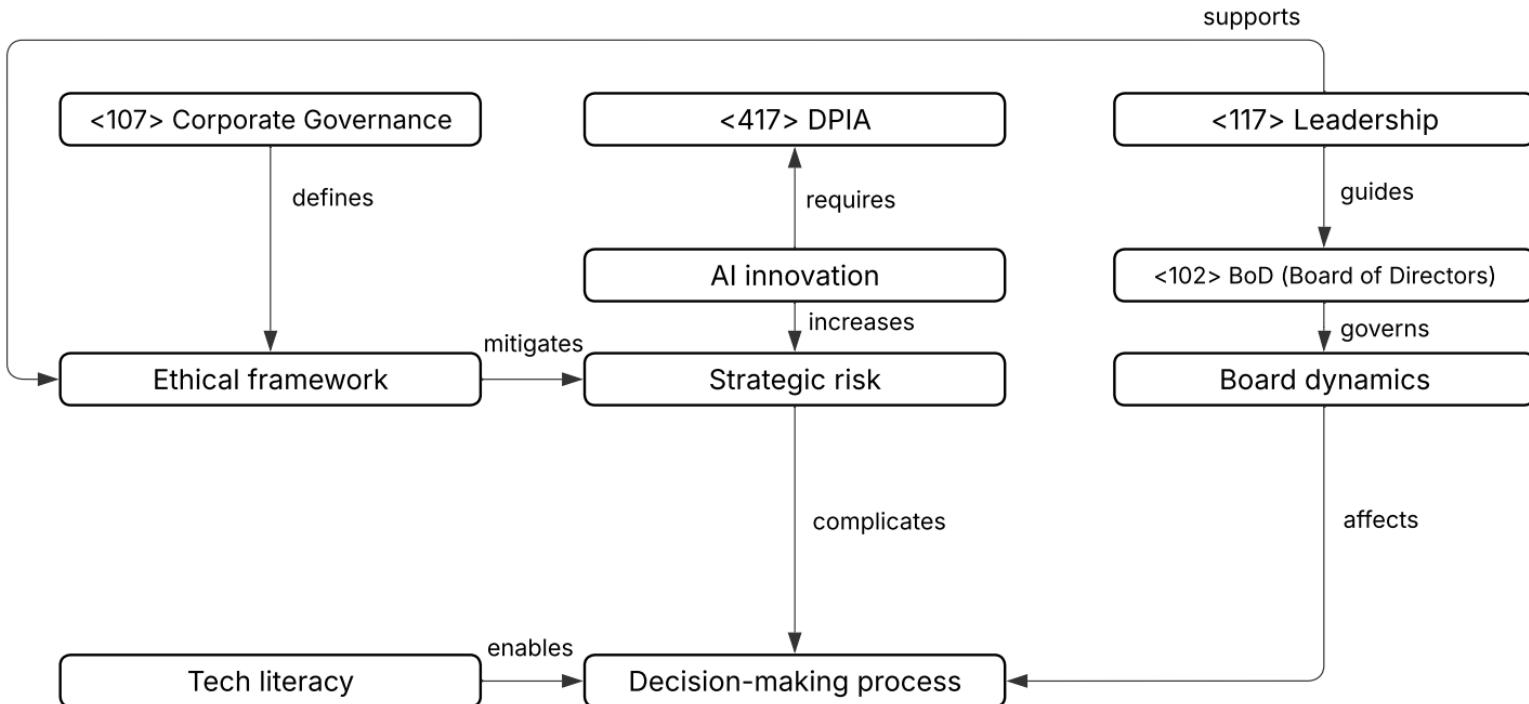


**Q2.3**

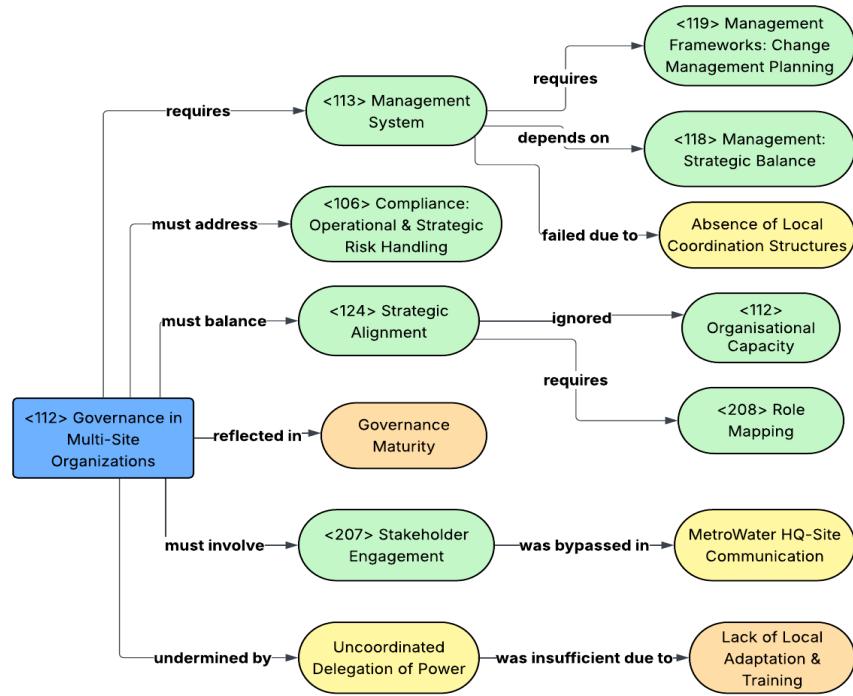




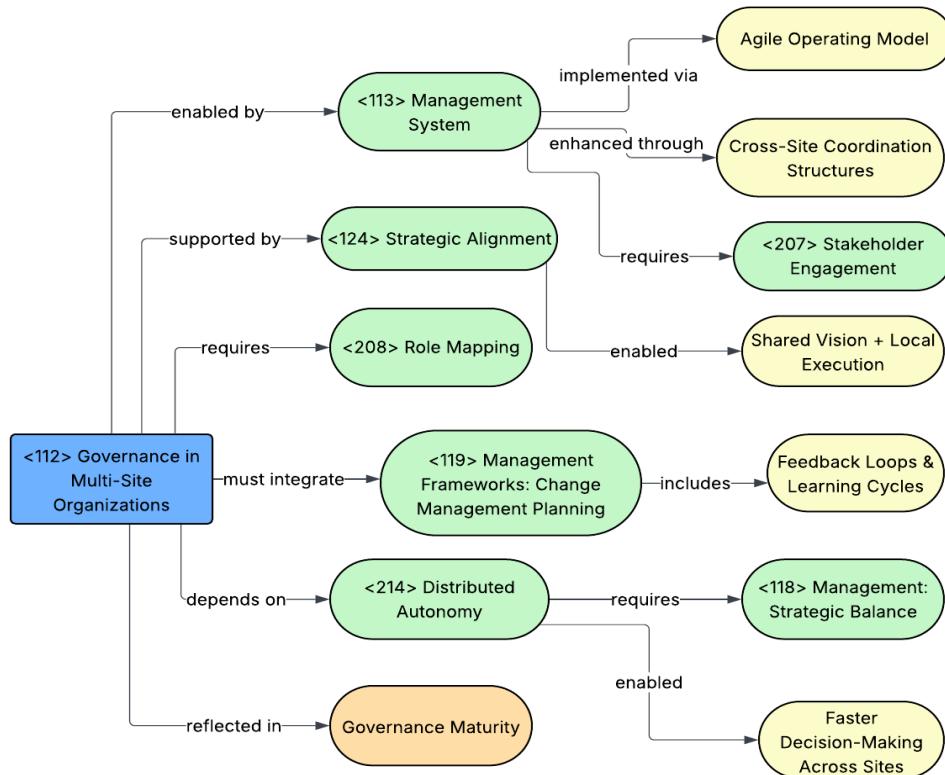
## Case Analysis: OpenAI and the Boardroom Shockwave



### Q1.3 – CMap: MetroWater Leap Too Far



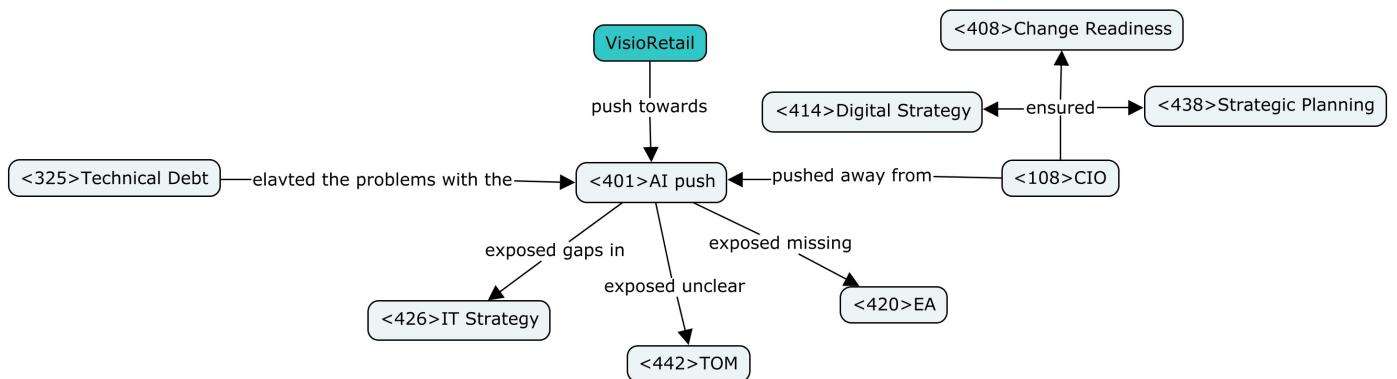
### Q2.3 – CMap: ING and the Agile Transformation



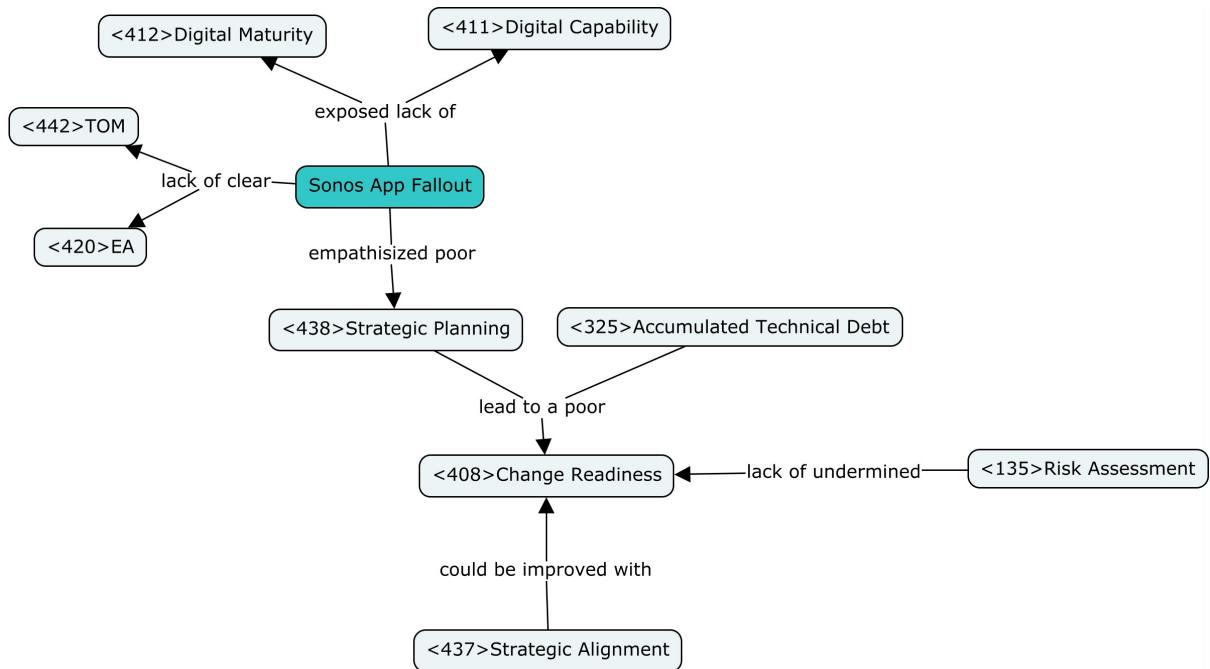
## Concept Maps Q1.3 and Q2.3

Dragomir Levitchi - 112252

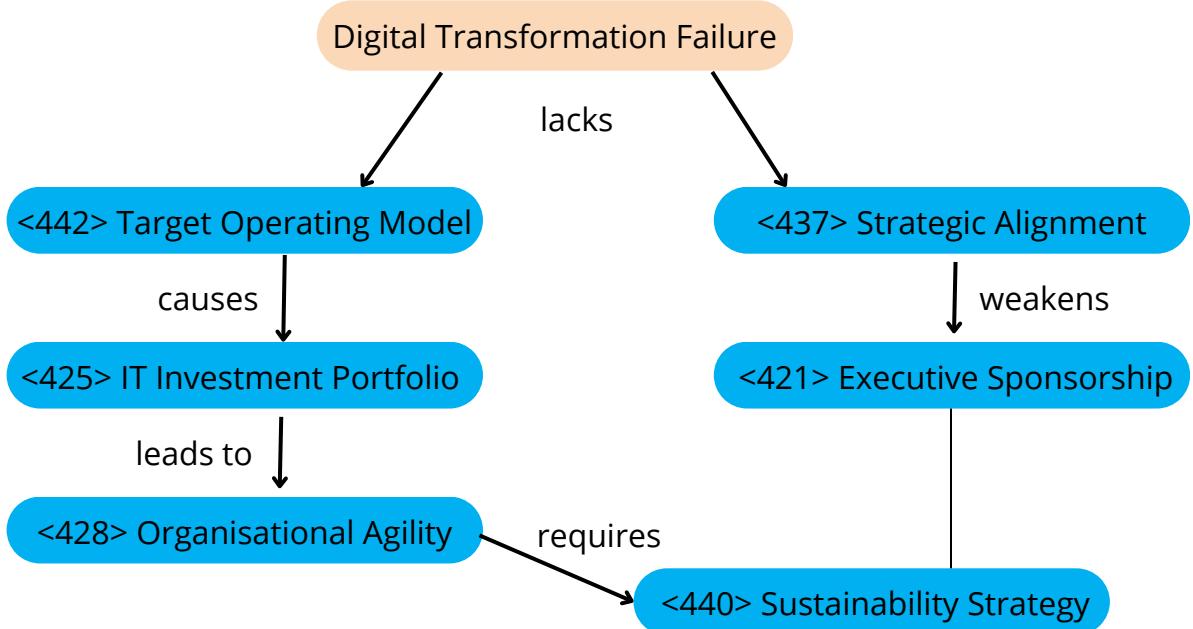
### – Concept Map Q1.3



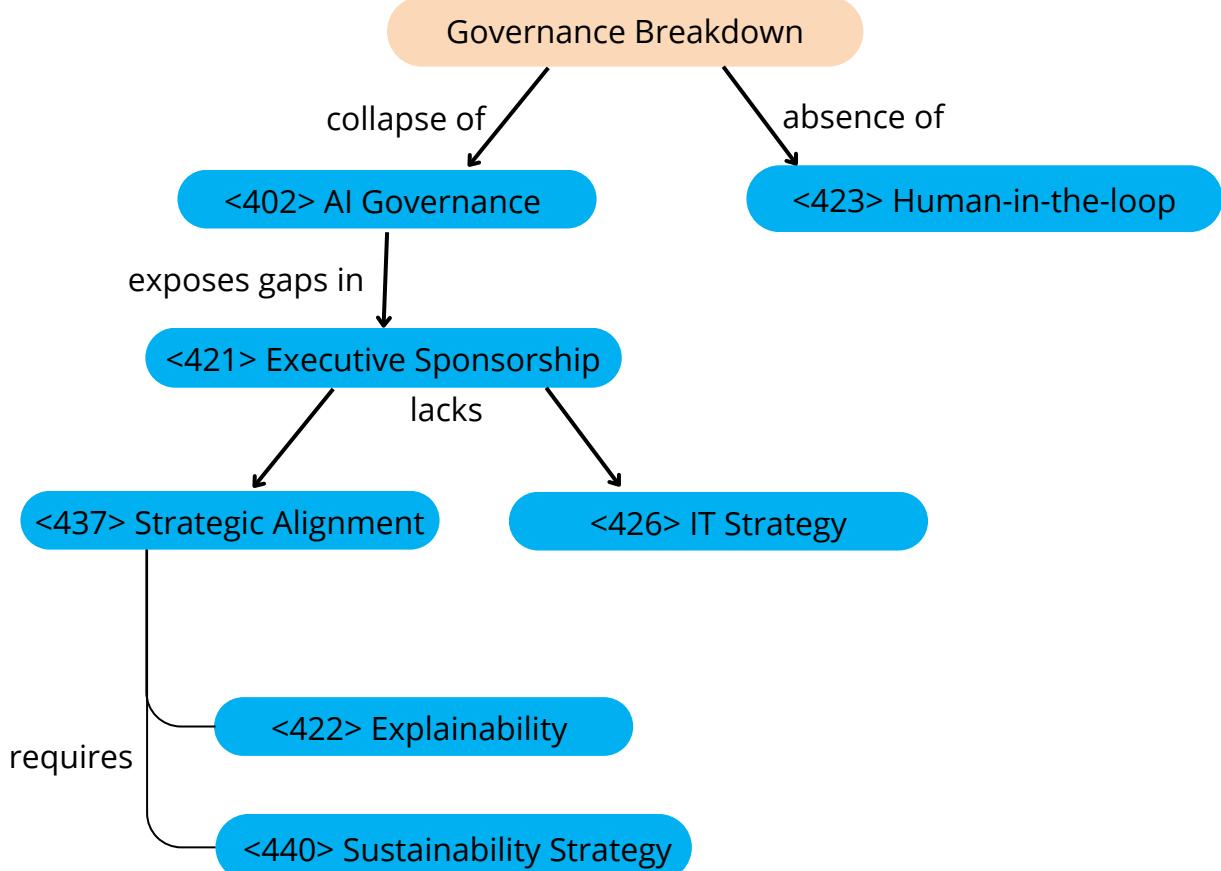
### – Concept Map Q.2.3



Q1.3

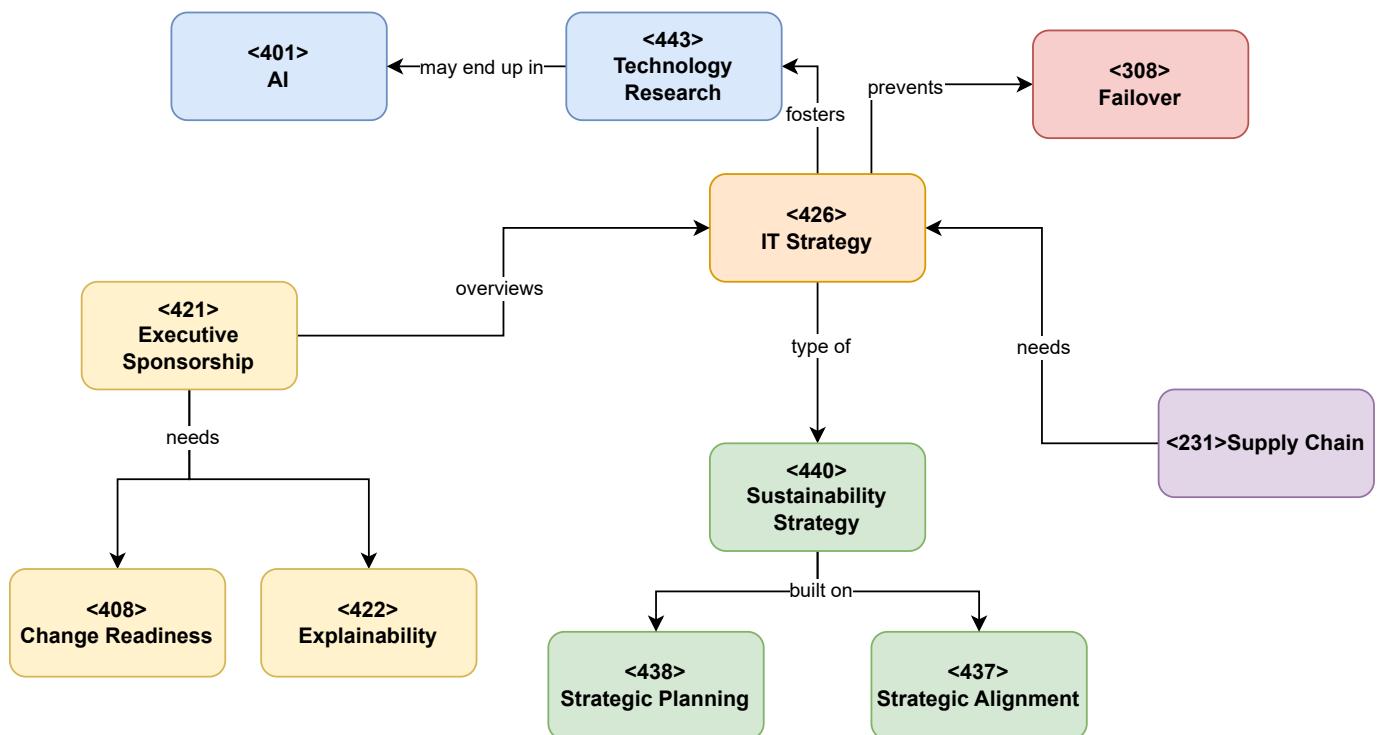


Q2.3

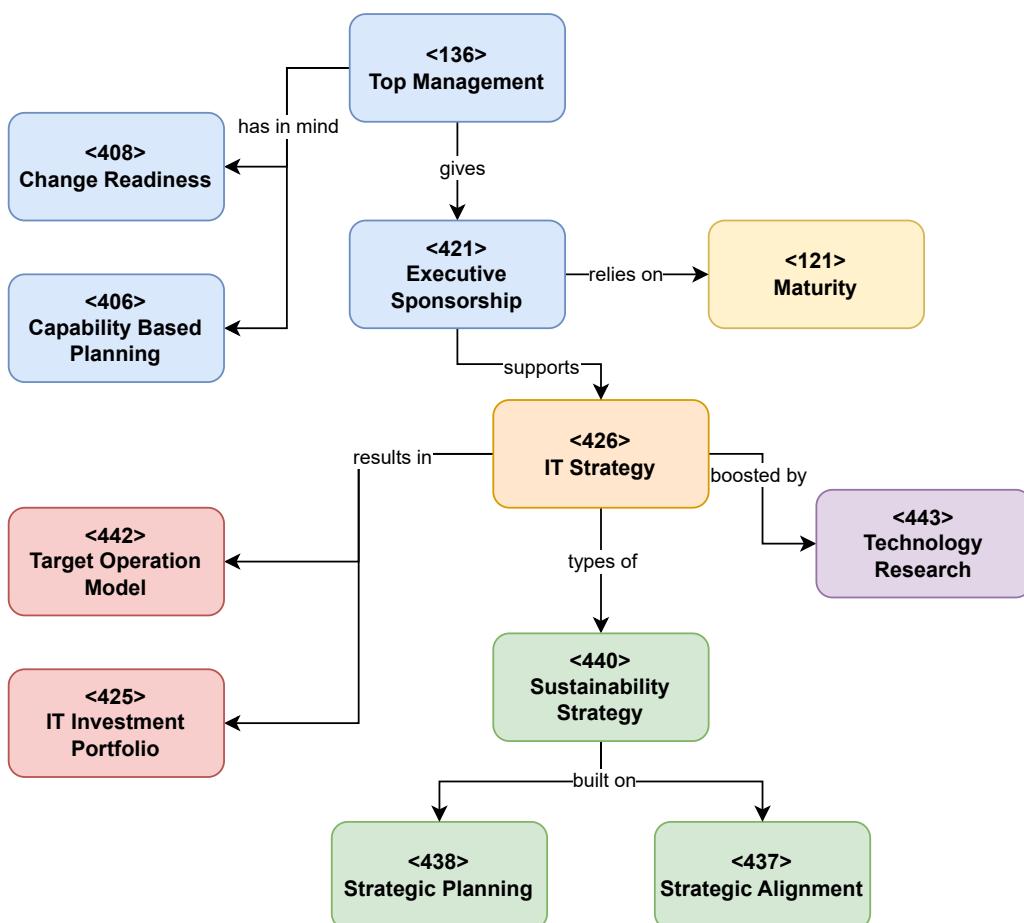


nome: Daniela Camarinha  
número: ist1112265

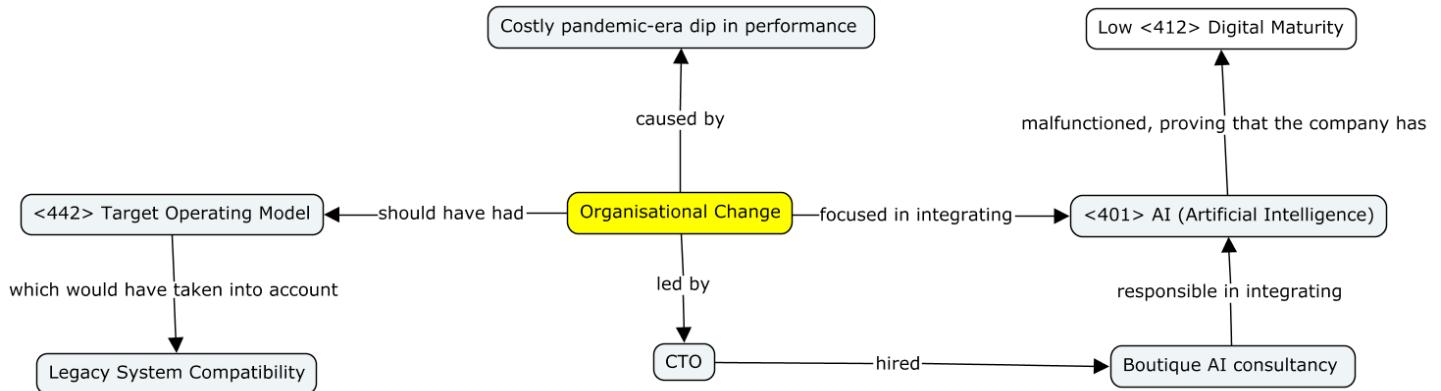
Q1.3



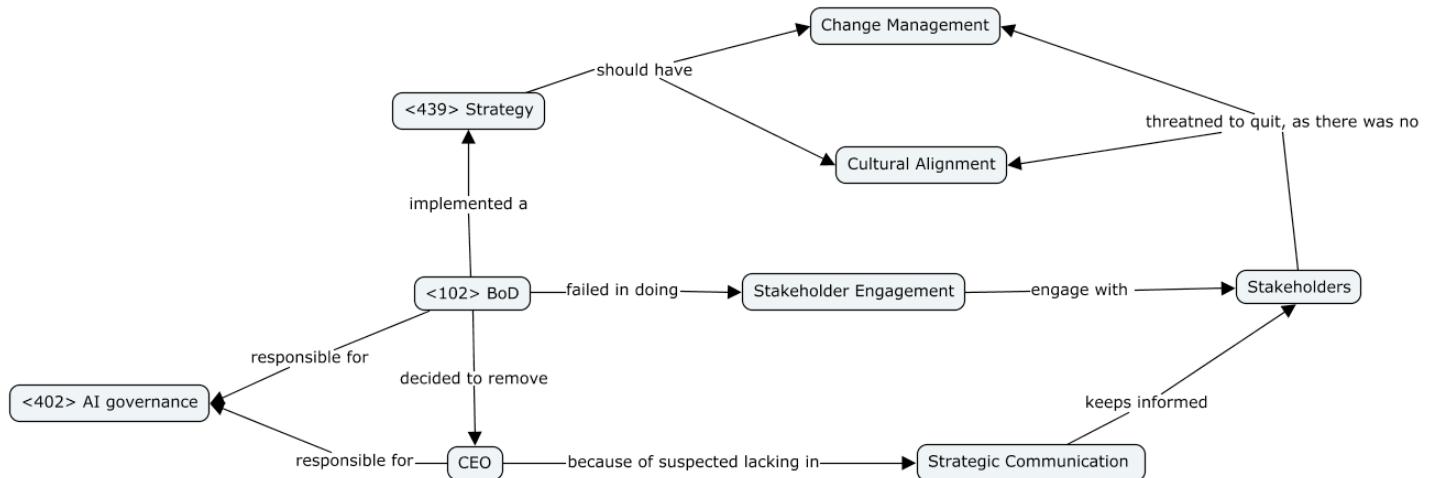
Q2.3



## Story 2.4: VisioRetail AI Misfire

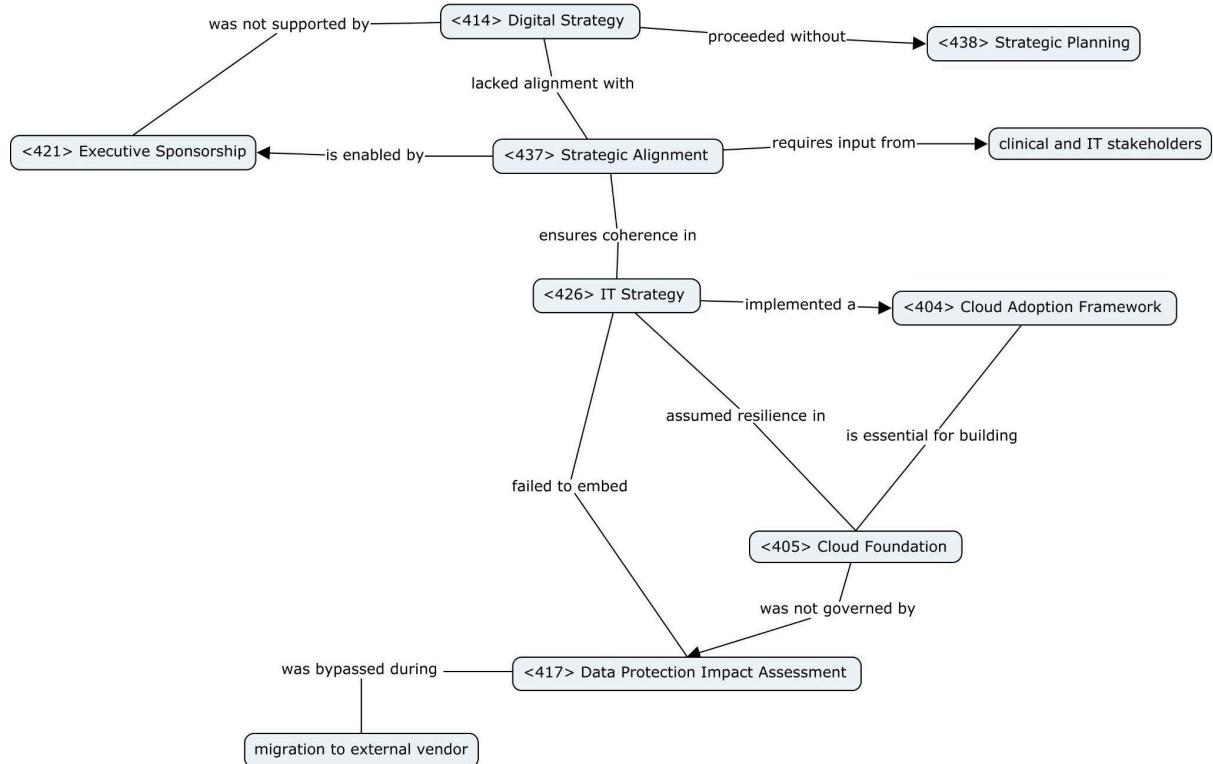


## Case 4: OpenAI and the Boardroom Shockwave

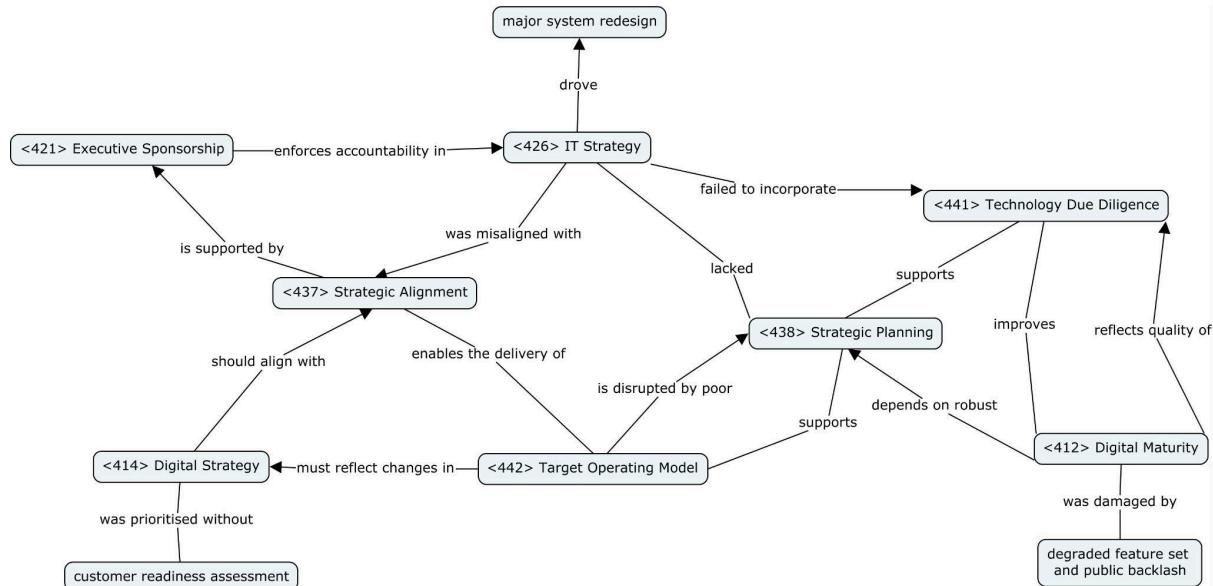


112294, André Gonçalves

**Q. 1.3. (Story 1 - ArcoMed cloud-first)**

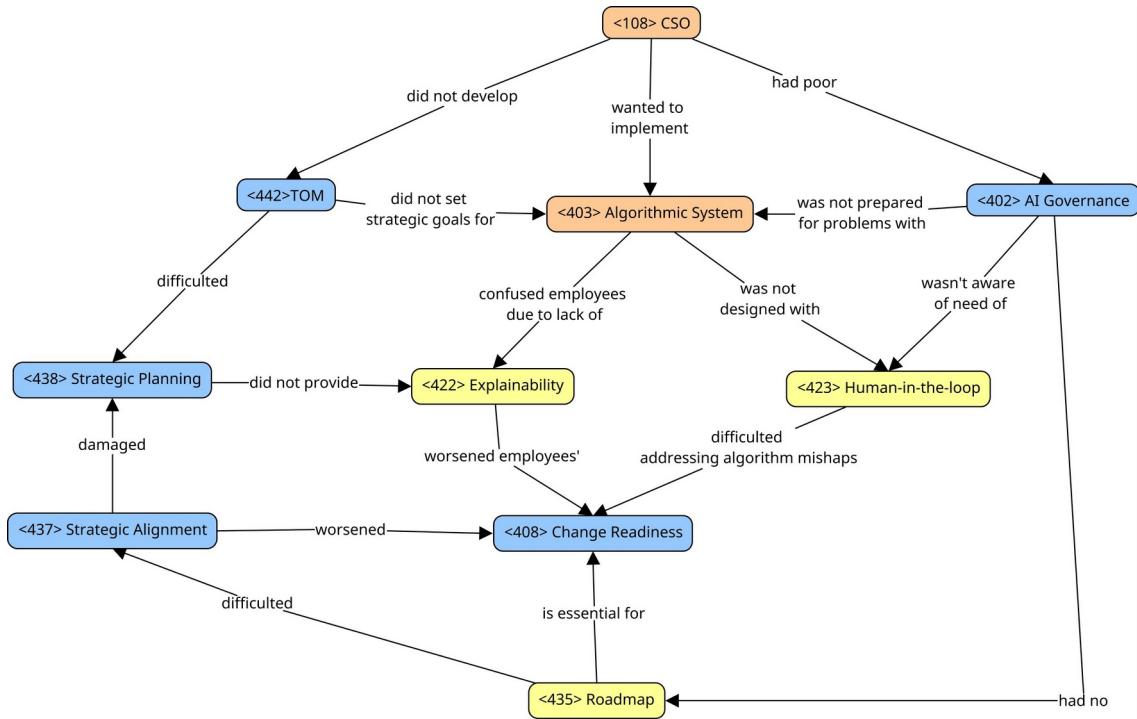


**Q. 2.3. (Case 9 - Sonos App Overhaul Fallout)**

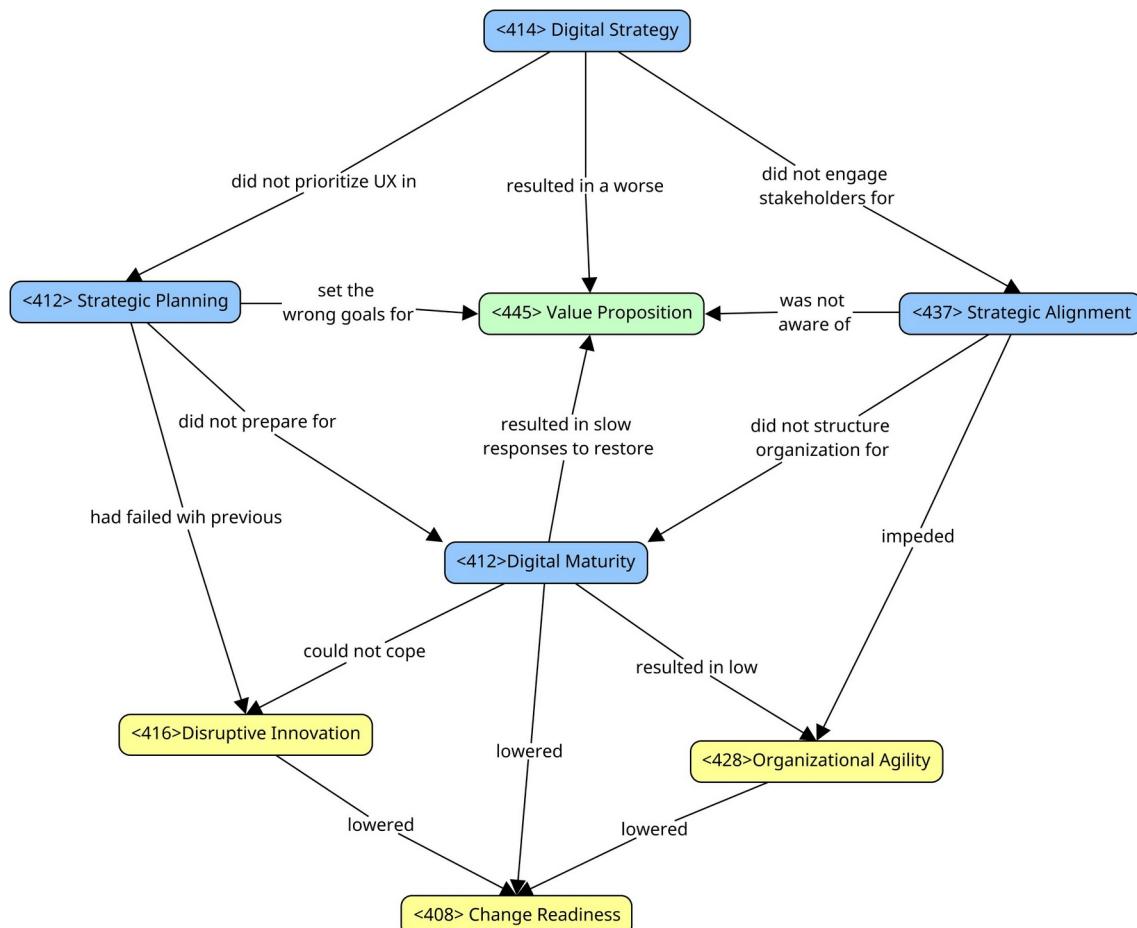


Sérgio André da Terra Esteves 112305

### Story: MetroWater Leap Too Far

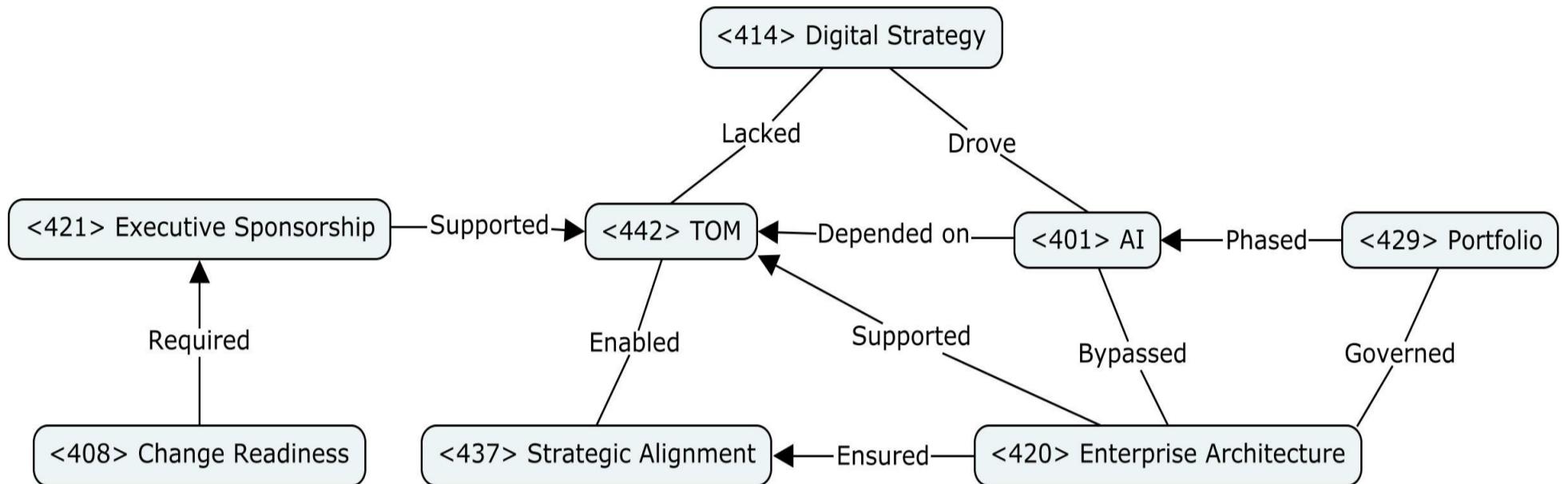


### Case: <9> Sonos App Overhaul Fallout (2024...)

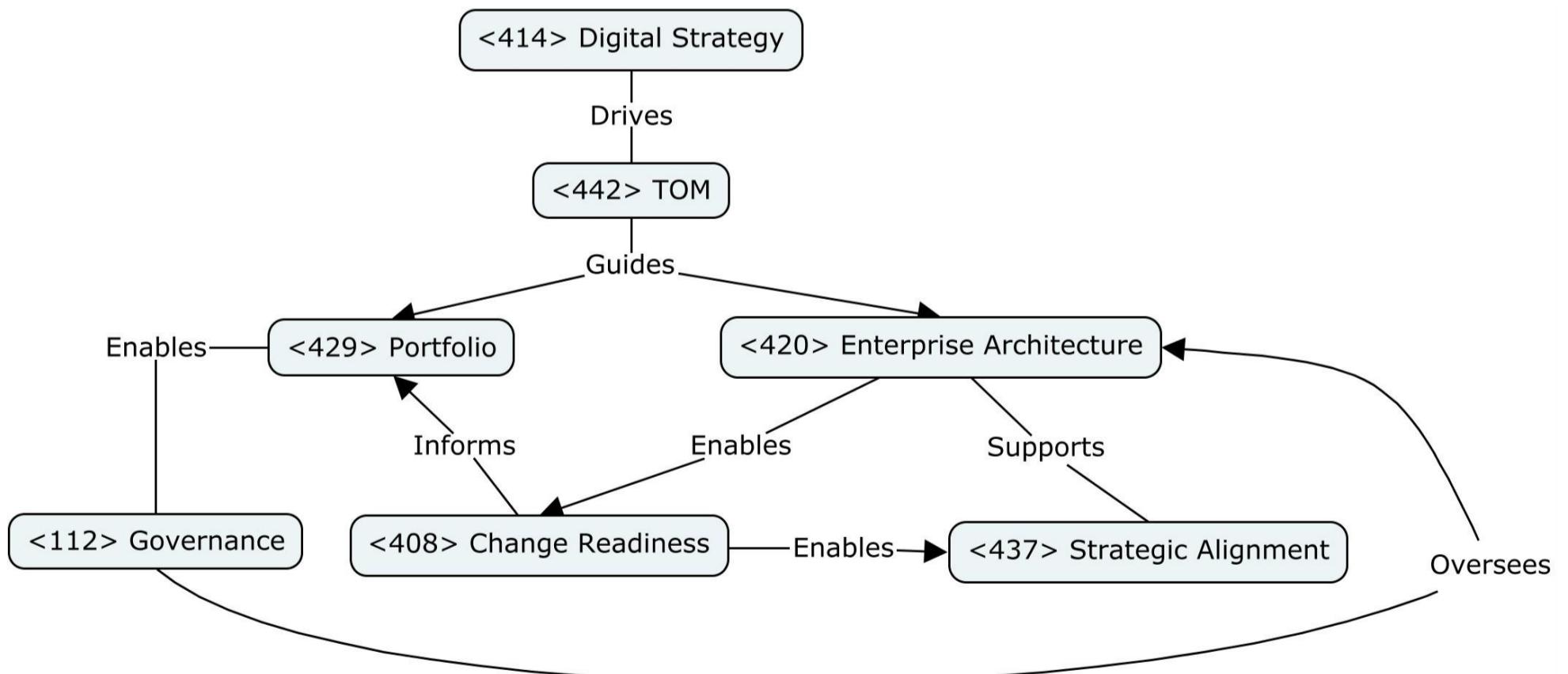


# 112320 – Diogo Carvalho

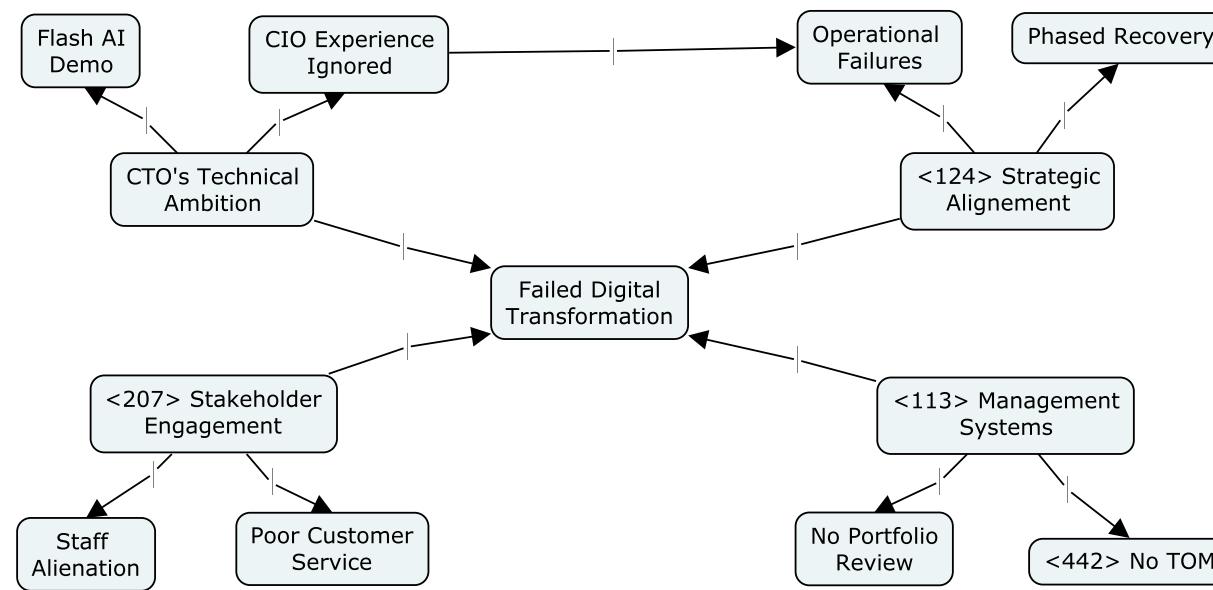
Q1.3



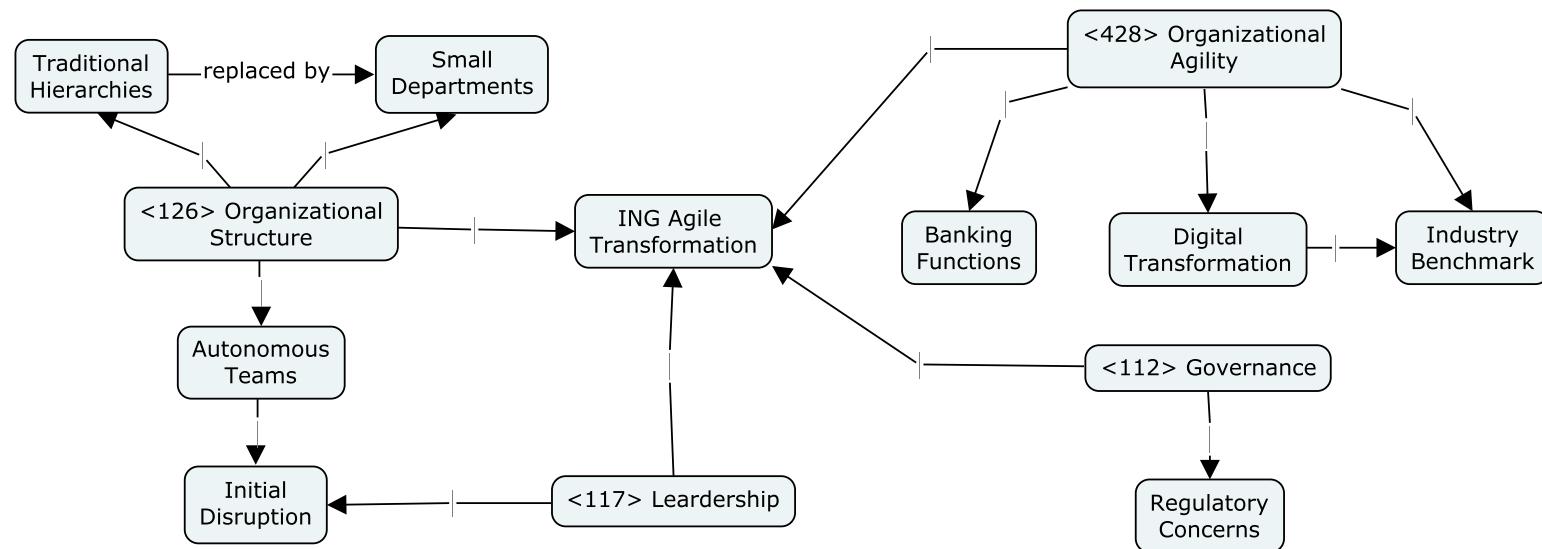
Q2.3



## Concept Map for Q1.3 - VisioRetail AI Misfire Story Analysis

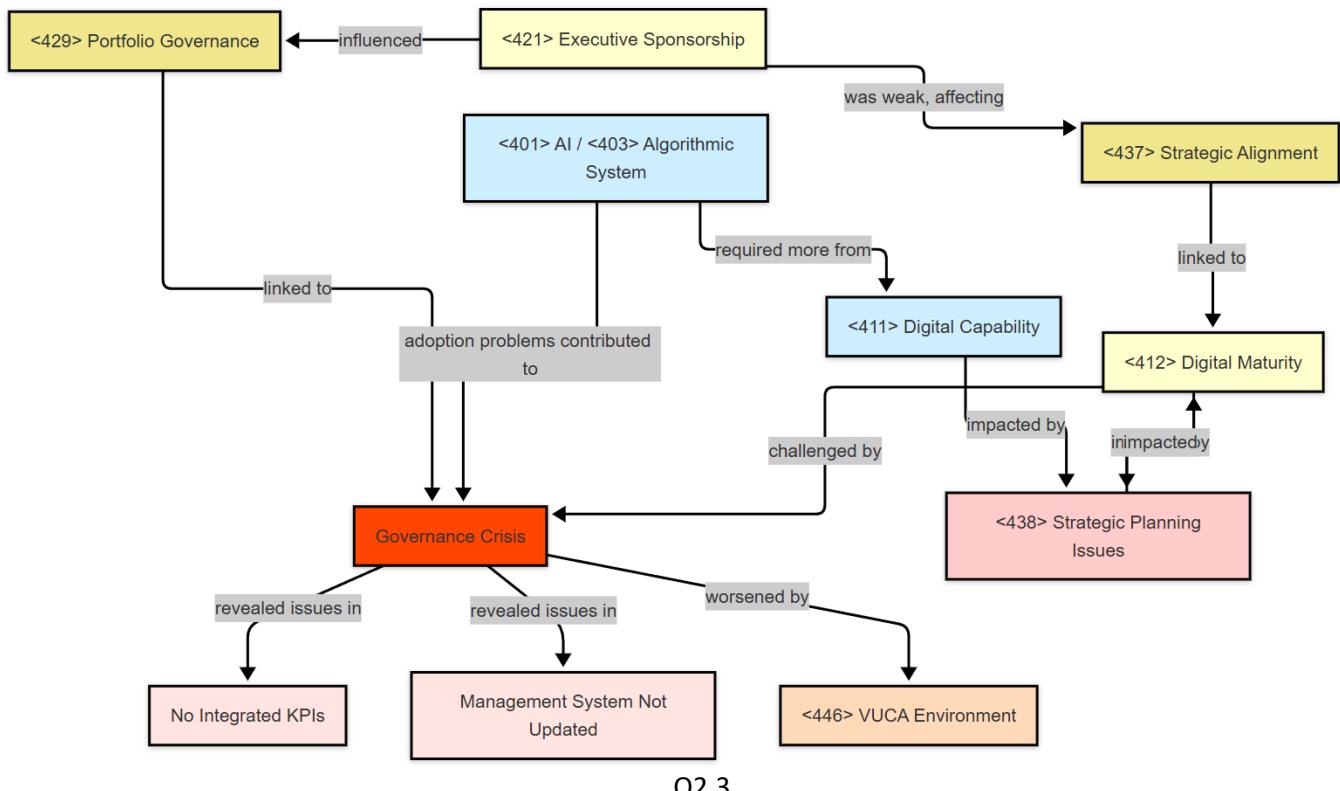


## Concept Map for Q2.3 - ING Agile Transformation Case Analysis

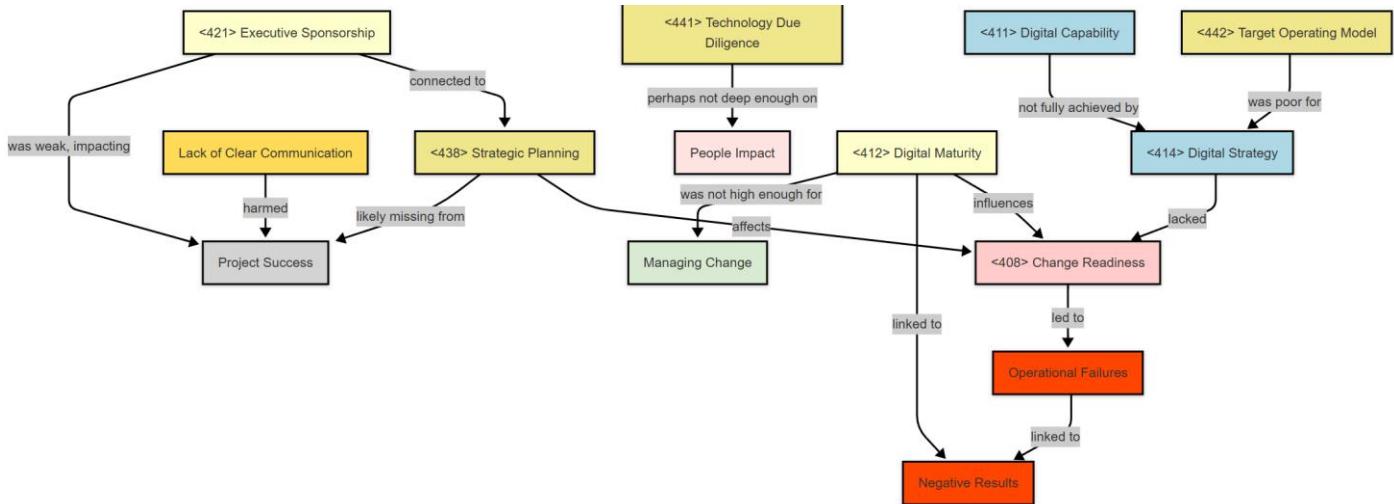


# E4 – Federico Falcone – 112385

Q1.3



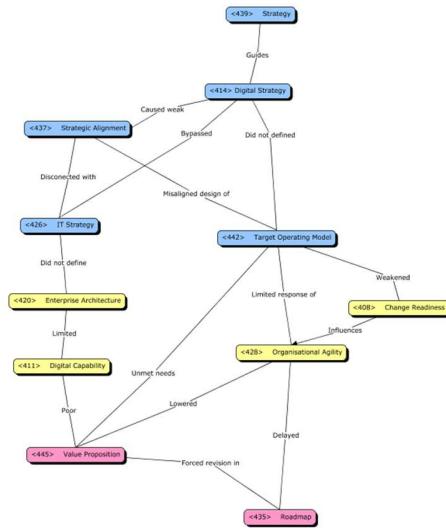
Q2.3



**Ist Number:** 112438 **Name:** Joana Matias

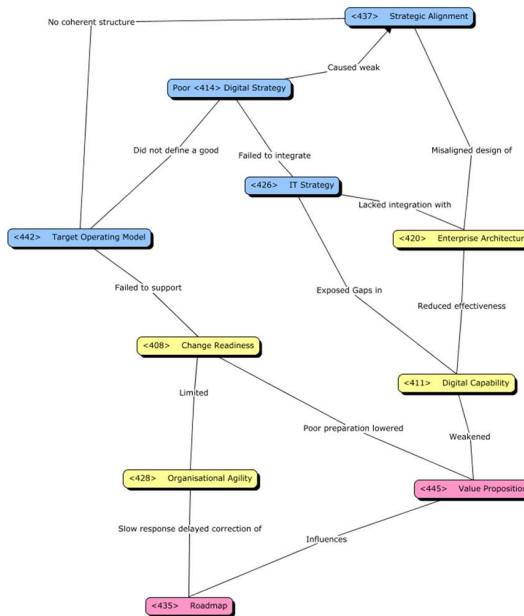
### Q1.3

**Story:** 4. VisioRetail AI Misfire



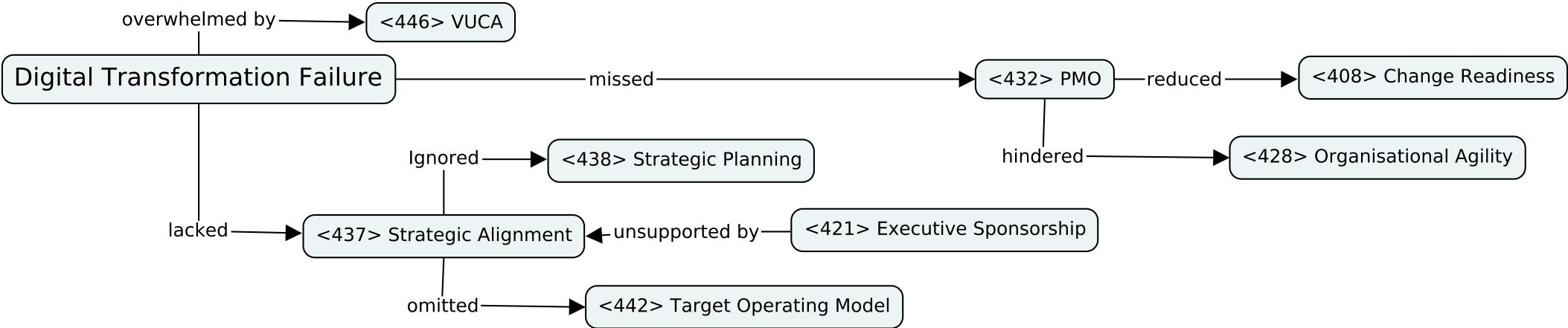
### Q2.3

**Case:** 9. Sonos App Overhaul Fallout

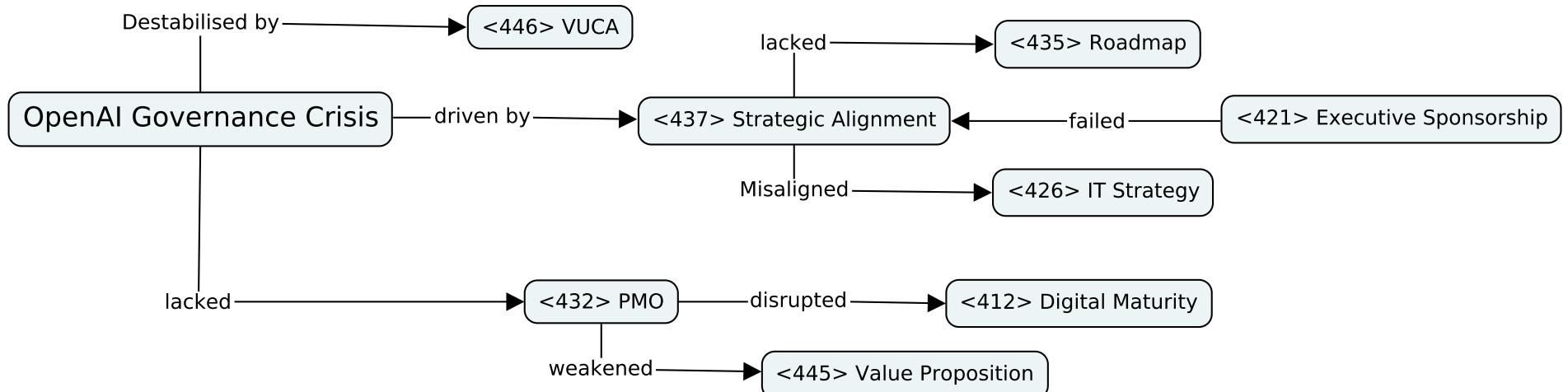


112463  
David Lima Gomes

### Q1.3

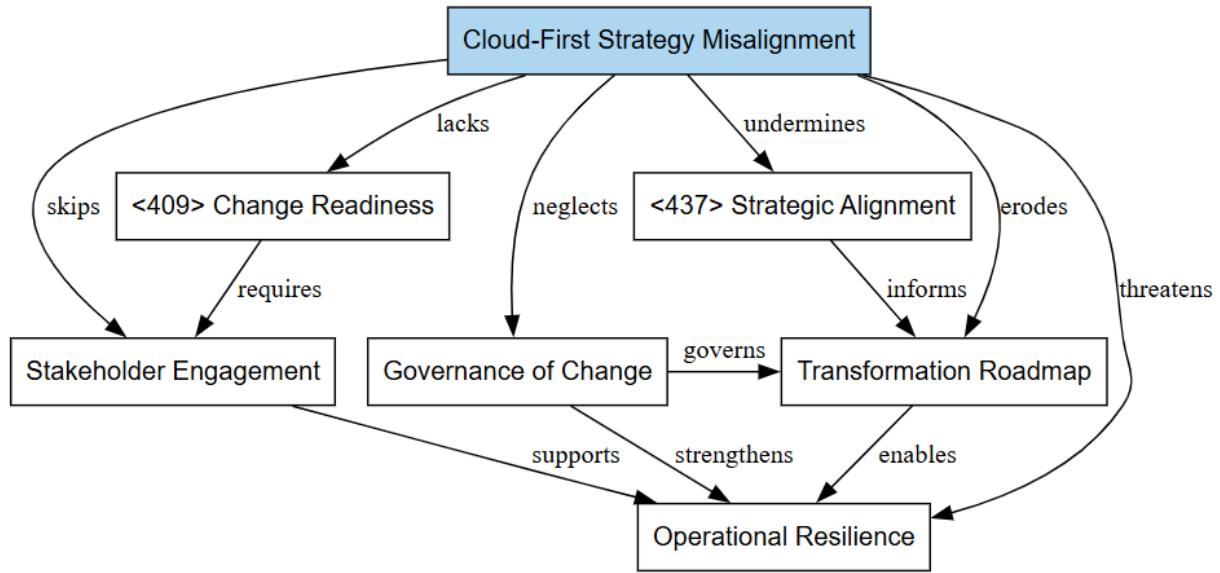


### Q2.3

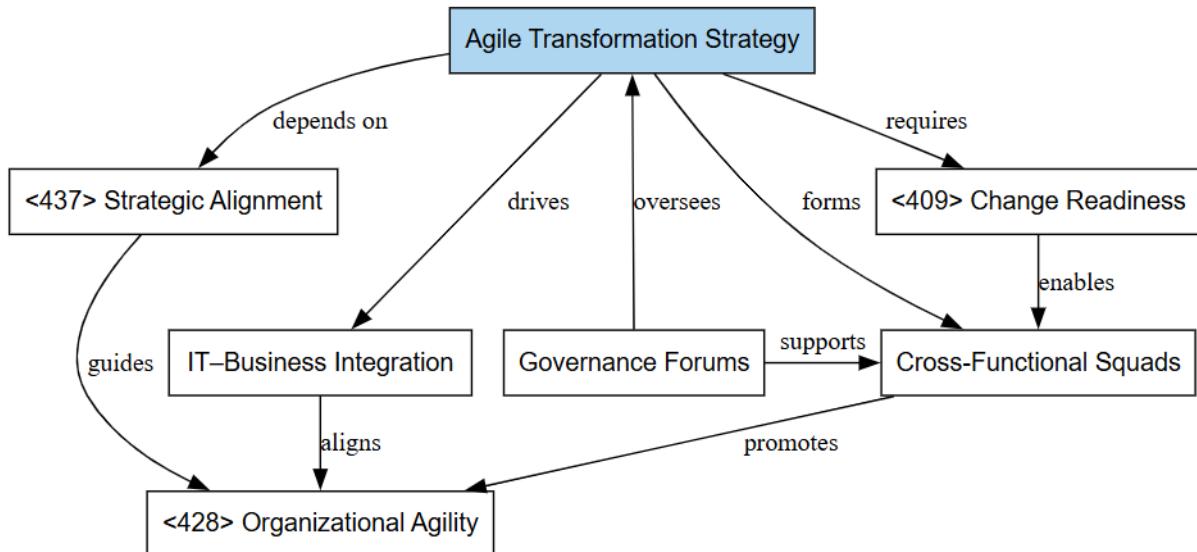


Natan Gloeh 112475

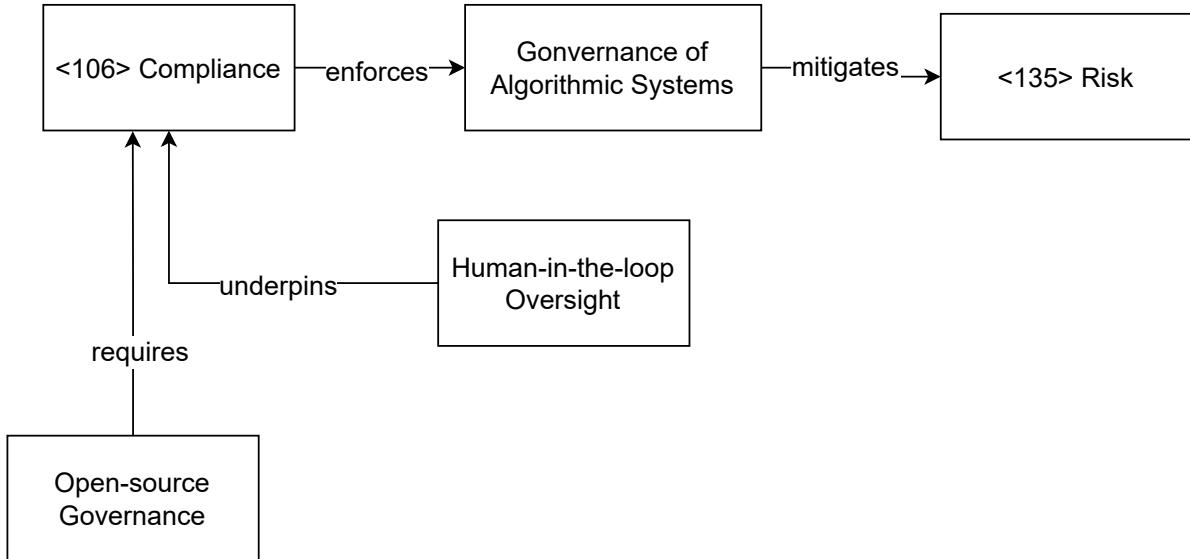
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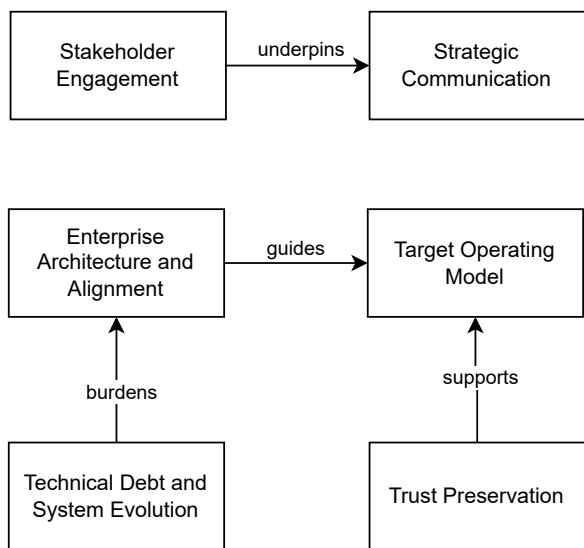
Q2.3



Q1.3

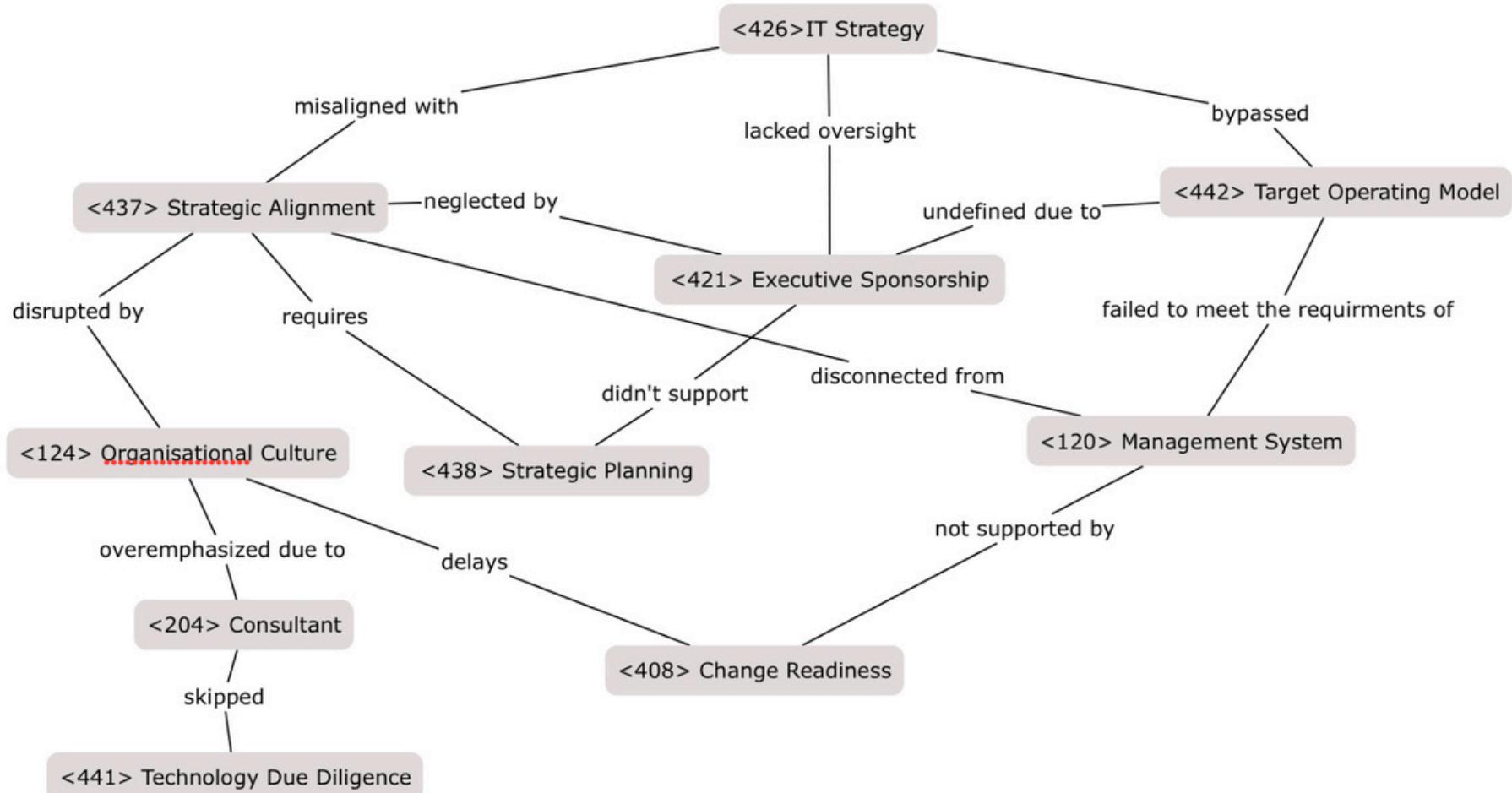


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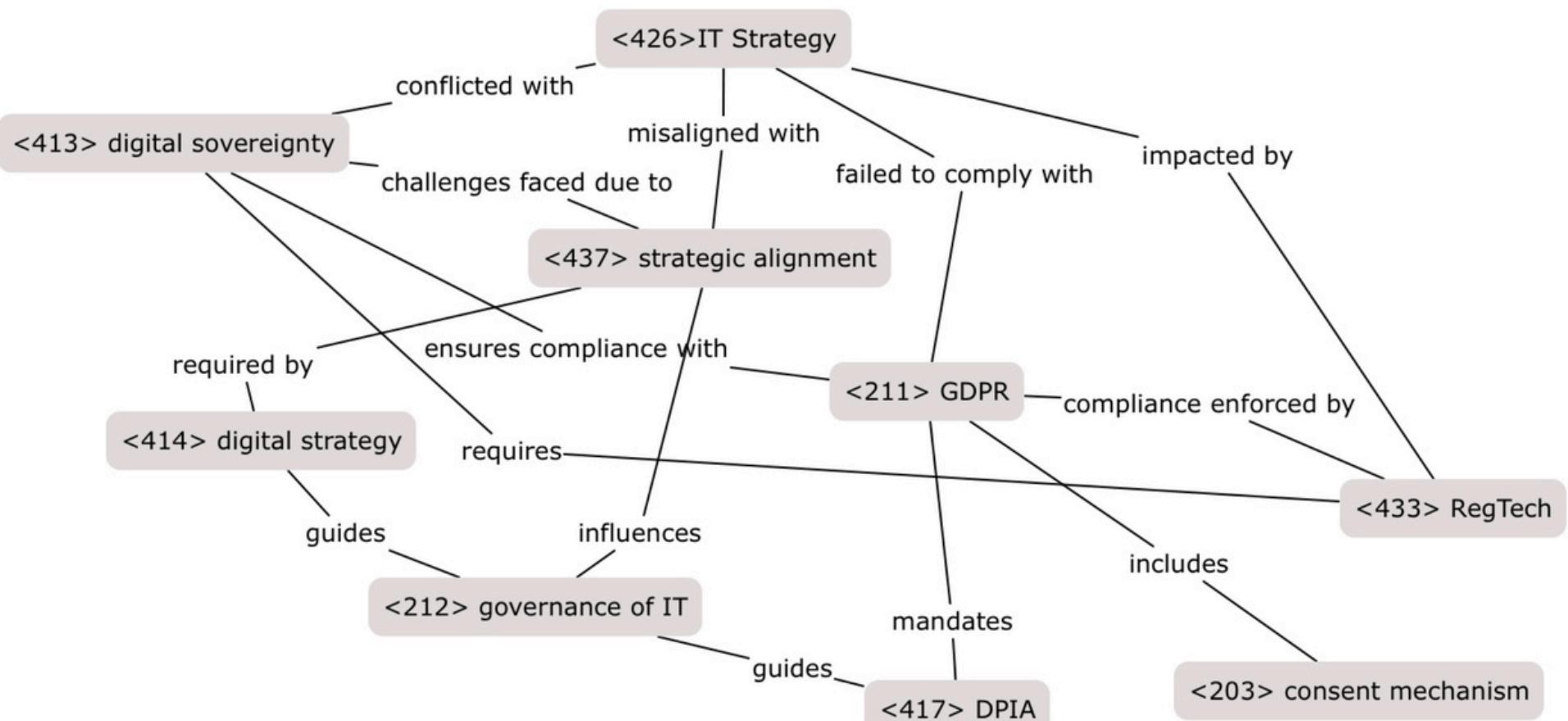


# 112505, Rita Martins

## Story: MetroWater Leap Too Far

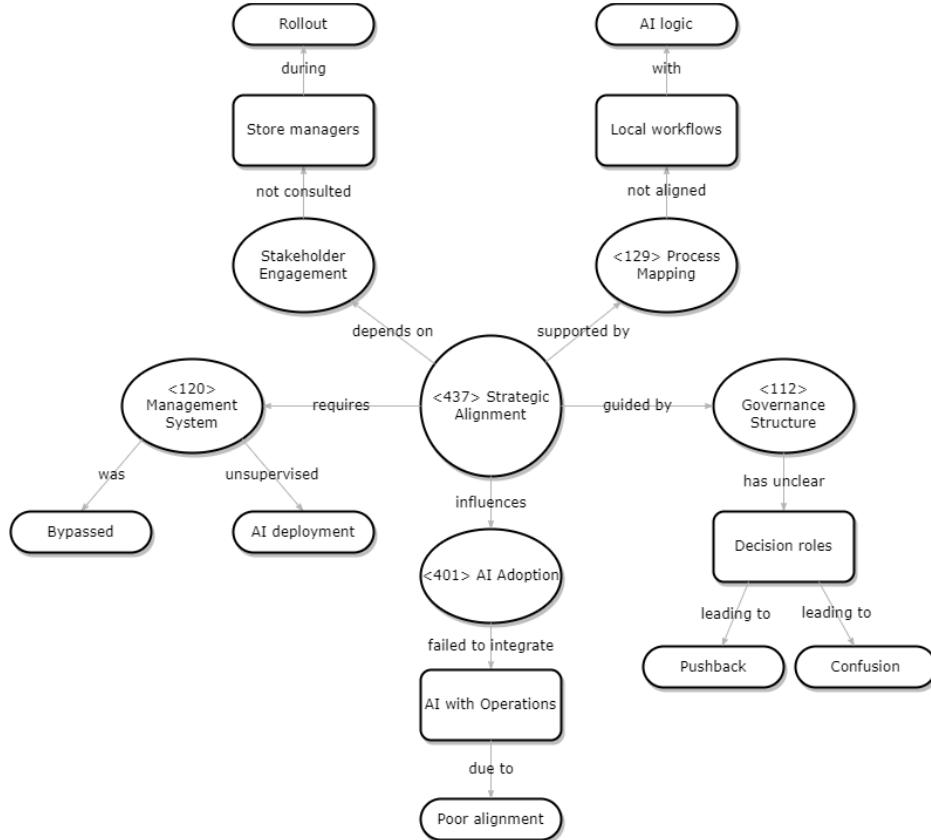


## Case: France's Health Data Hub Delay

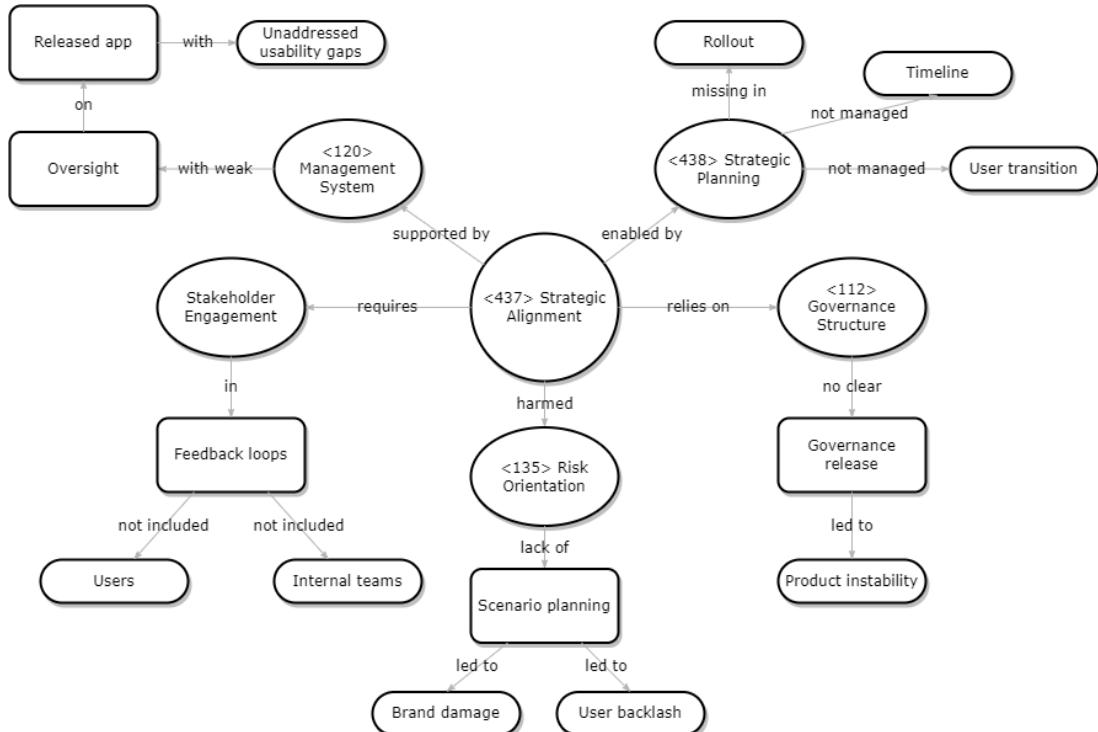


## Mikil Sudhir Vassaramo, 112552

### Q1.3 - Story: VisioRetail AI Misfire

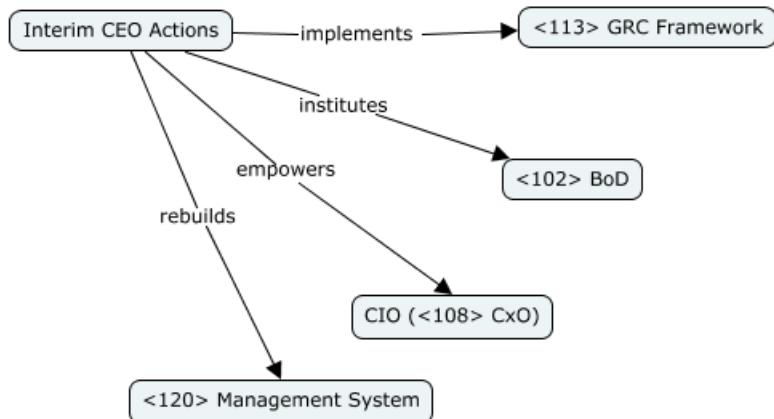
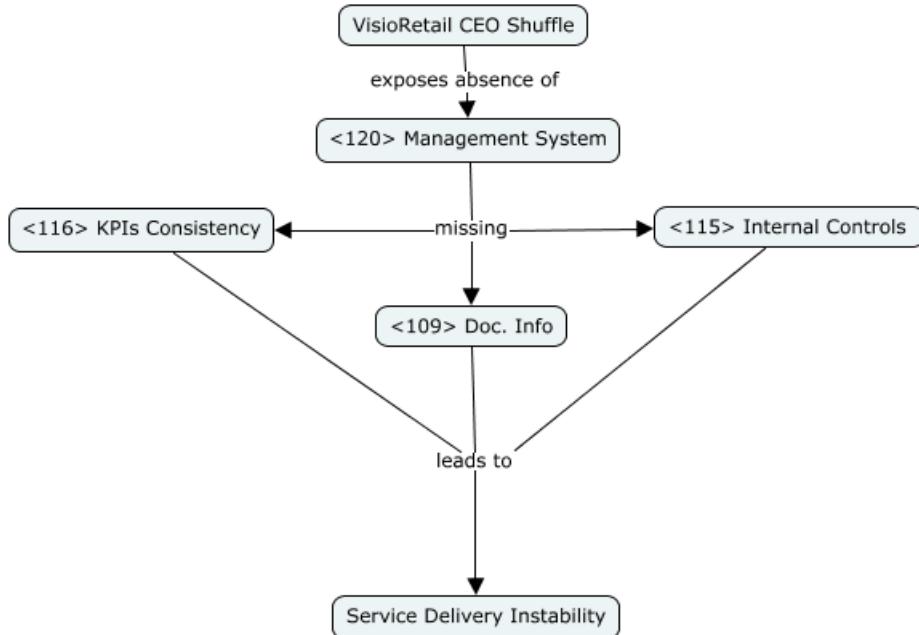


### Q2.3 - Case: Sonos App Overhaul Fallout

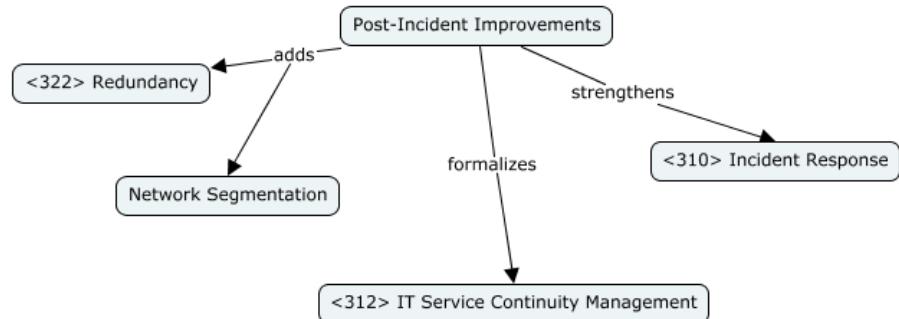
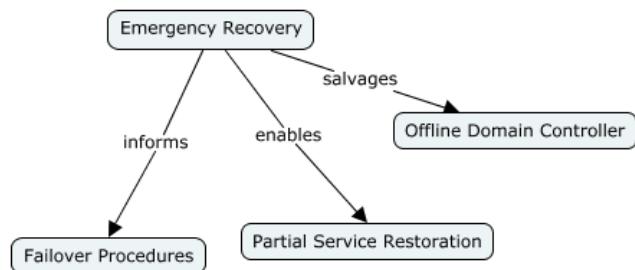
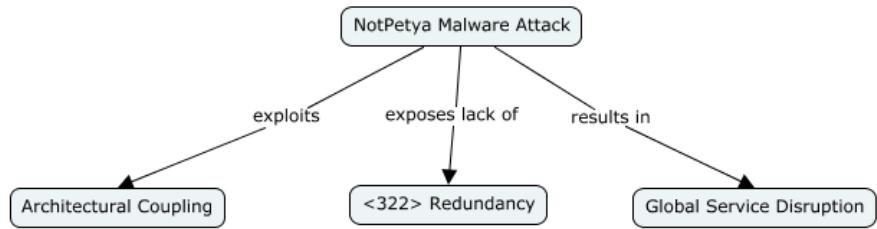


**Stakeholder Engagement** – The active involvement of individuals or groups affected by or influencing IT decisions, ensuring their needs, concerns, and responsibilities are integrated into planning, implementation, and governance processes.

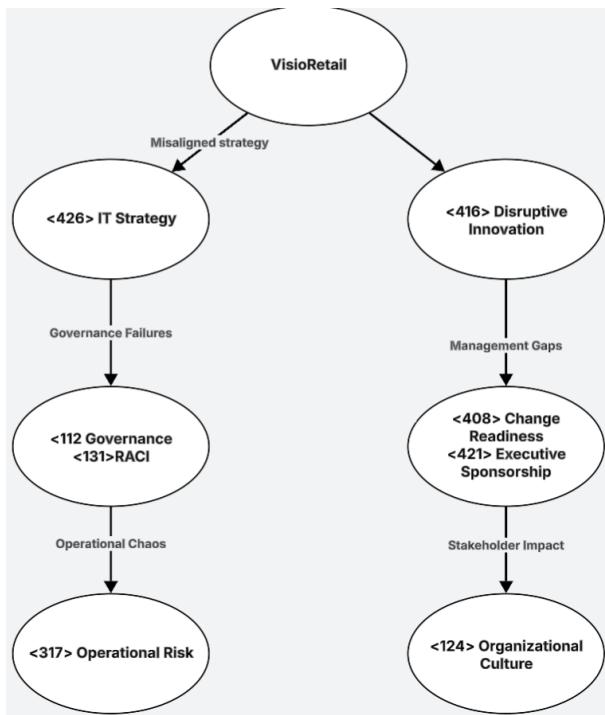
### Q1.3



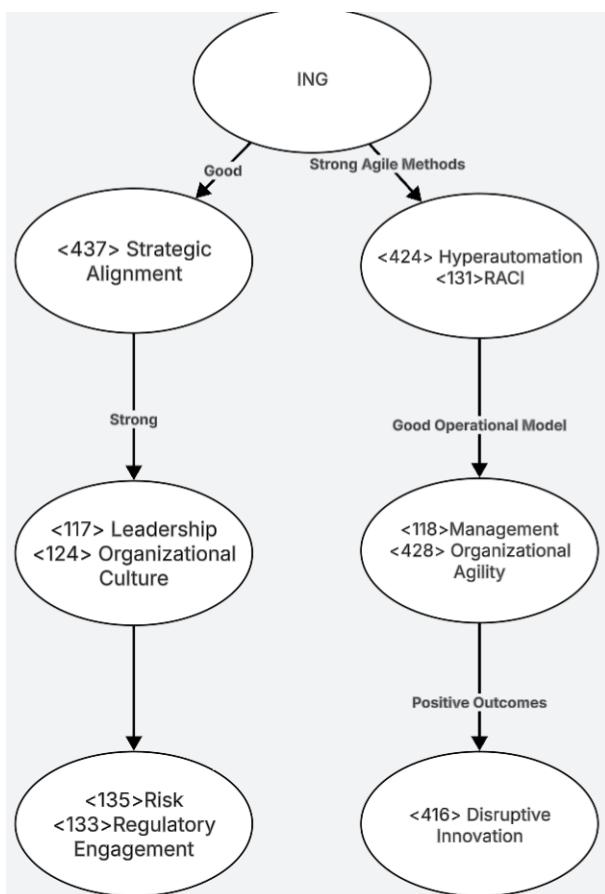
### Q2.3



## Q1.3

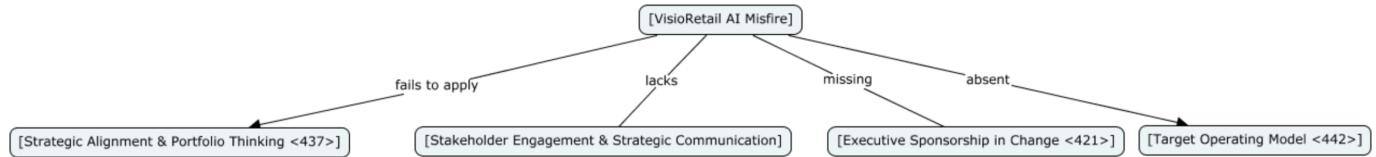


## Q2.3

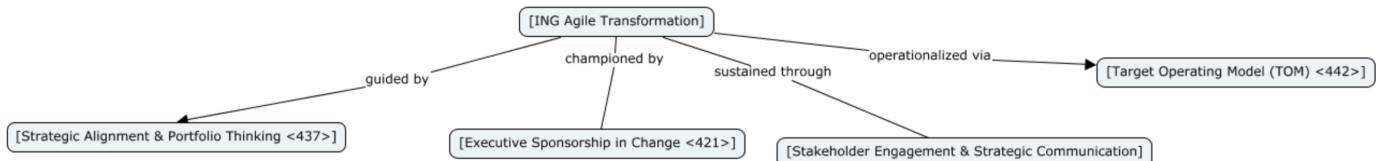


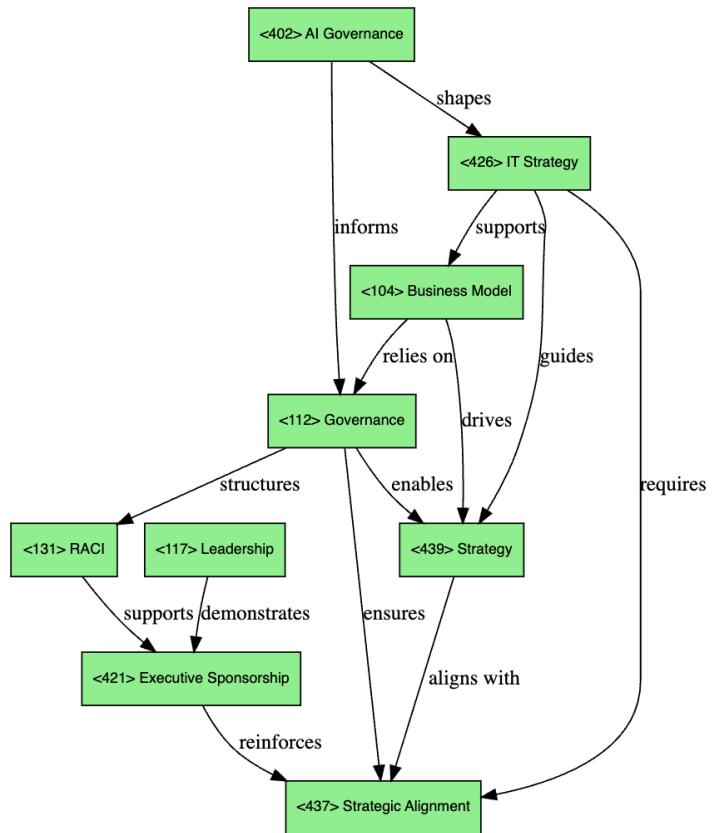
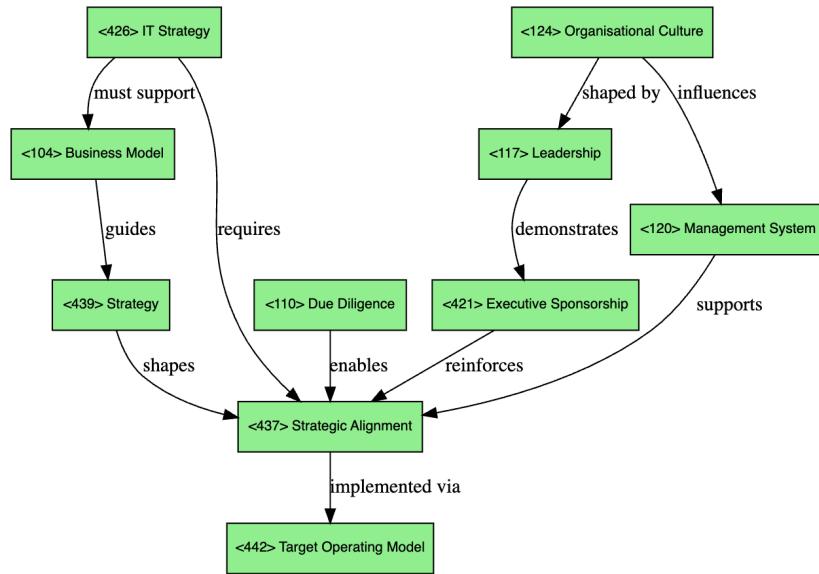
# Jakub Grabski, 112980

## concept map for Q1.3



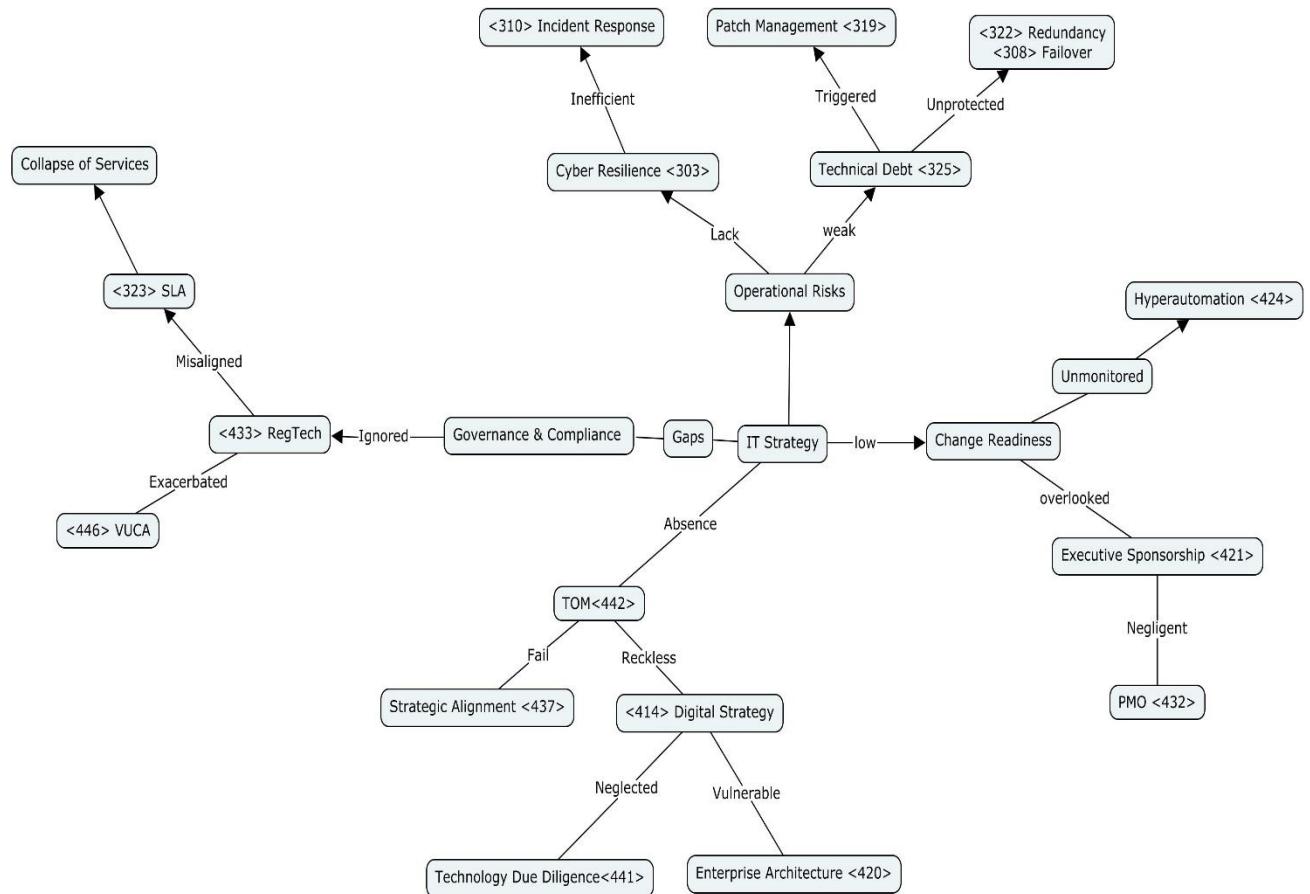
## concept map for Q2.3

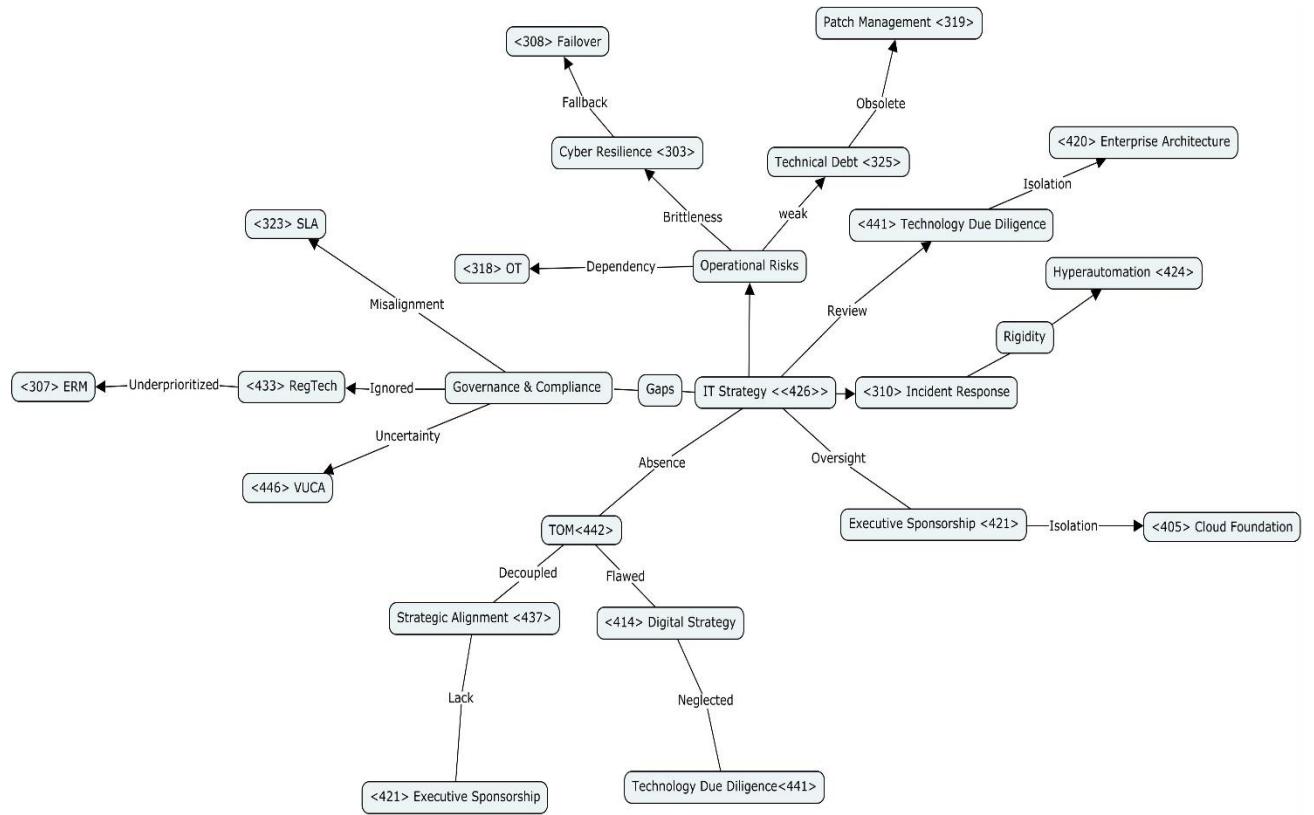




# Kamran Maqbool

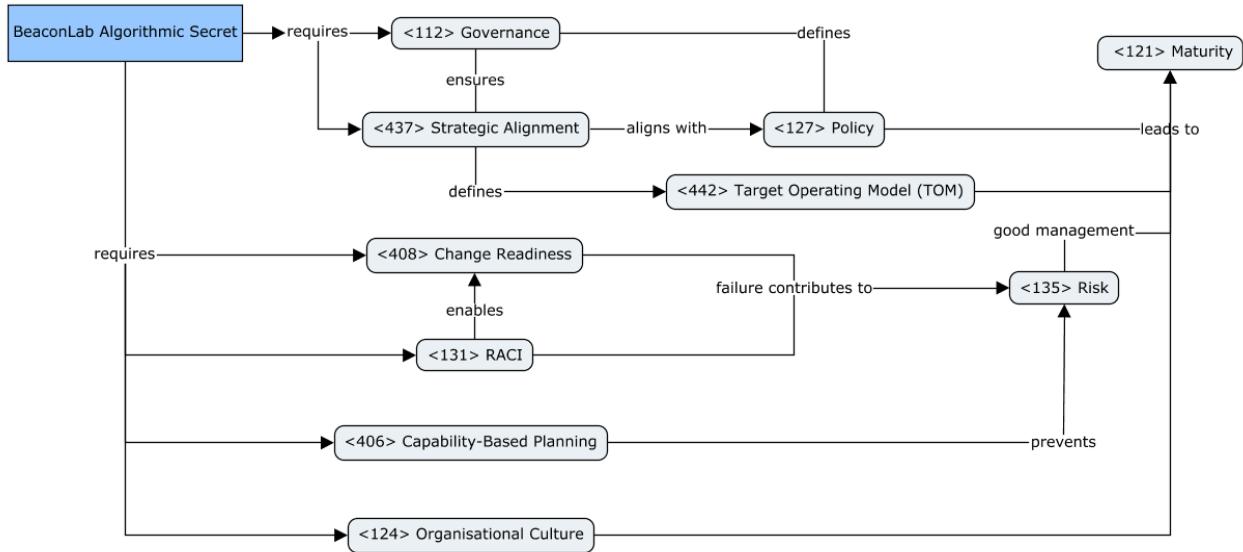
1113159



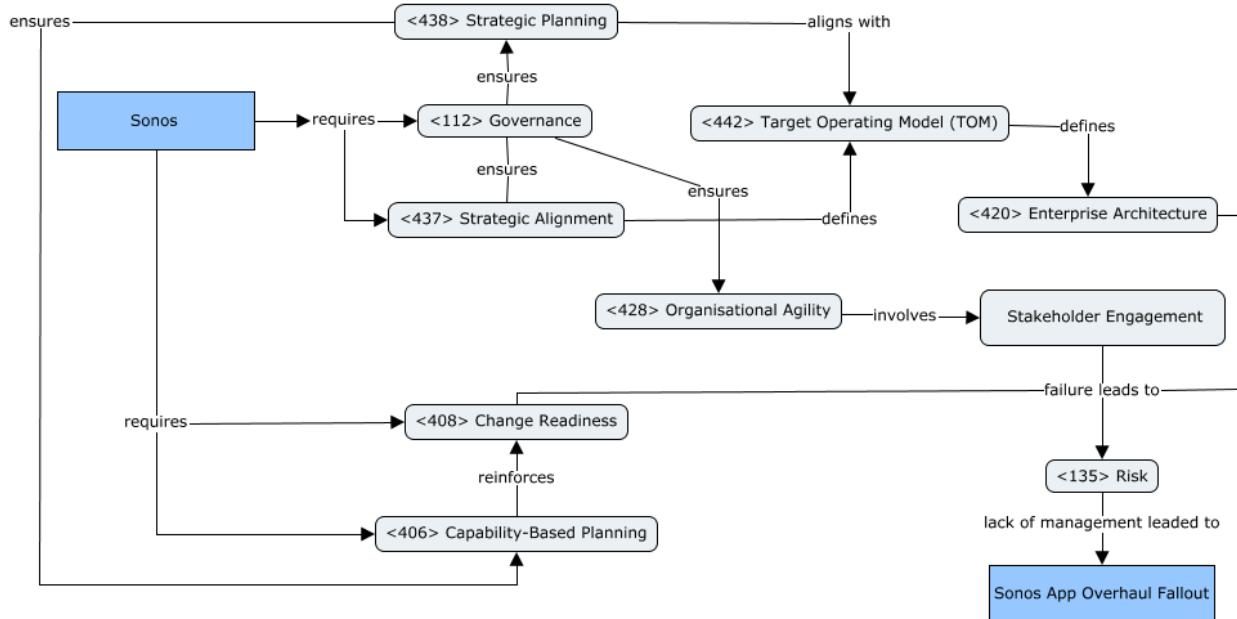


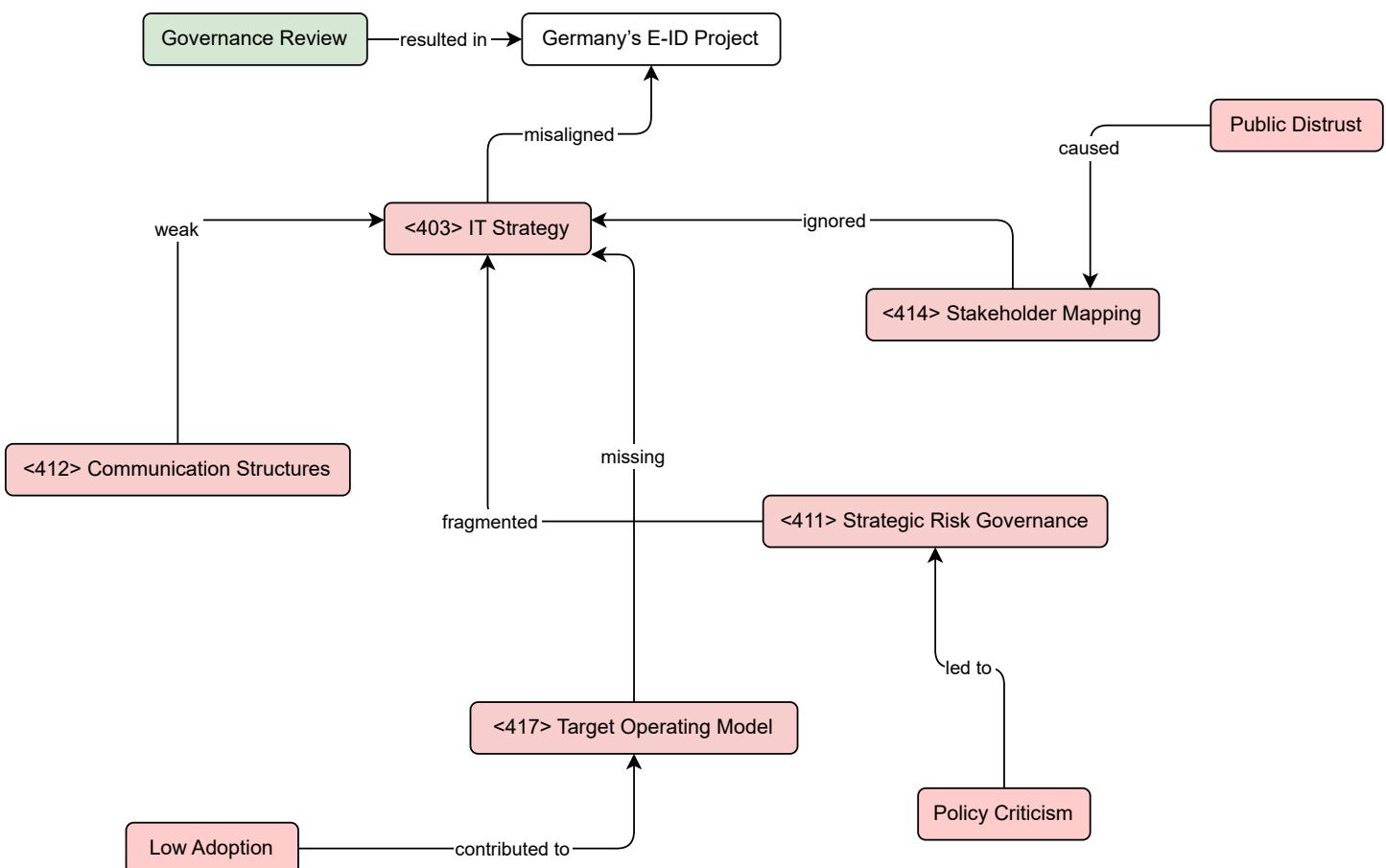
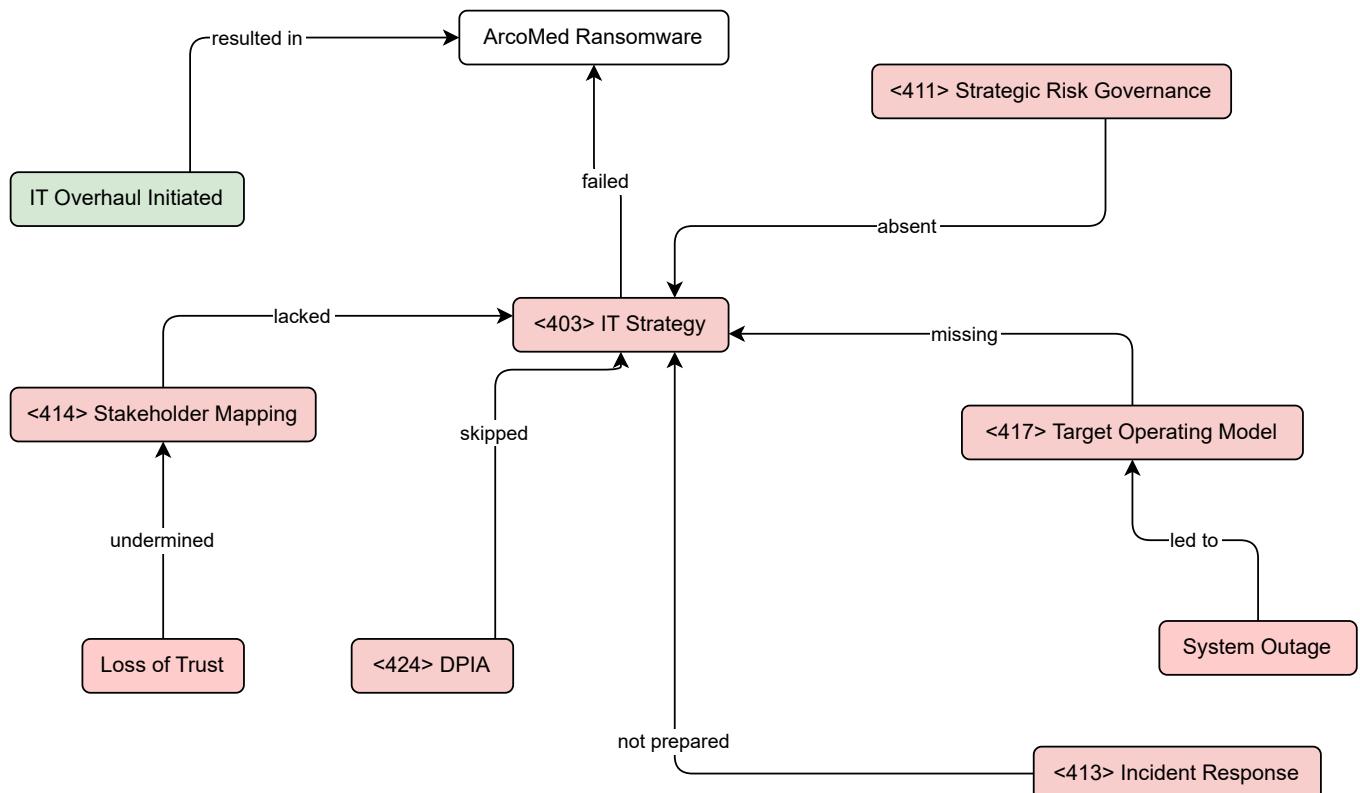
Luís Merca - 113171

### Q1.3 - BeaconLab Algorithmic Secret

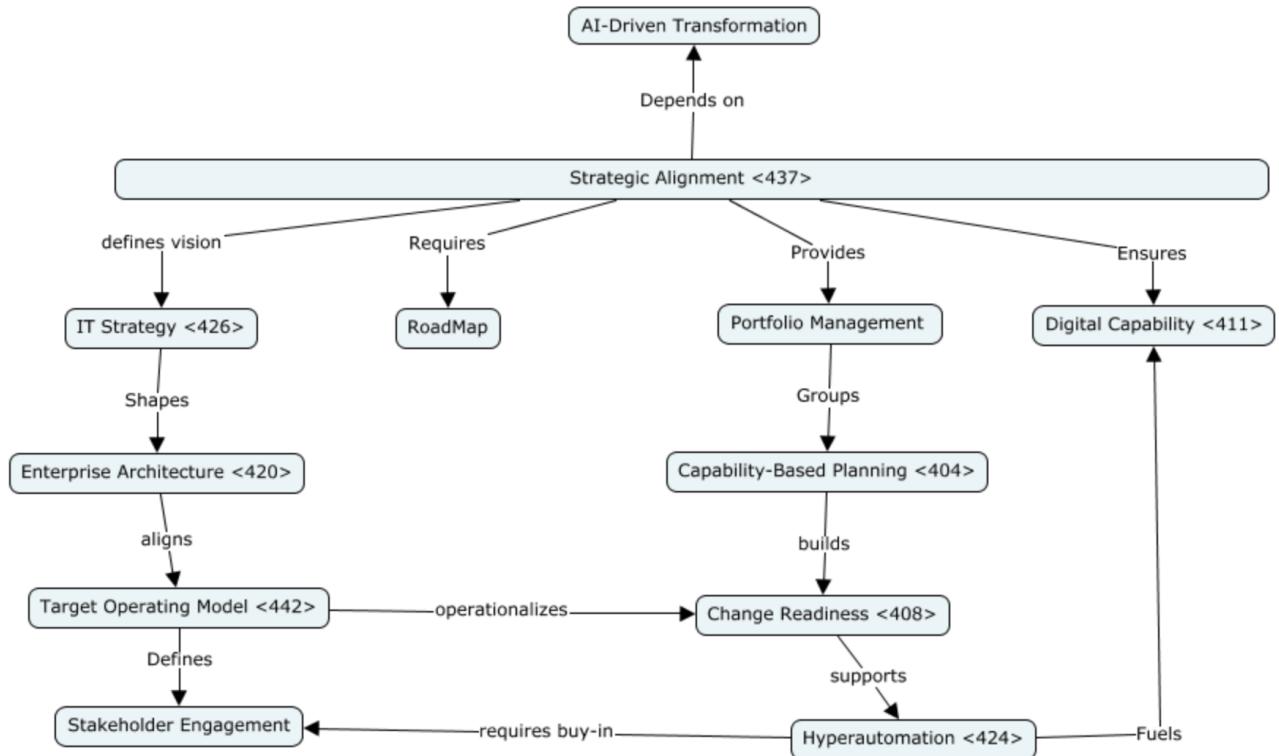


### Q2.3 - Sonos App Overhaul Fallout

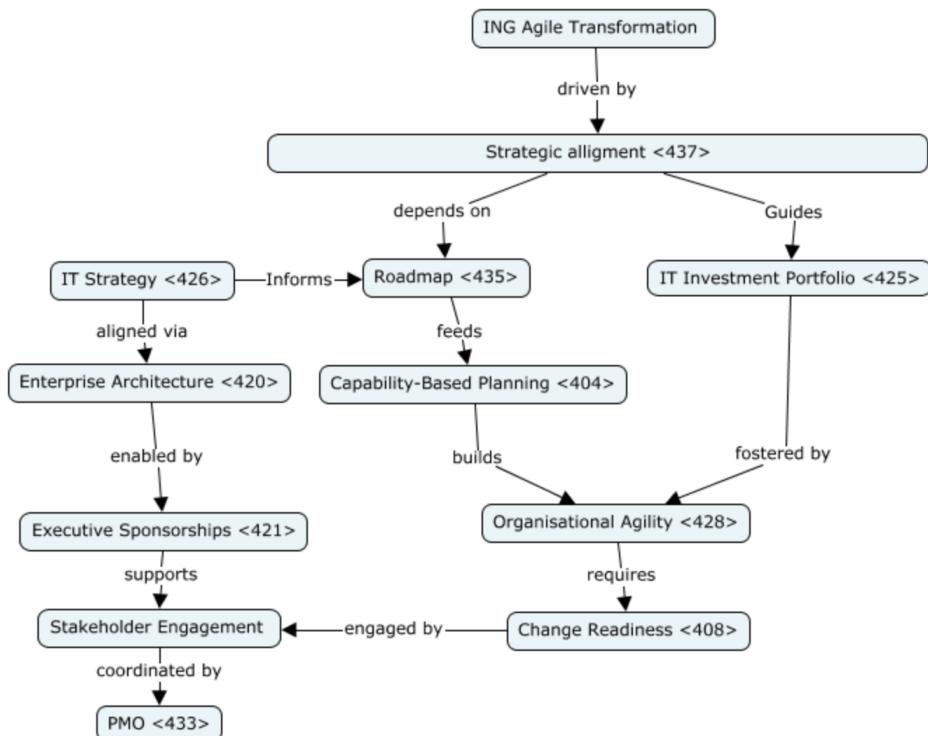




Q1.3

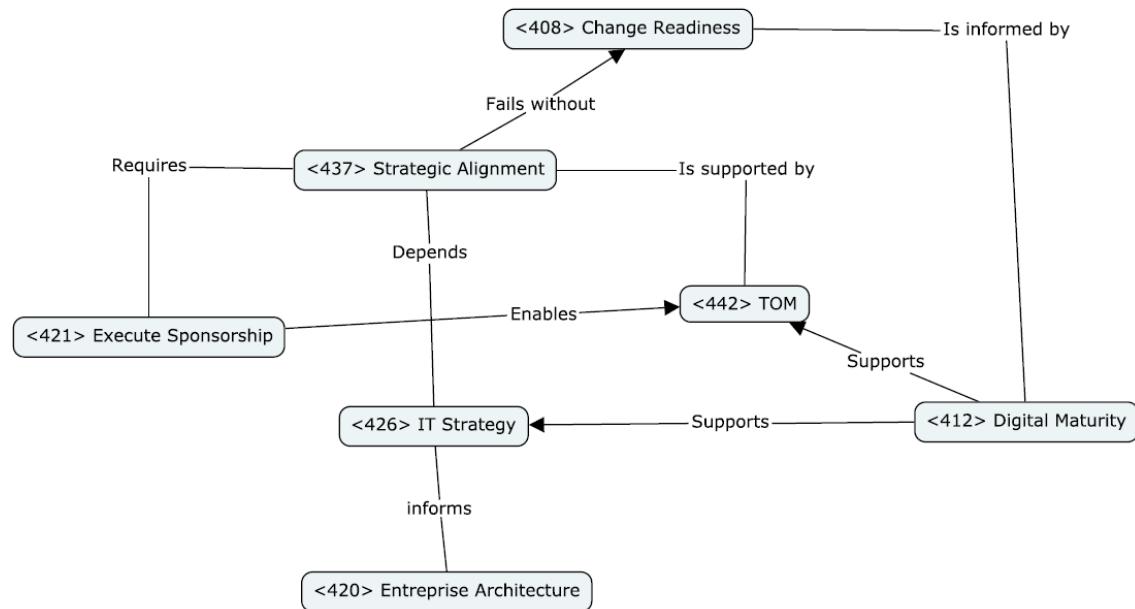


Q2.3

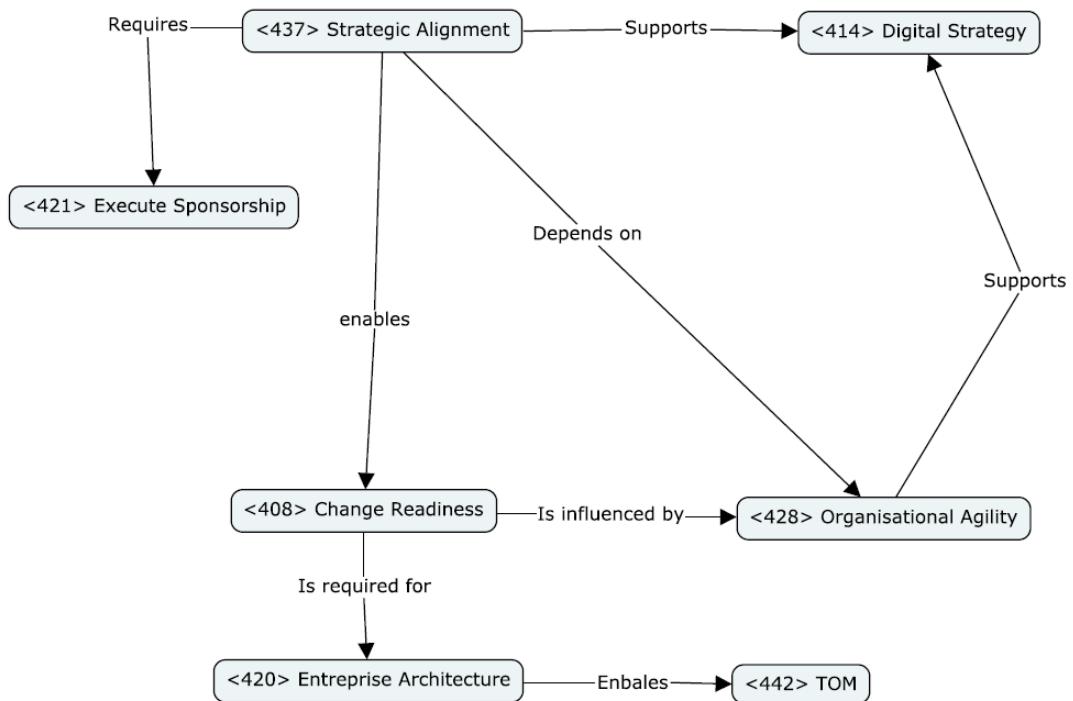


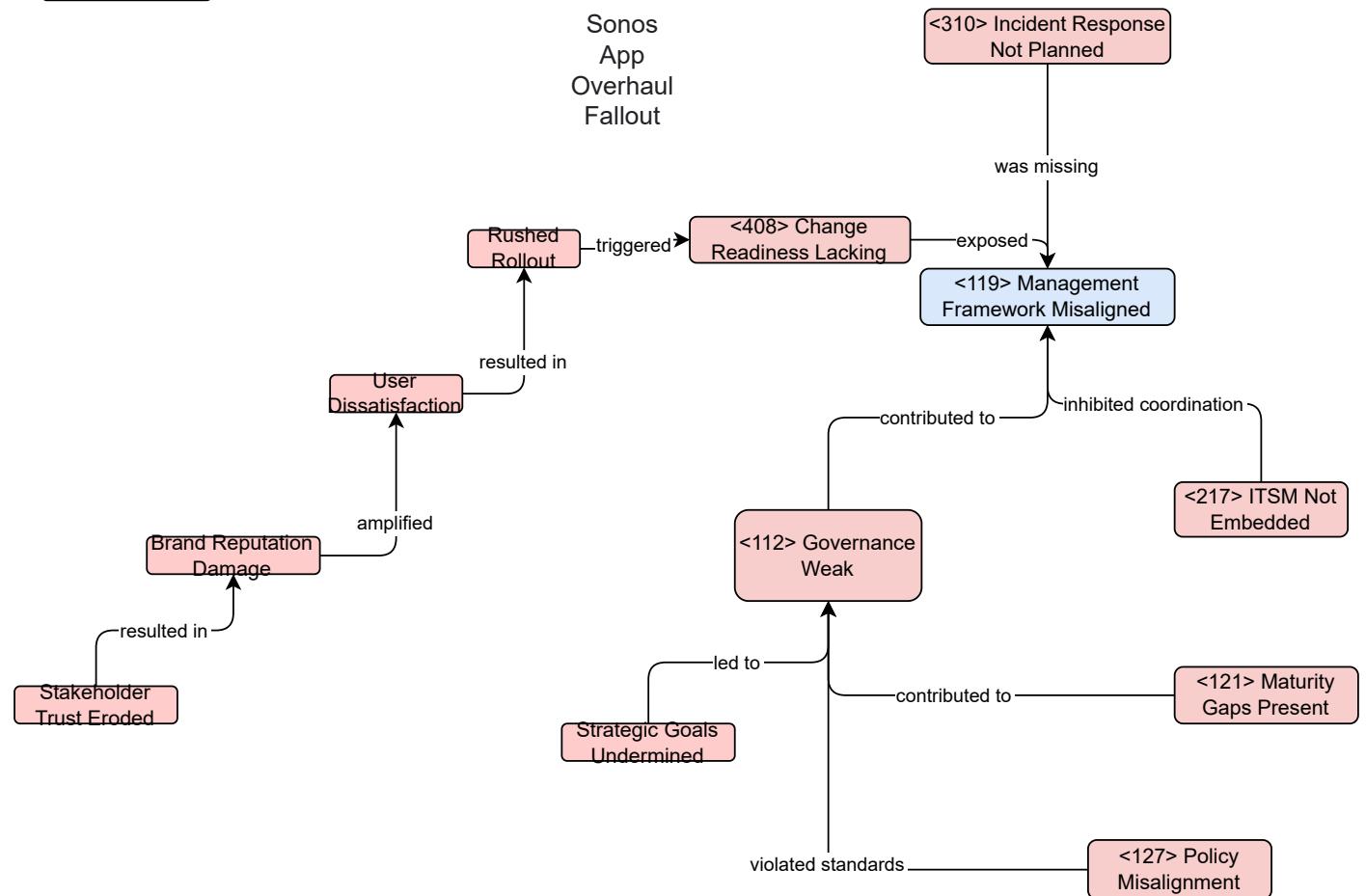
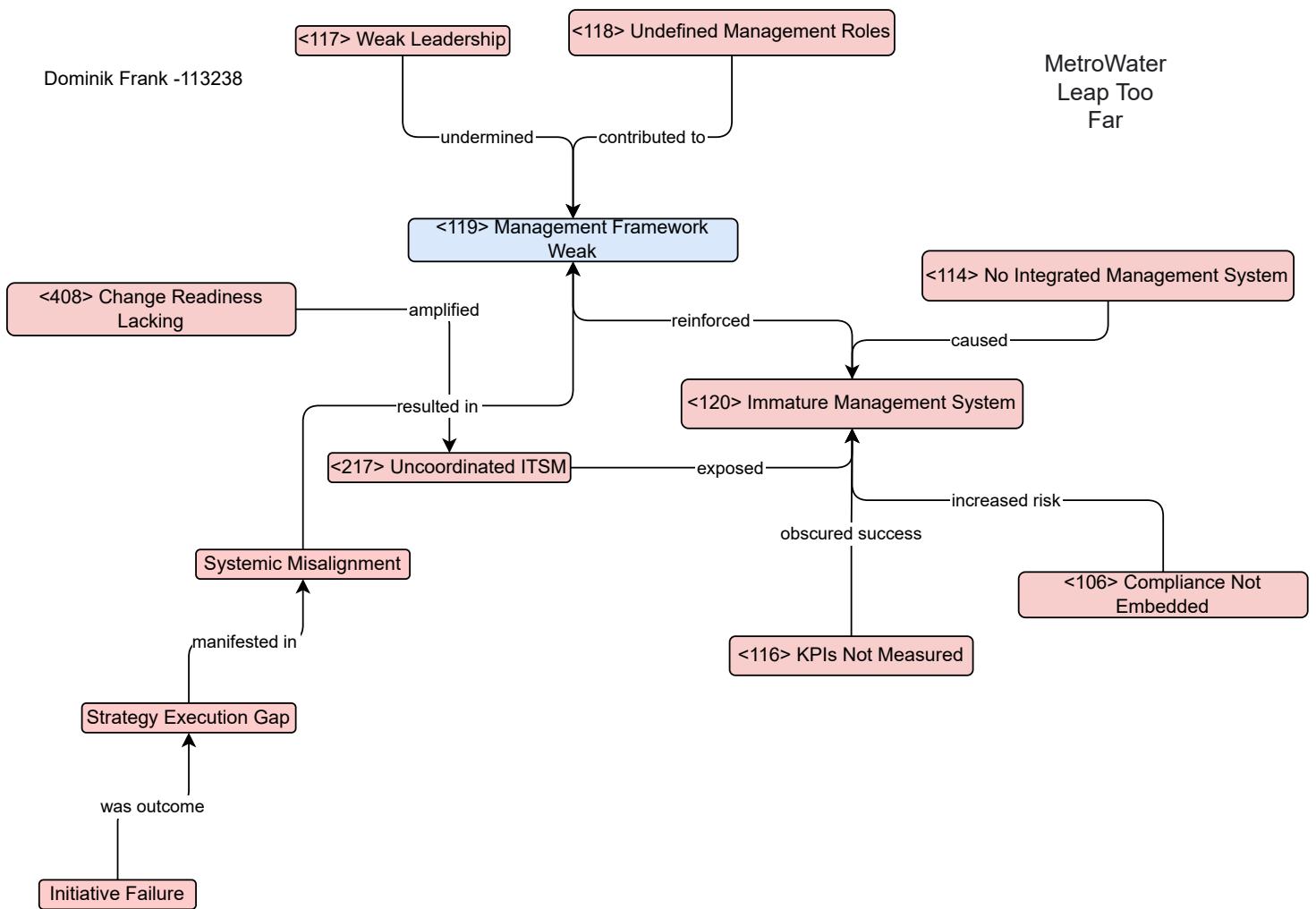
Miguel Miranda - 113191

Q1.3:



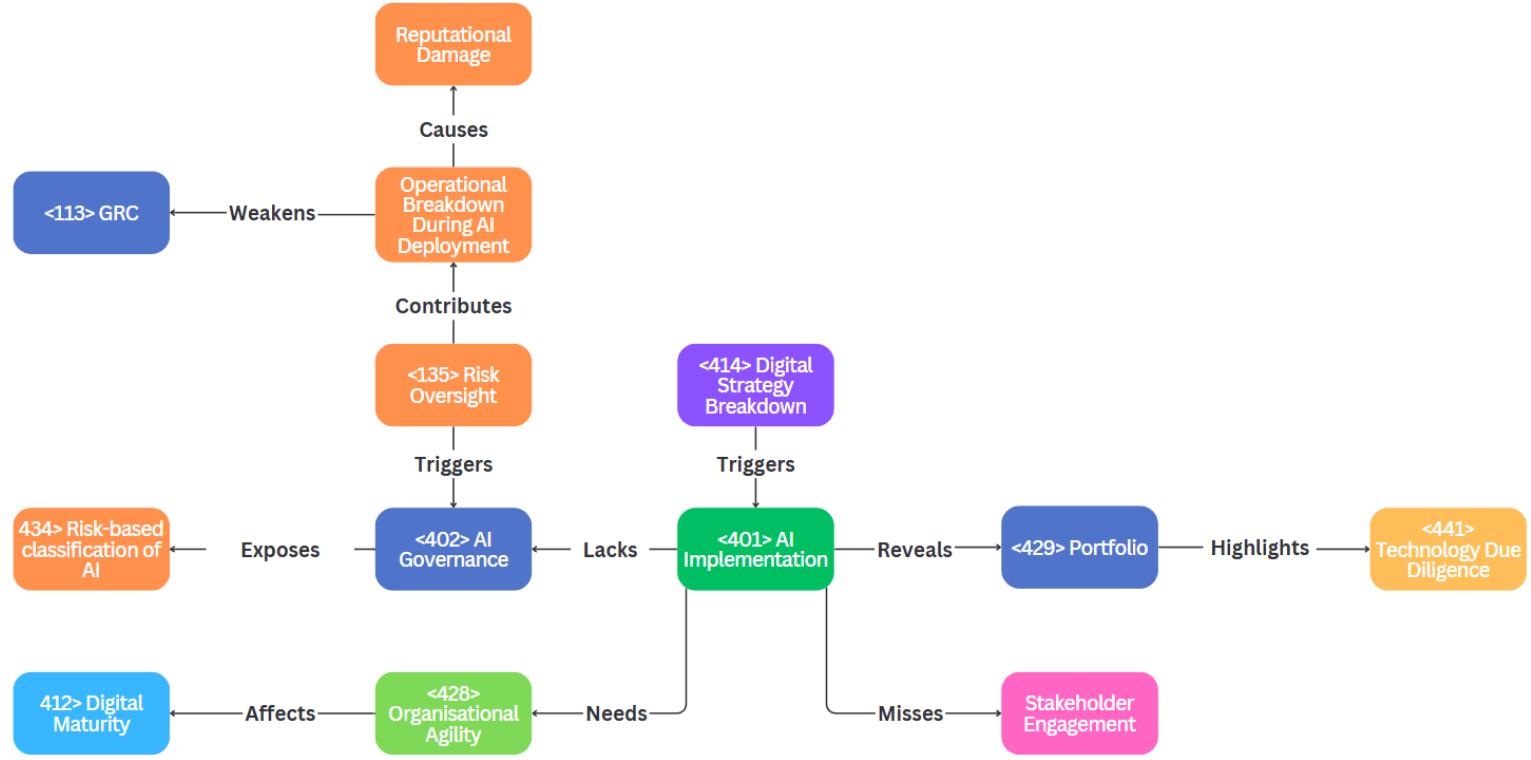
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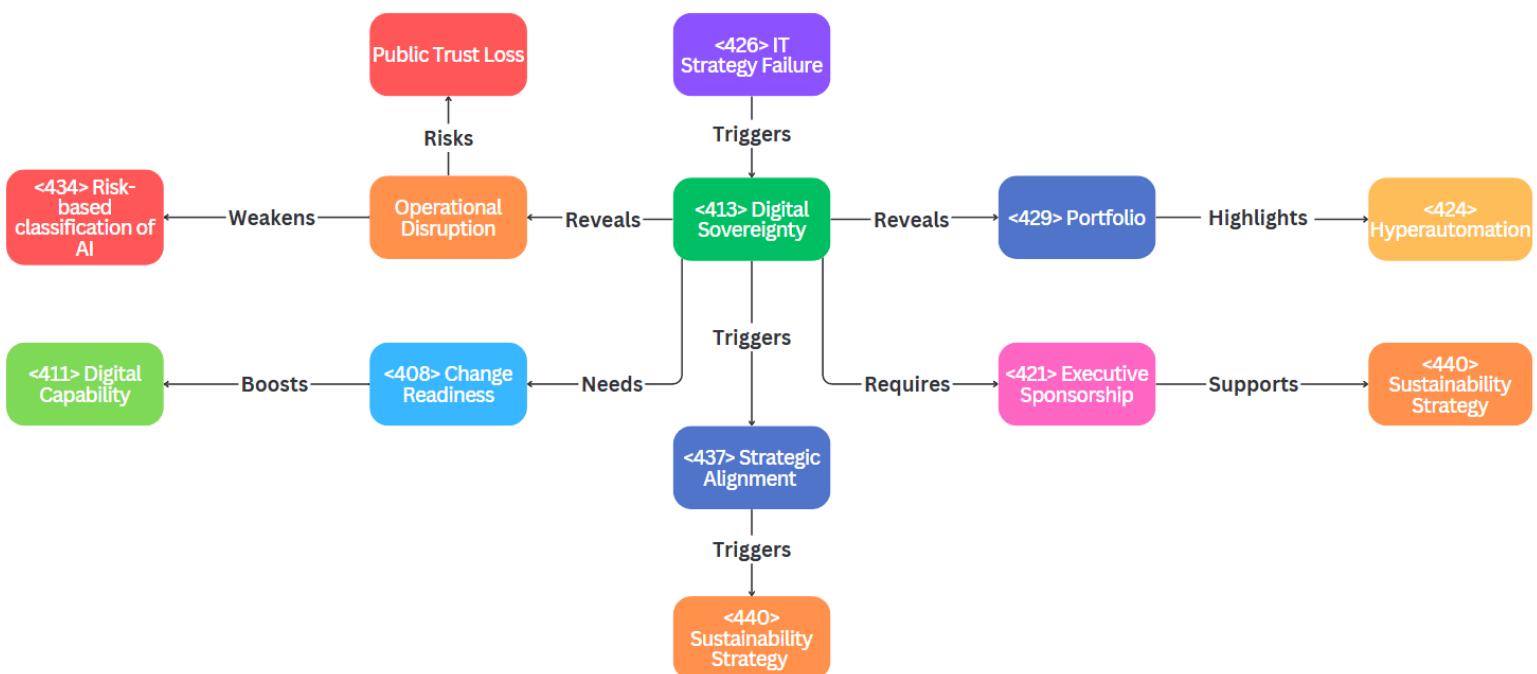


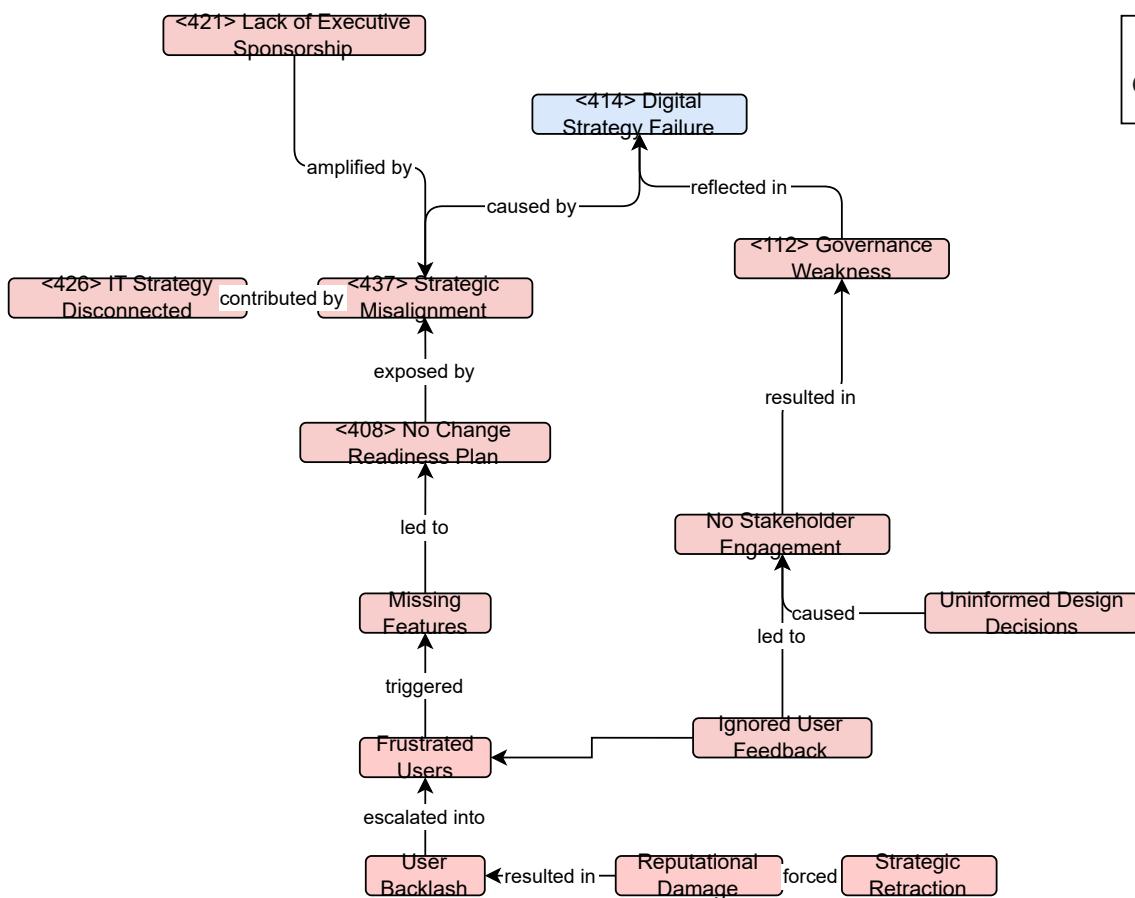
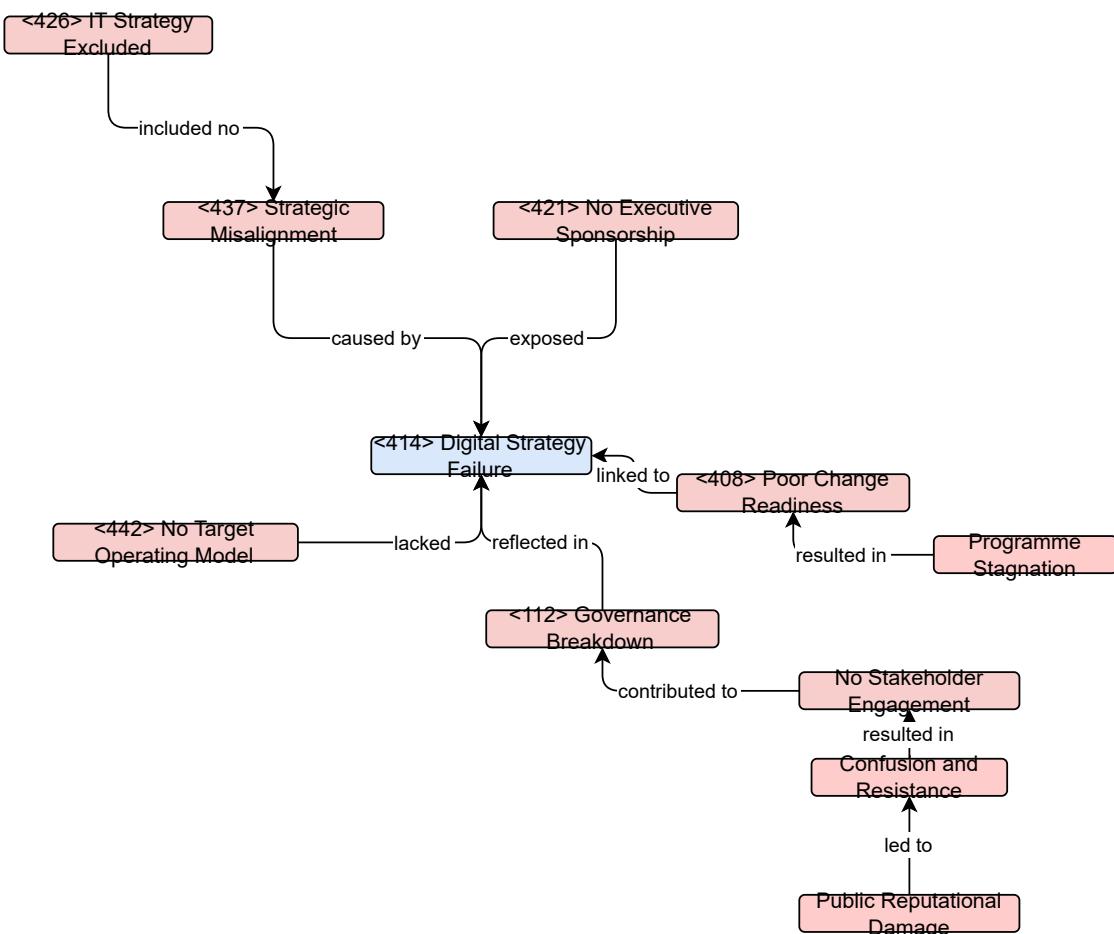
Name: André Sardinha  
Number: 113281

### Q1.3



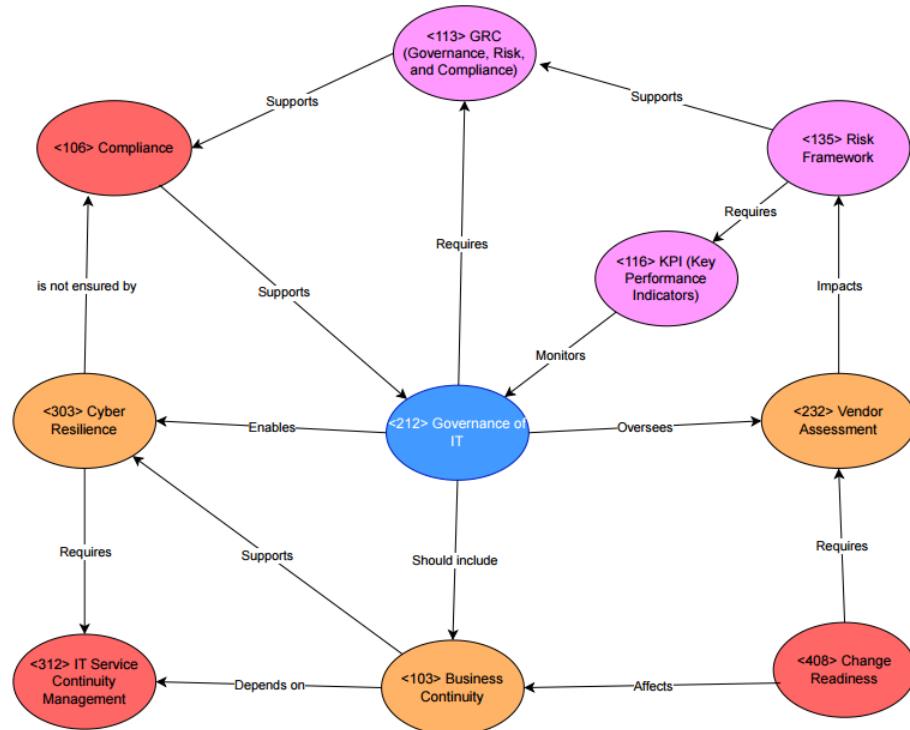
### Q2.3



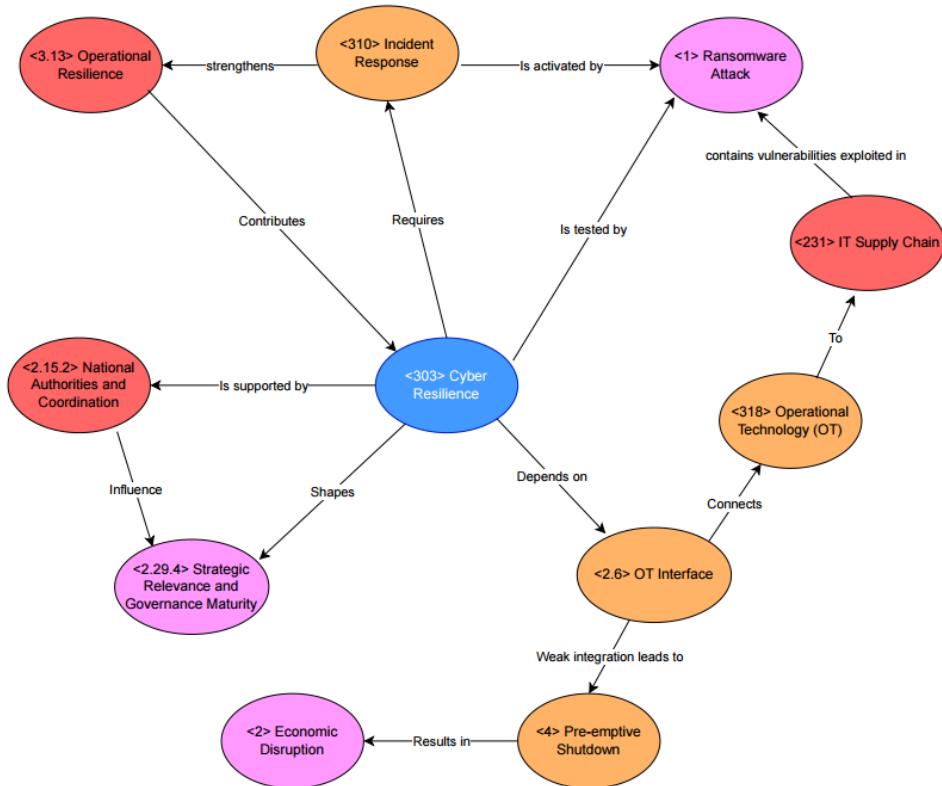


## Pedro Costa (113318) - Concept maps

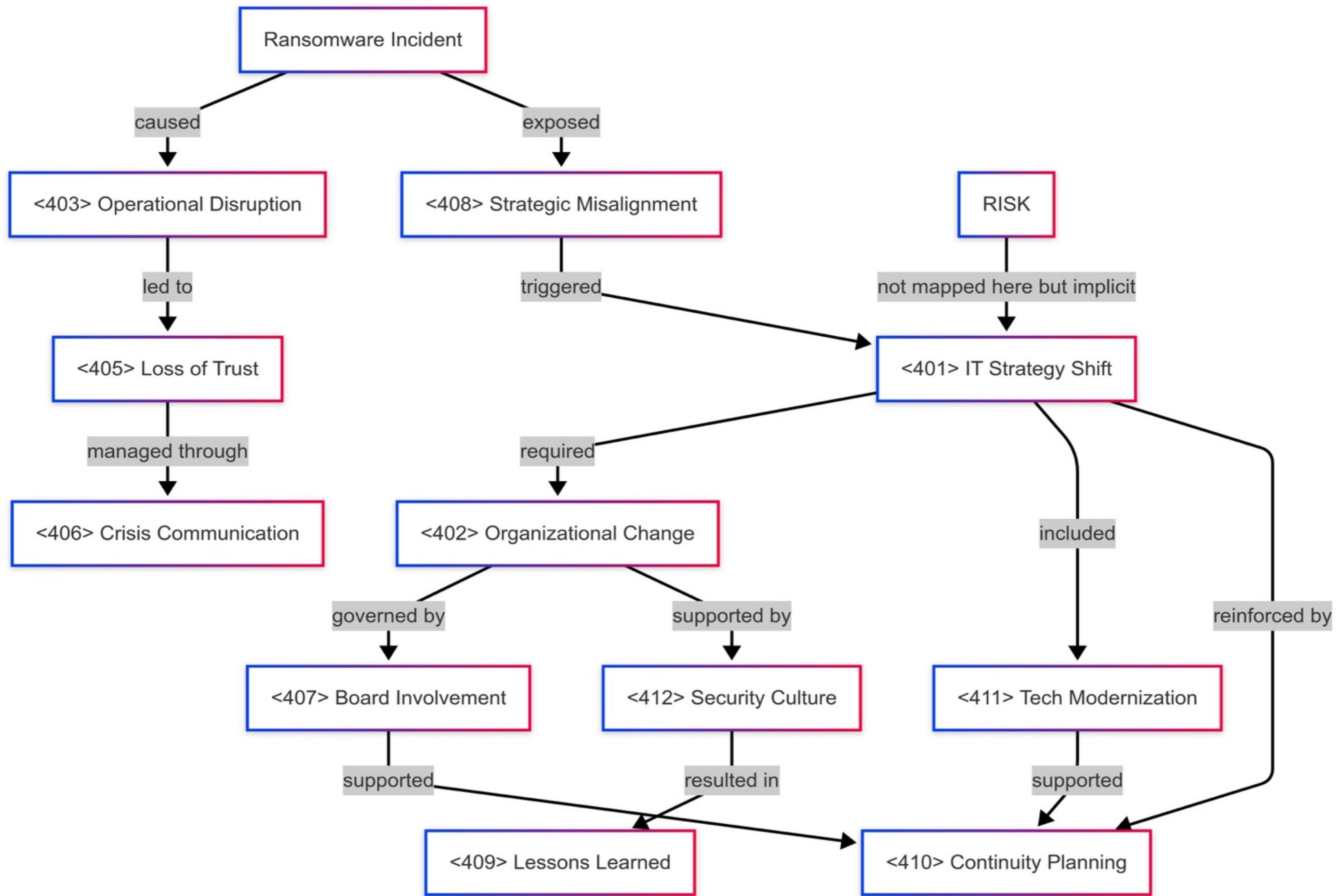
### Q1.3 Concept map:



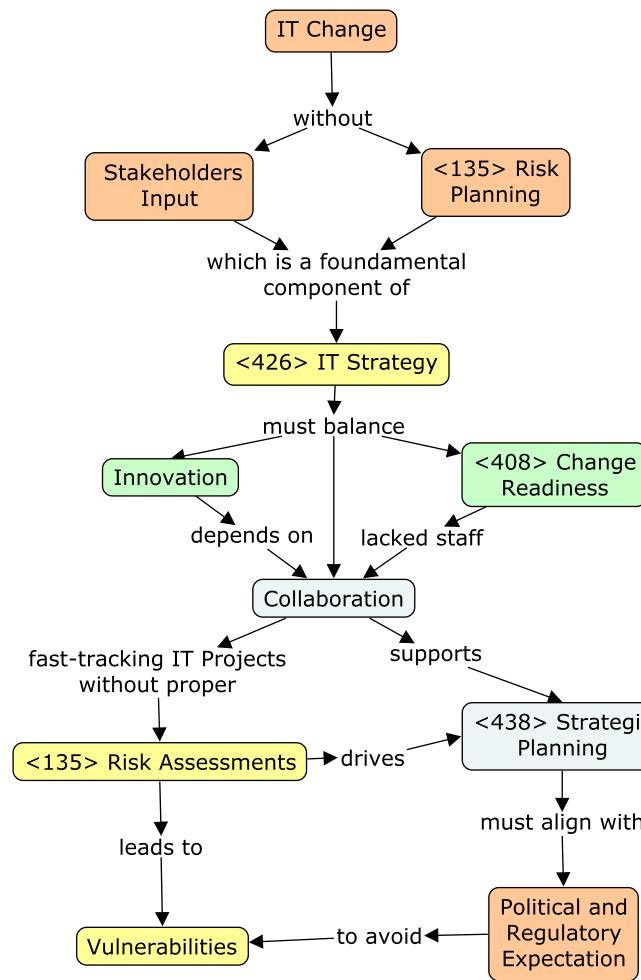
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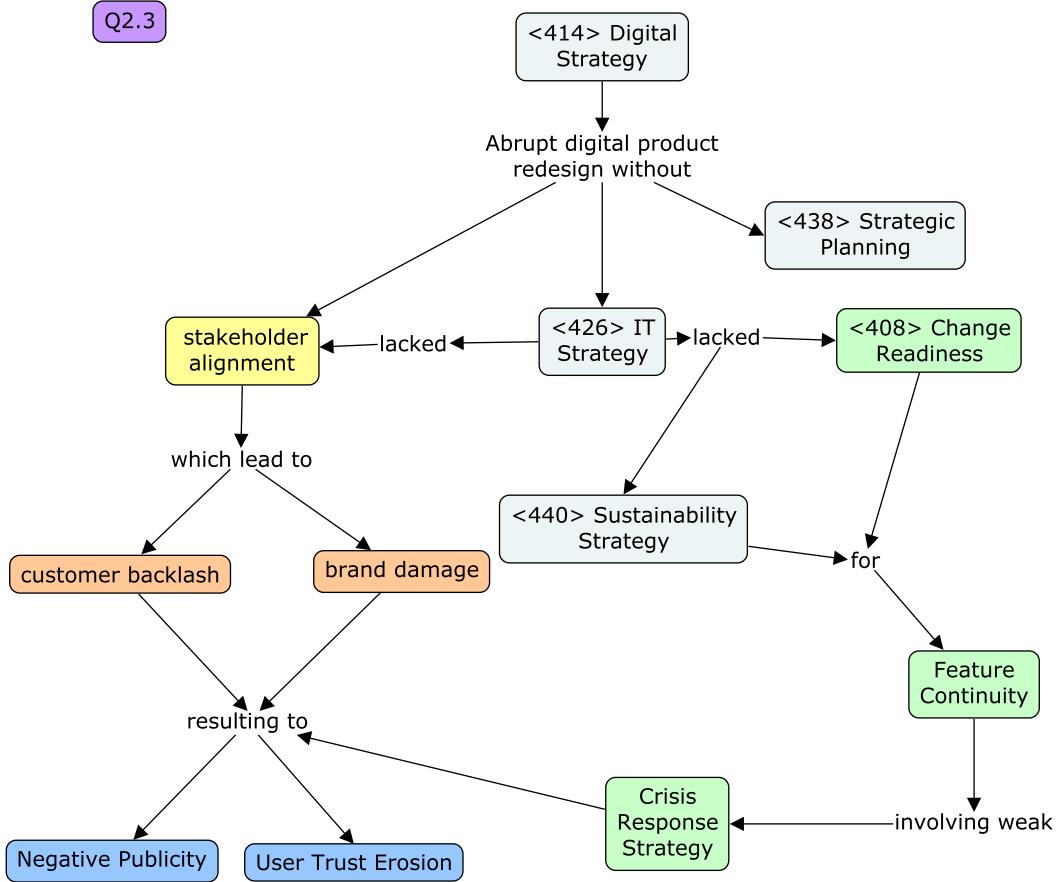
## Concept Map - ArcoMed Ransomware

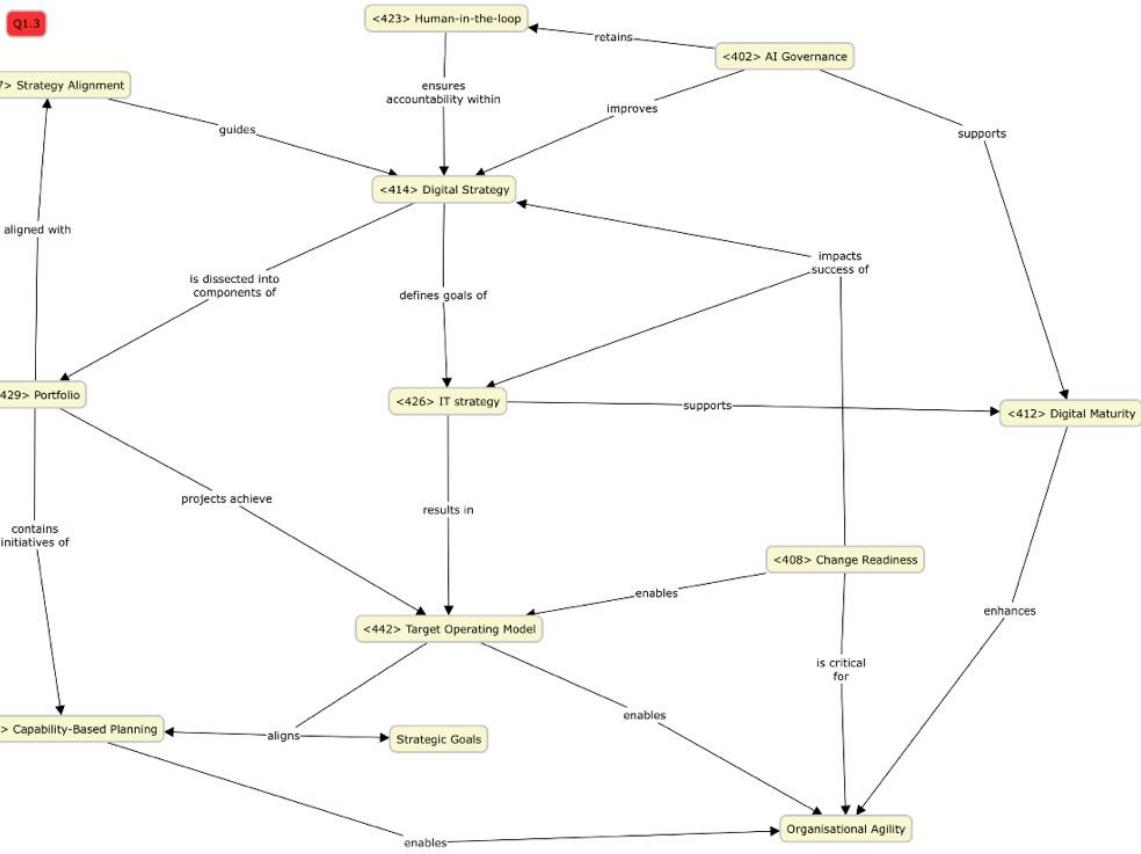
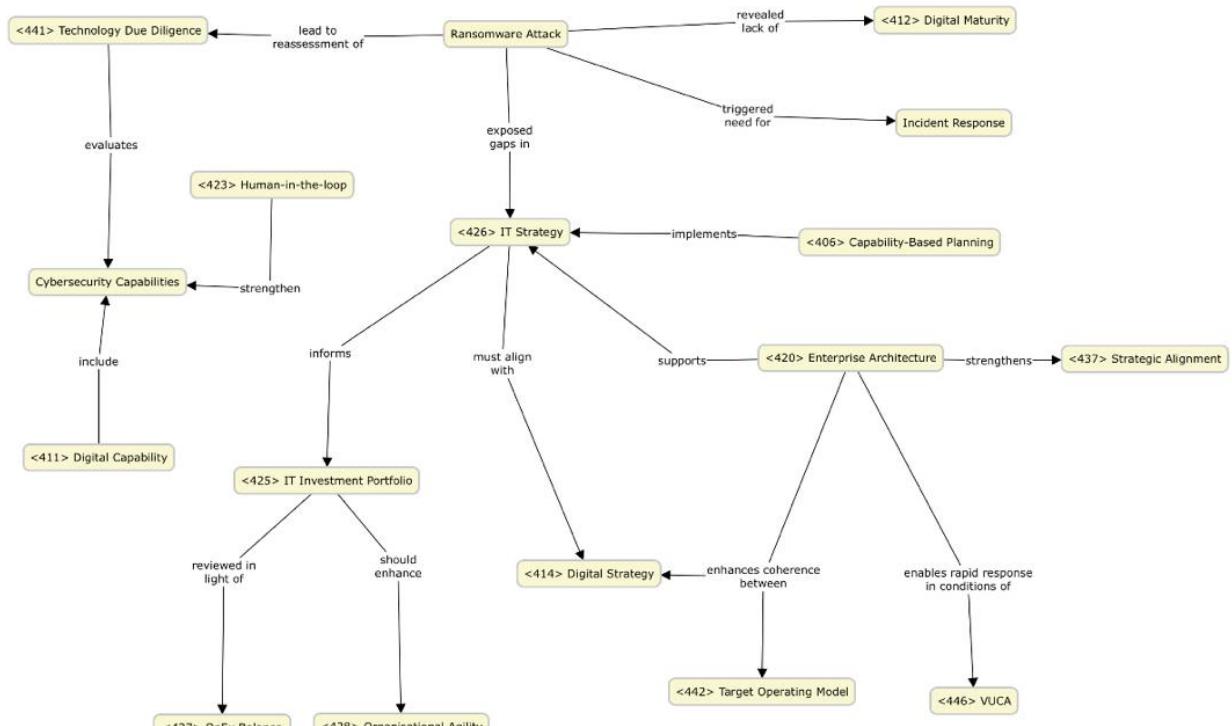


Q1.3



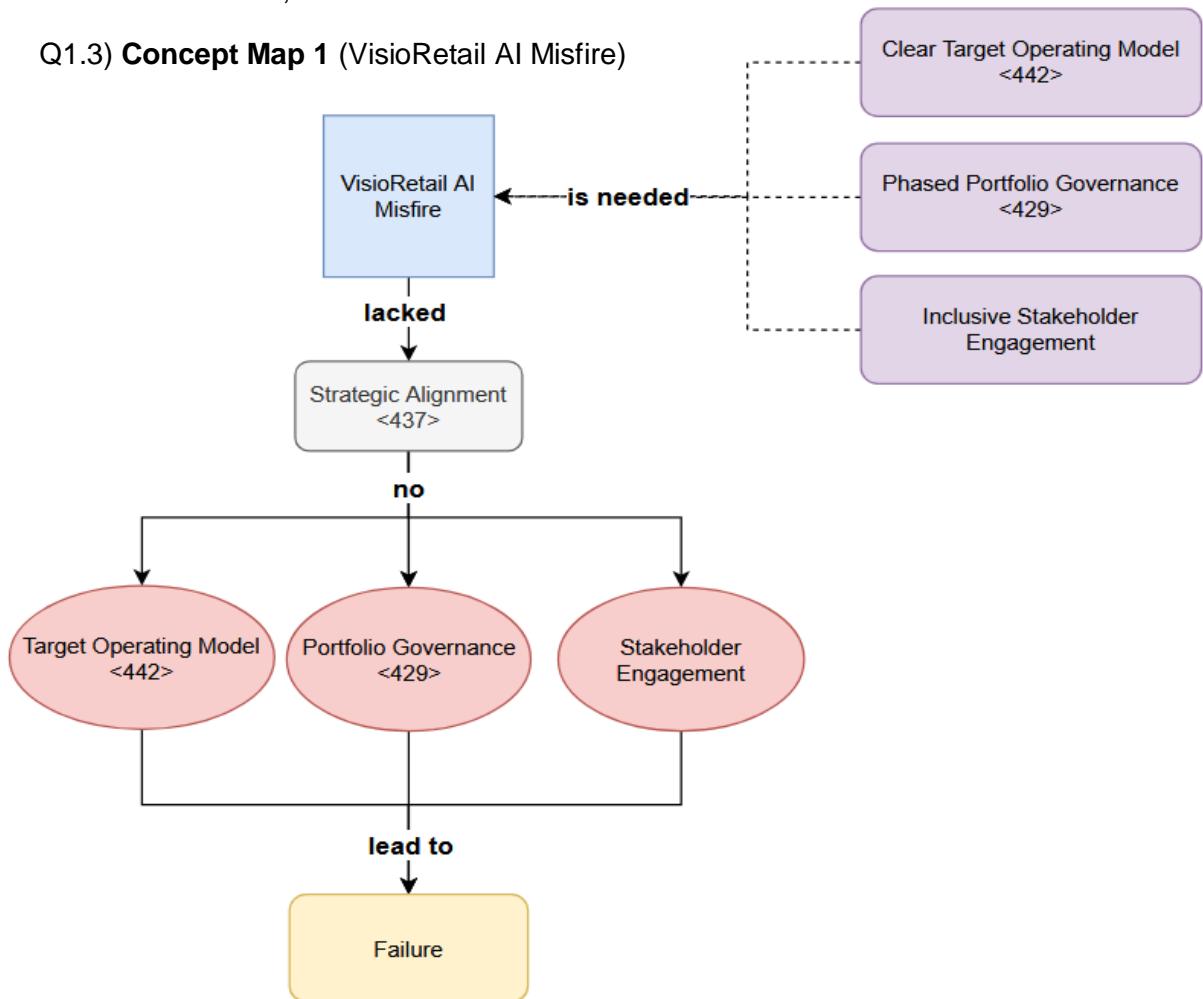
Q2.3



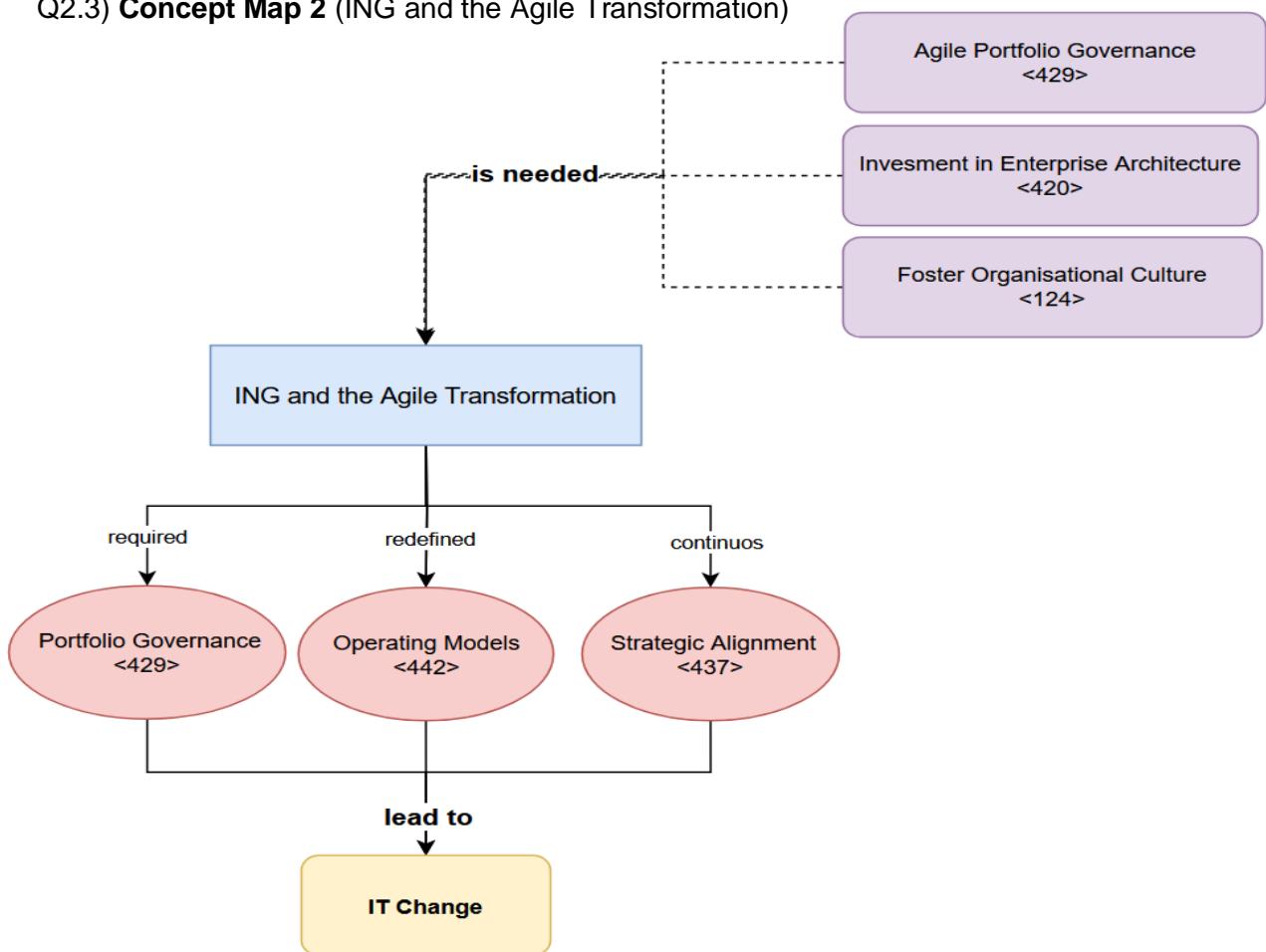
**Q2.3**

David Pires Coelho, nº 113369

**Q1.3) Concept Map 1 (VisioRetail AI Misfire)**

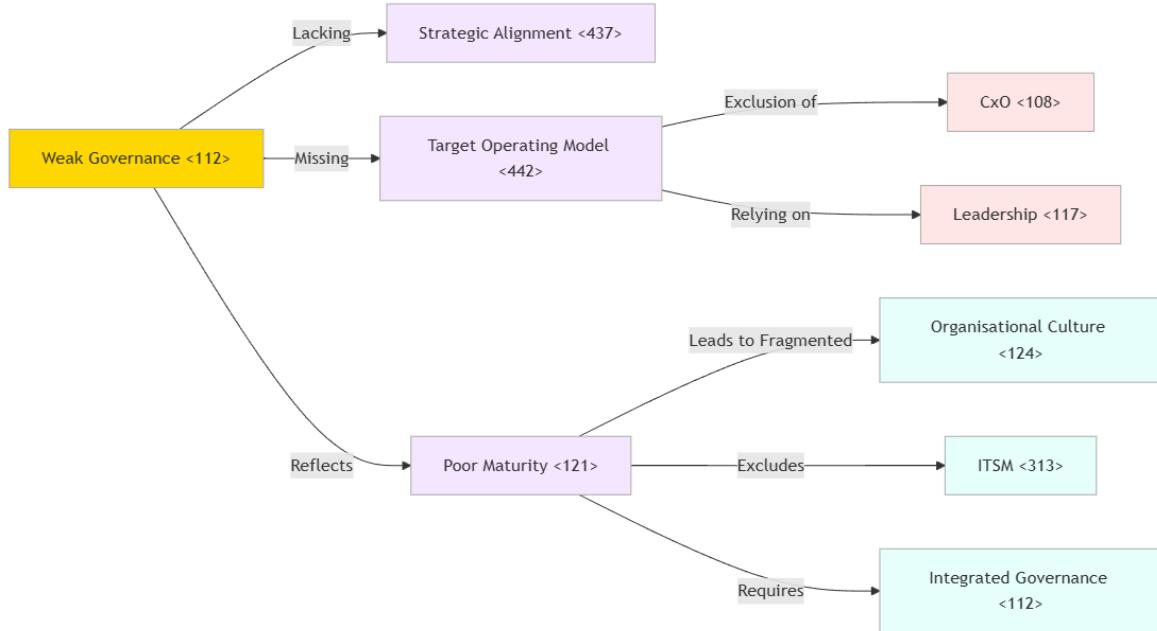


**Q2.3) Concept Map 2 (ING and the Agile Transformation)**

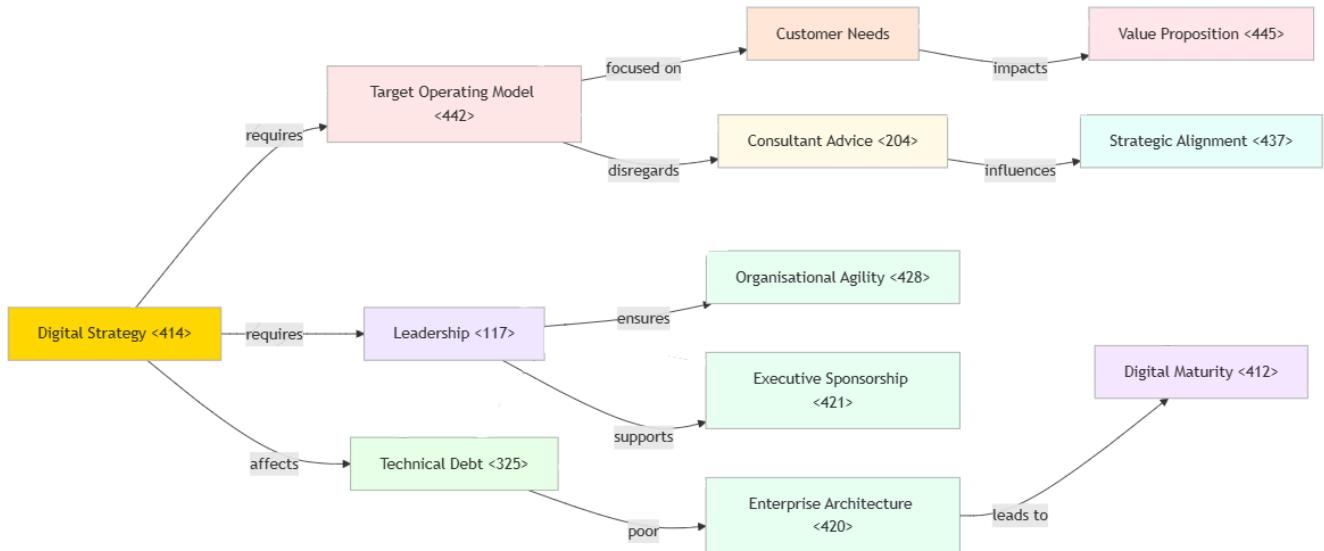


## Ricardo Vieira - 113381

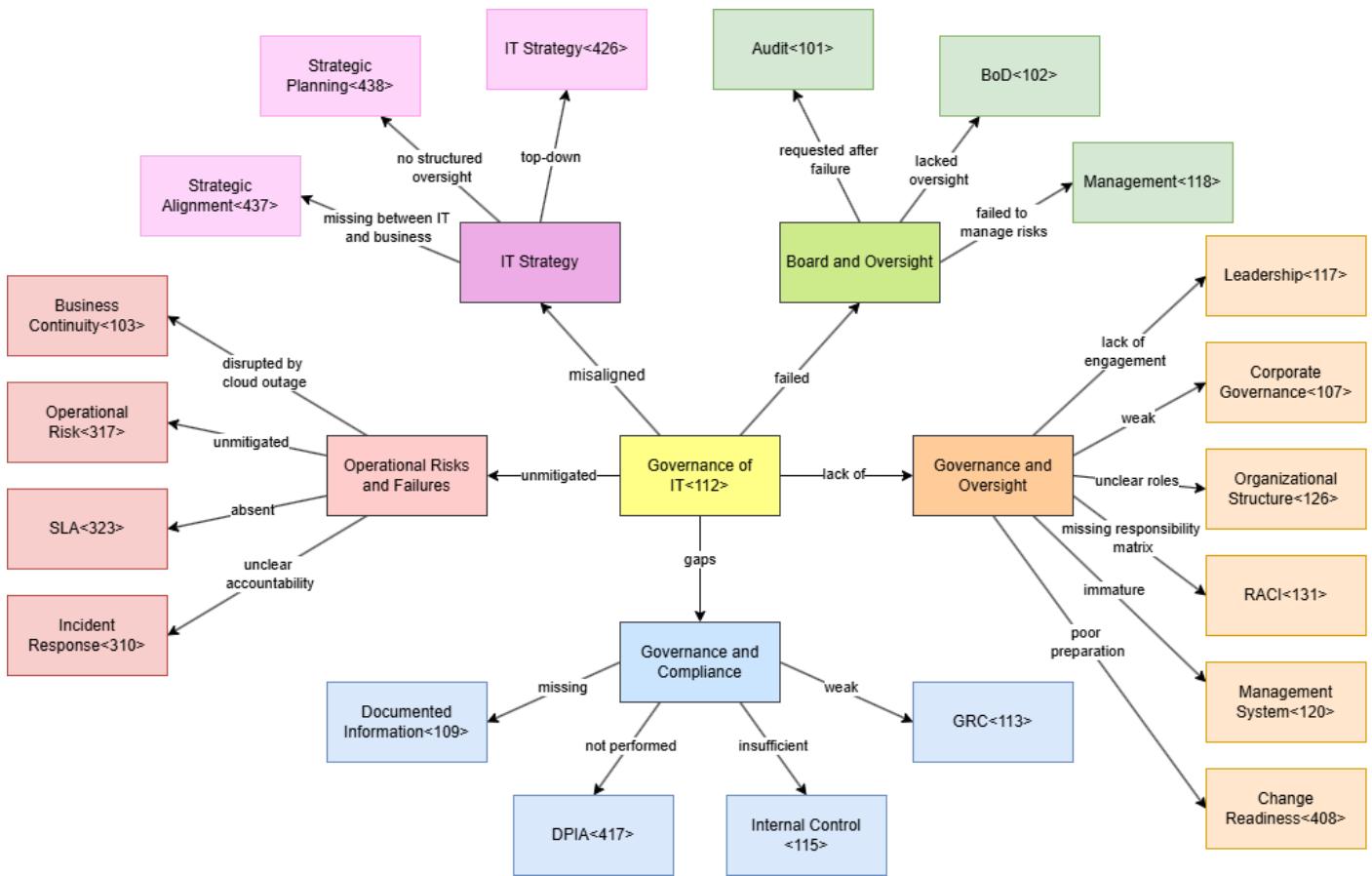
### Q1.3 – Story Analysis: VisioRetail CEO Shuffle



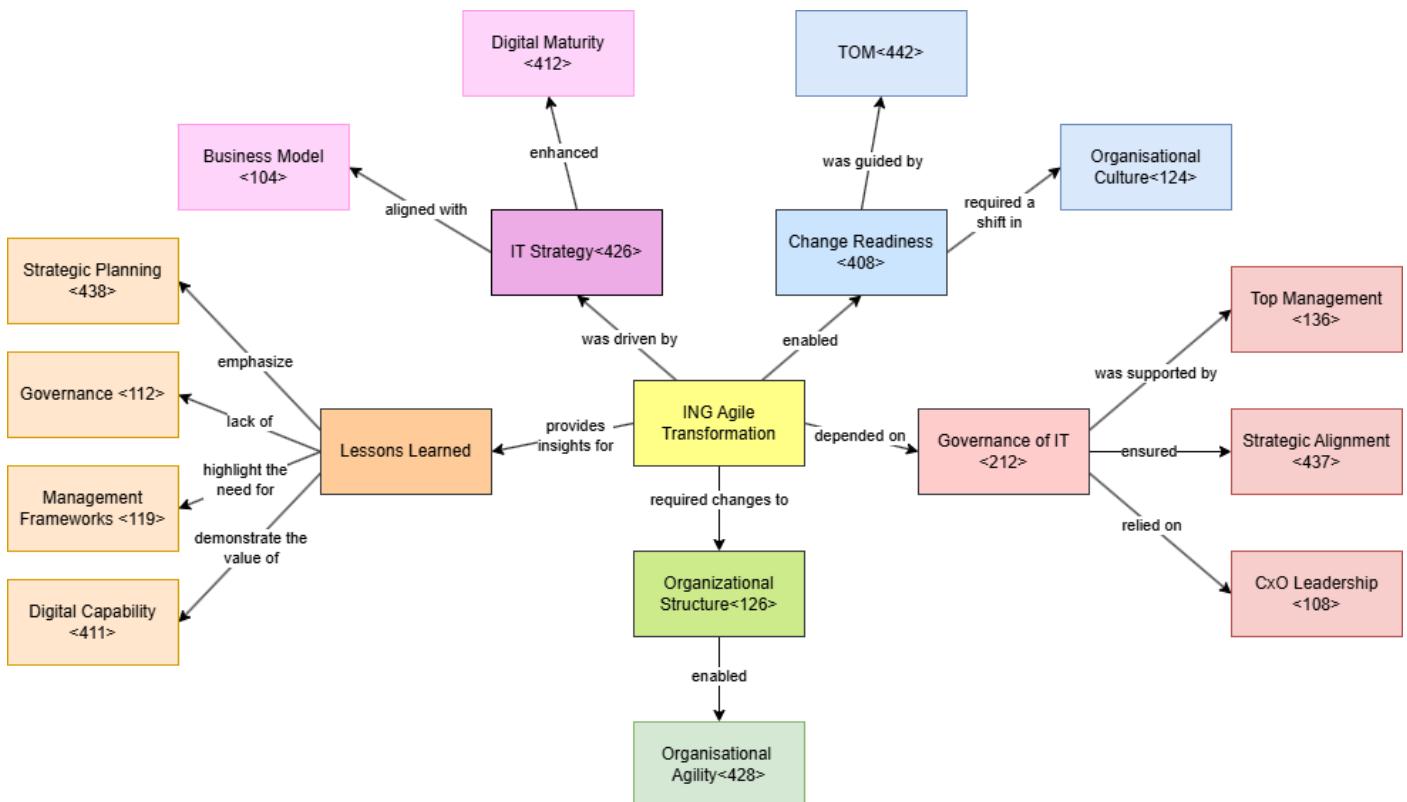
### Q2.3 – Case Analysis: Sonos App Overhaul Fallout



### Q1.3



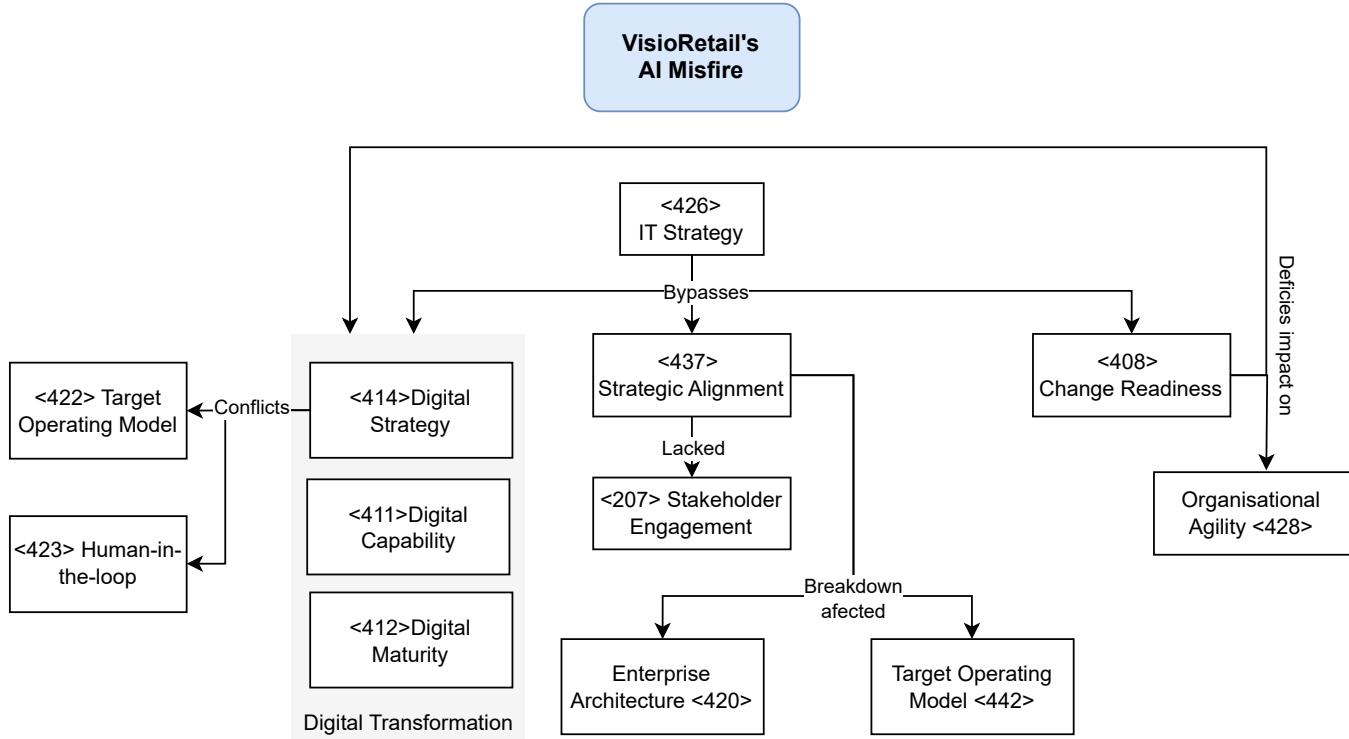
### Q2.3



**Story: VisioRetail's AI Misfire**

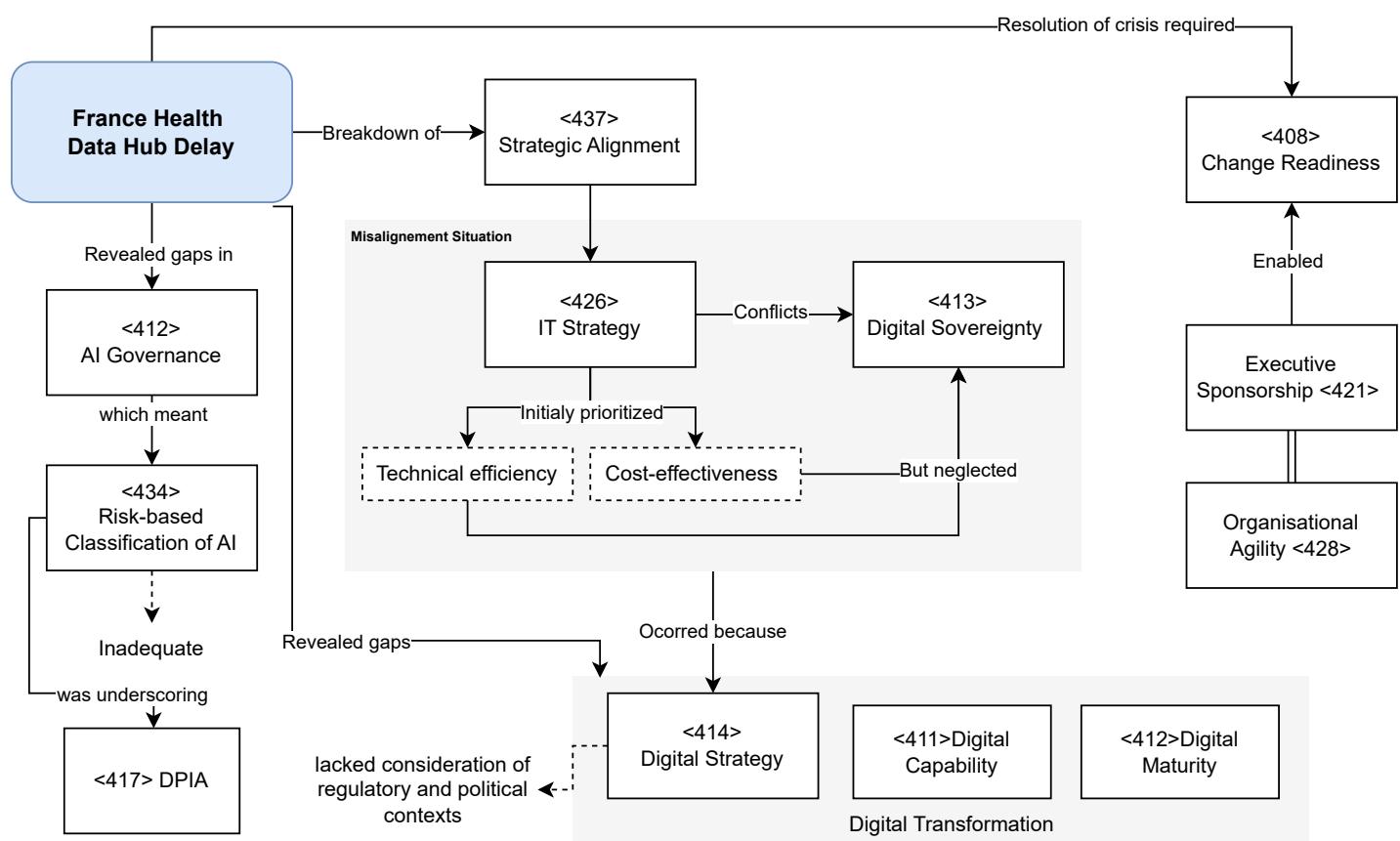
Concepts: <426>, <414>, <411>, <412>, <437>, <207>, <420>, <442>, <423>, <422>, <408>, <428>

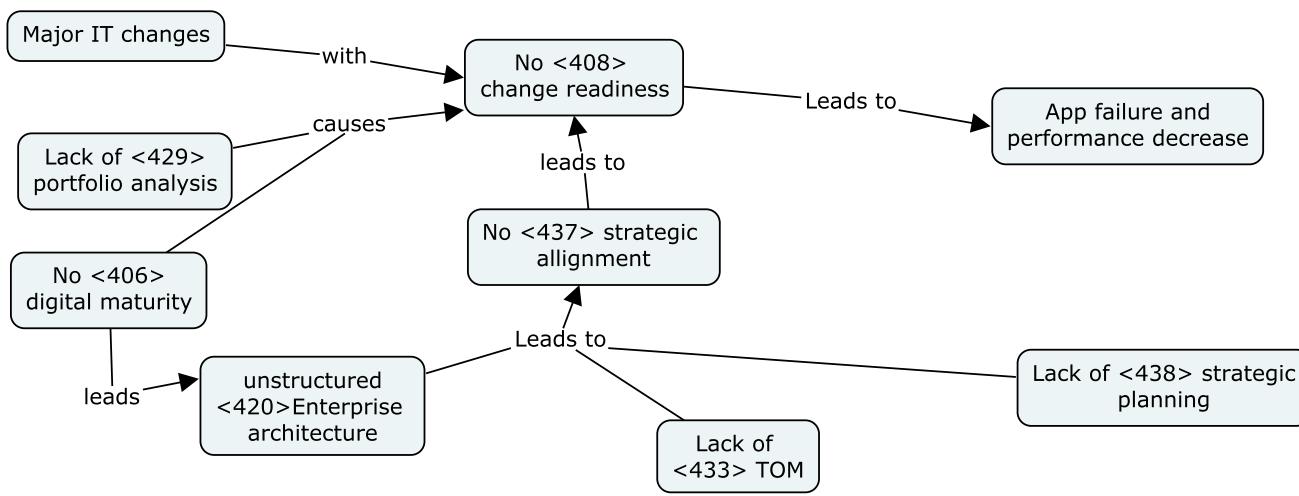
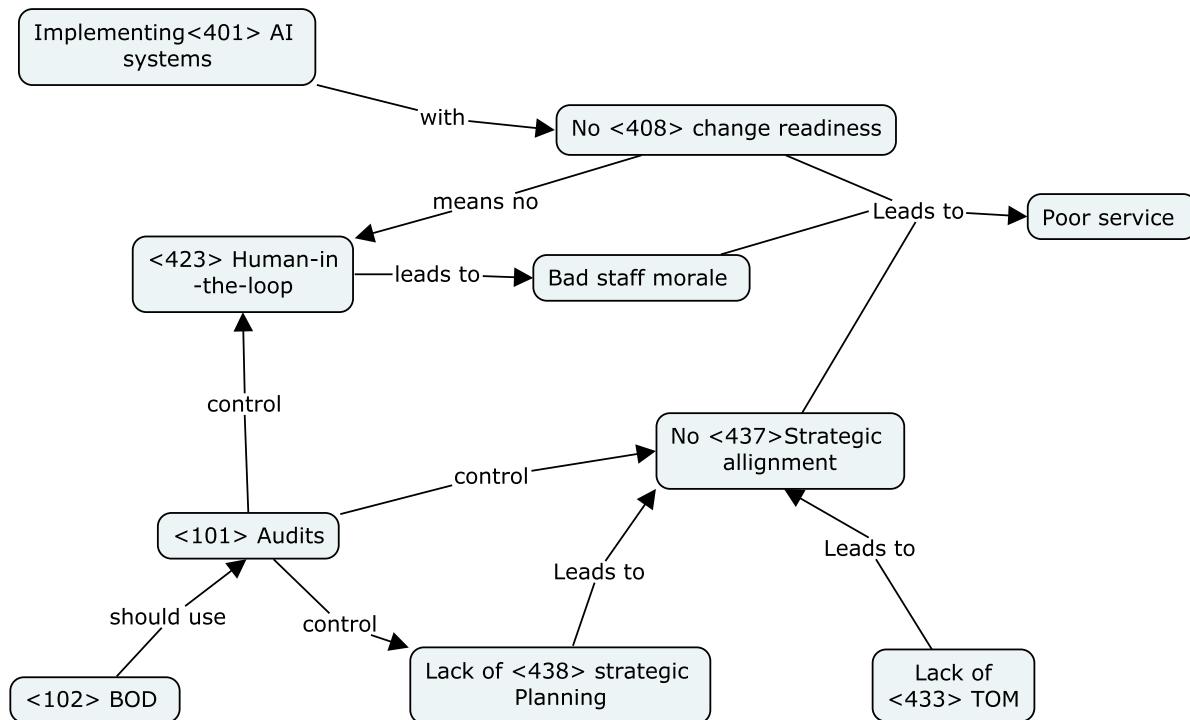
Joana Okica  
ist number: 115186



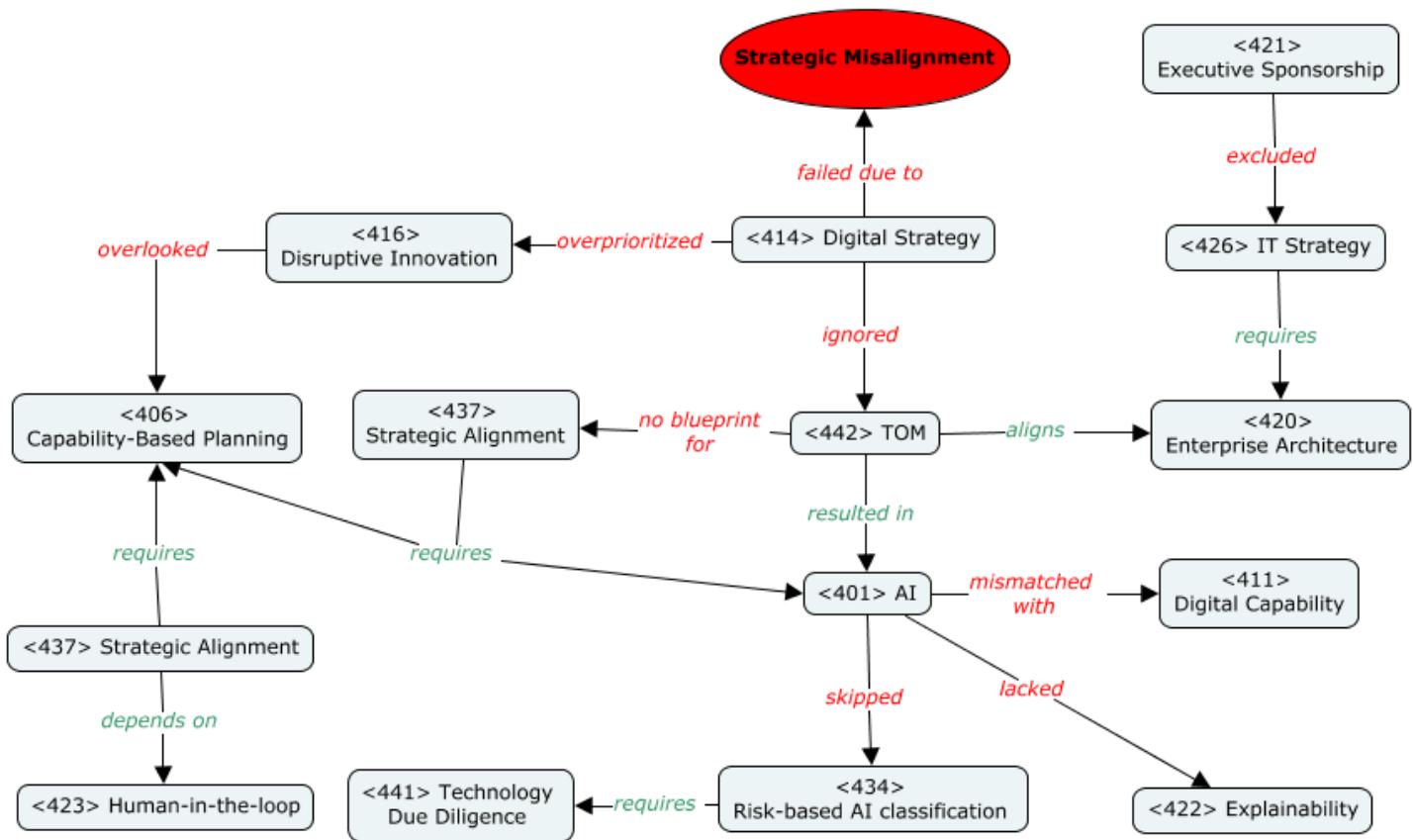
**Case: France Health Data Hub**

Concepts: <437>, <426>, <413>, <414>, <411>, <412>, <408>, <421>, <428>, <417>, <434>

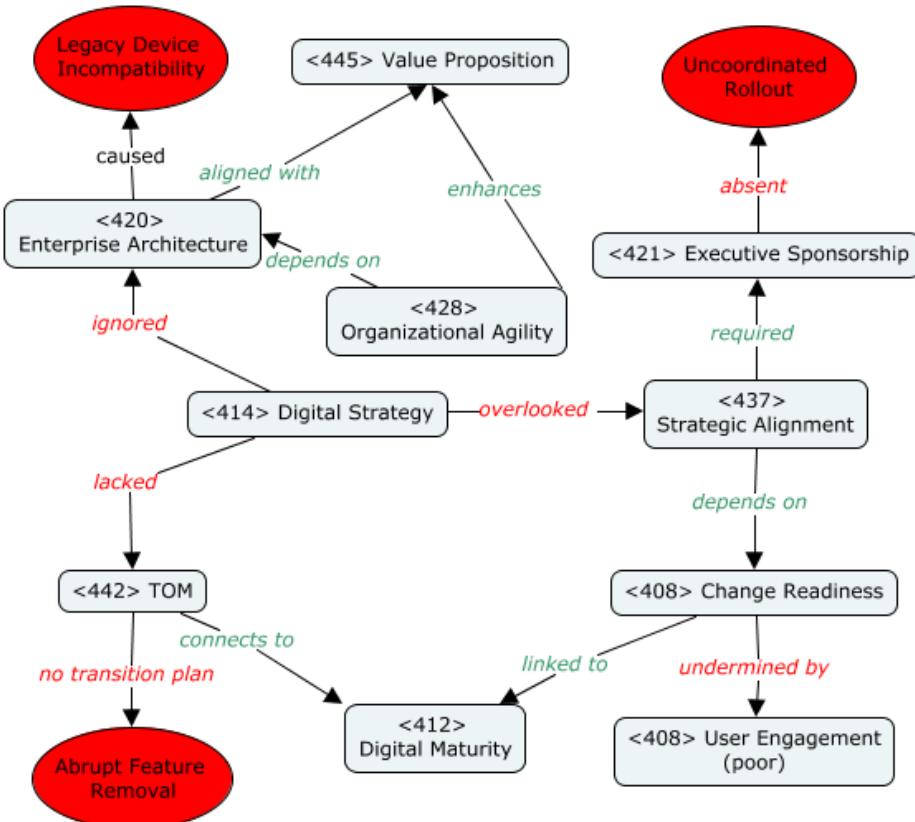




### Q1.3 - VisioRetail AI Misfire

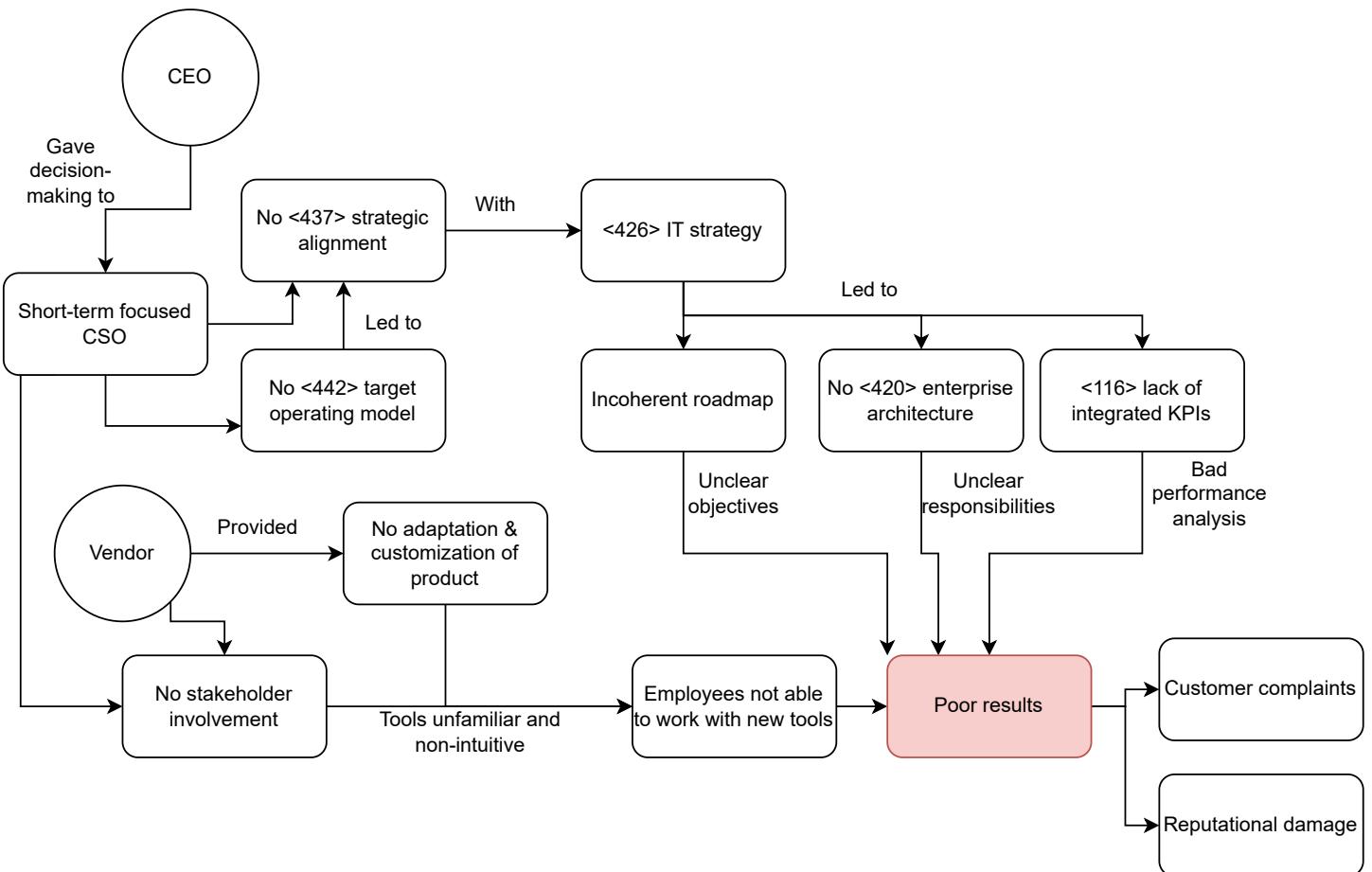


### Q2.3 - Sonos App Overhaul Fallout

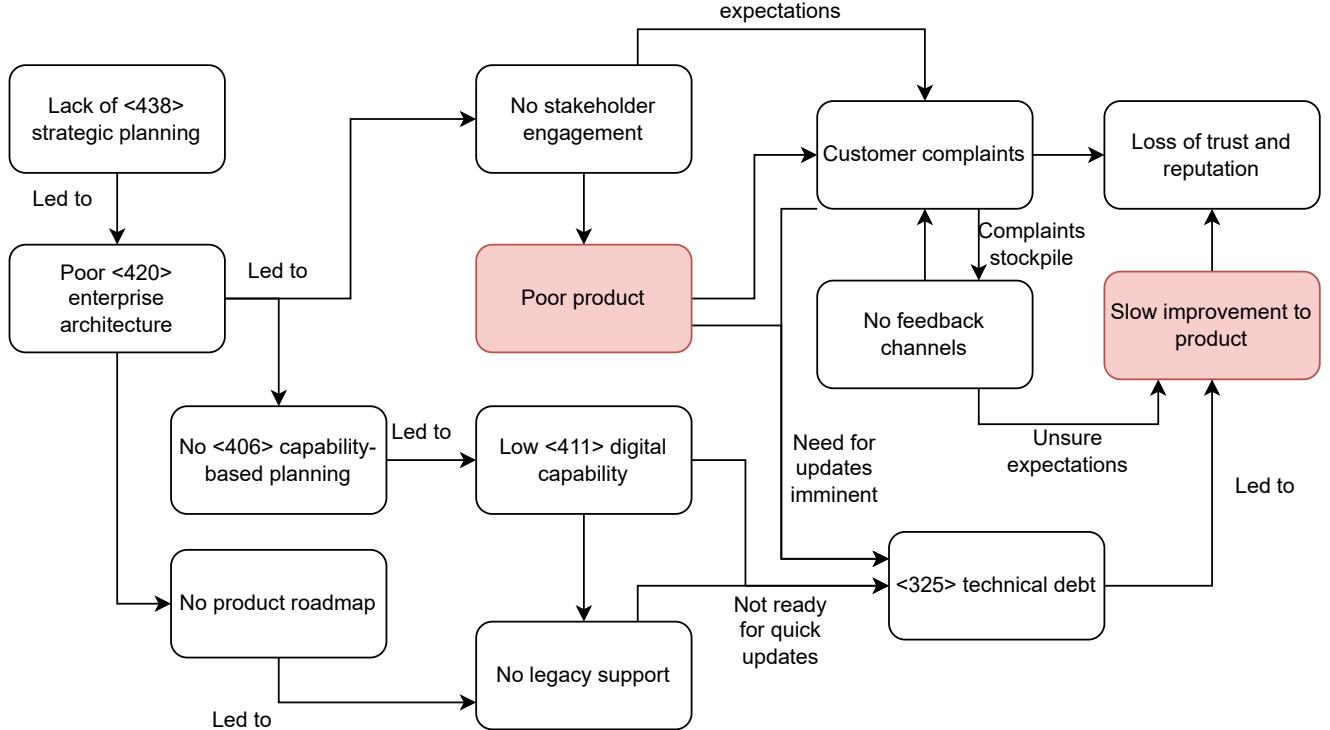


# Onni Kivistö 115343

## Q1.3



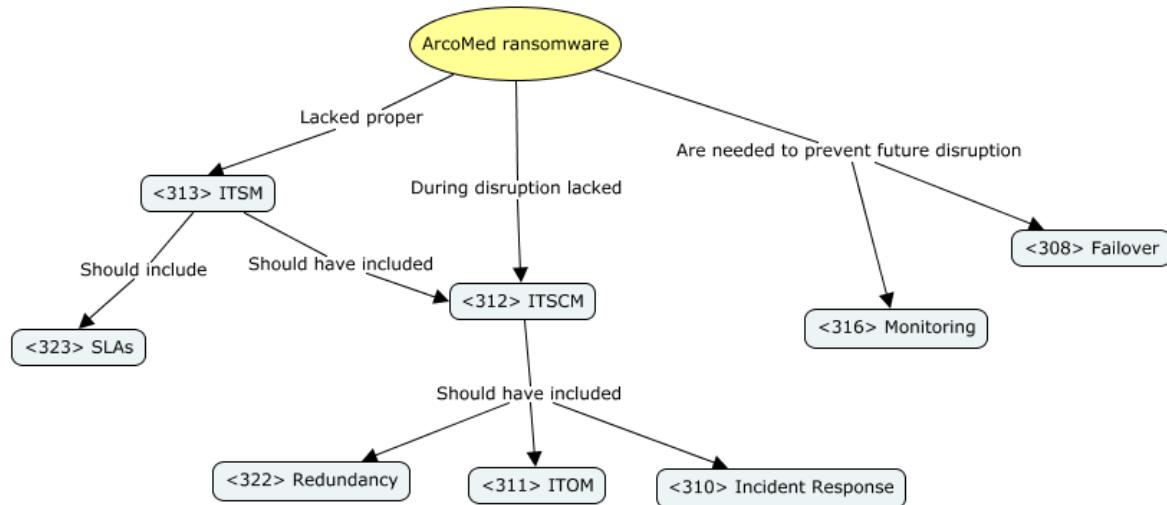
## Q2.3



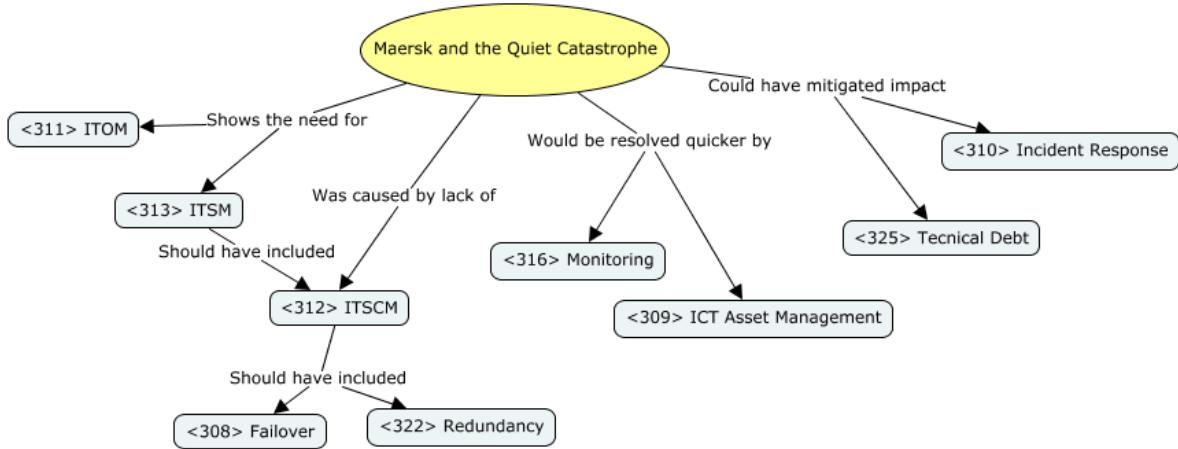
Name: Daan Ransdorp

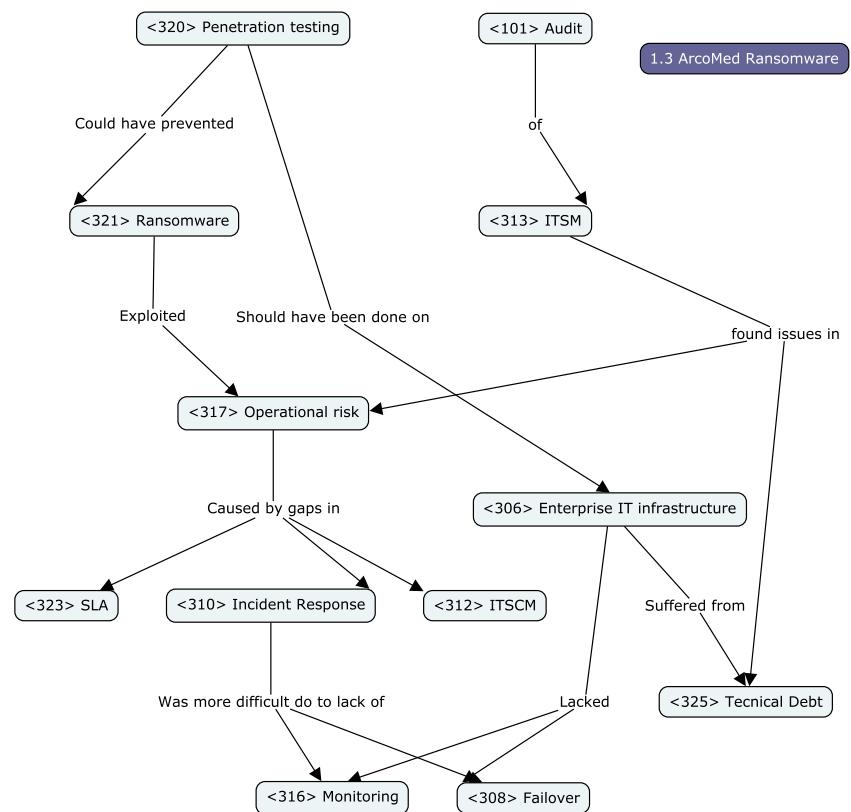
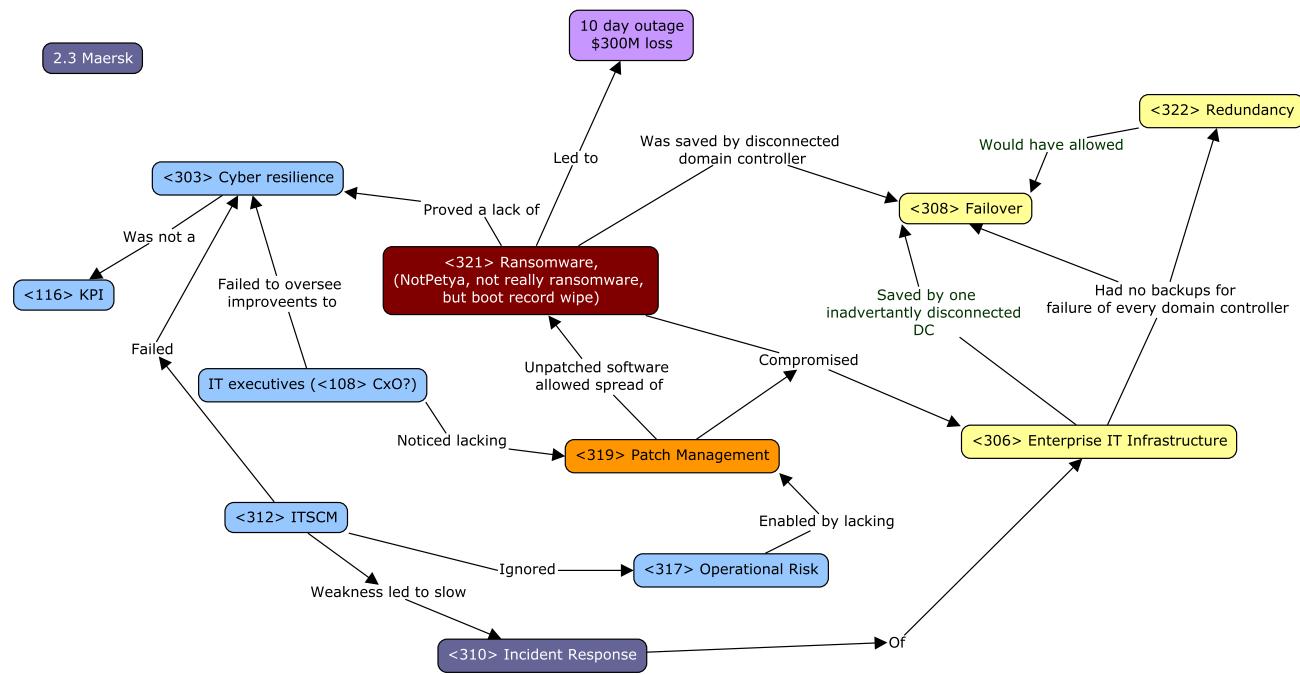
Number: 115376

### Concept map Q1.3



### Concept map Q2.3

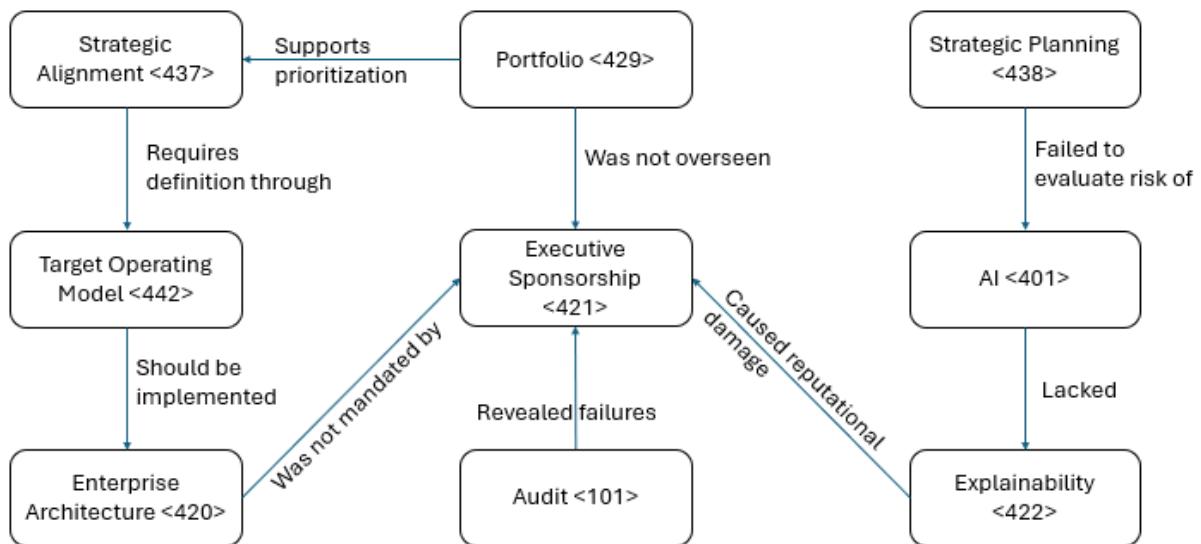


**2.3 Maersk**

## Tobias Machiavello - 1115393

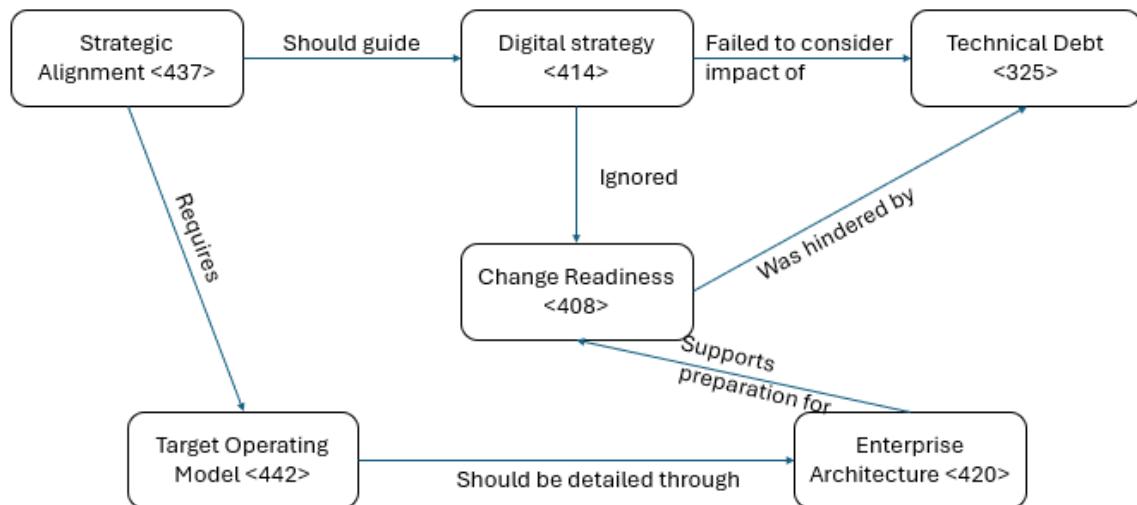
### Q1.3

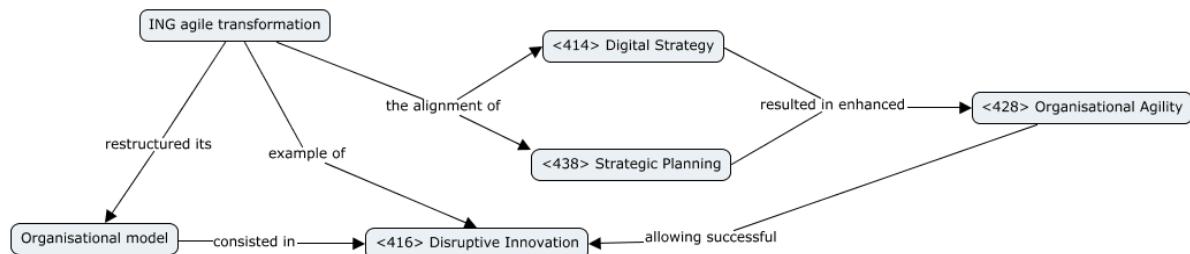
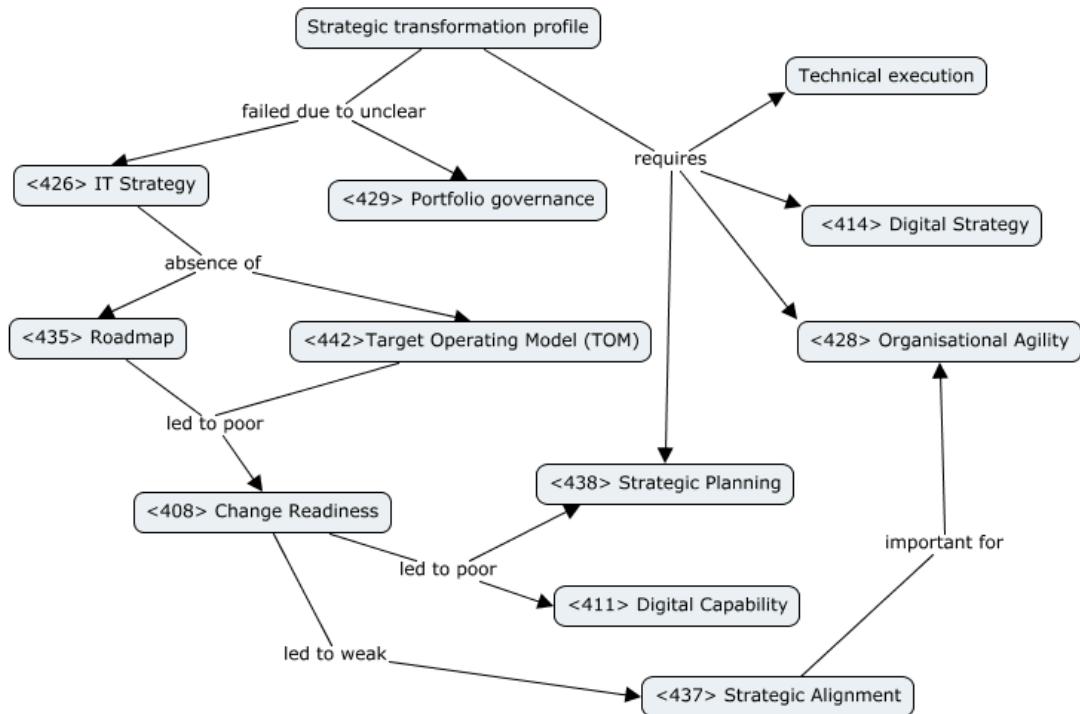
Concept Story Theme 4: MetroWater Leap Too Far



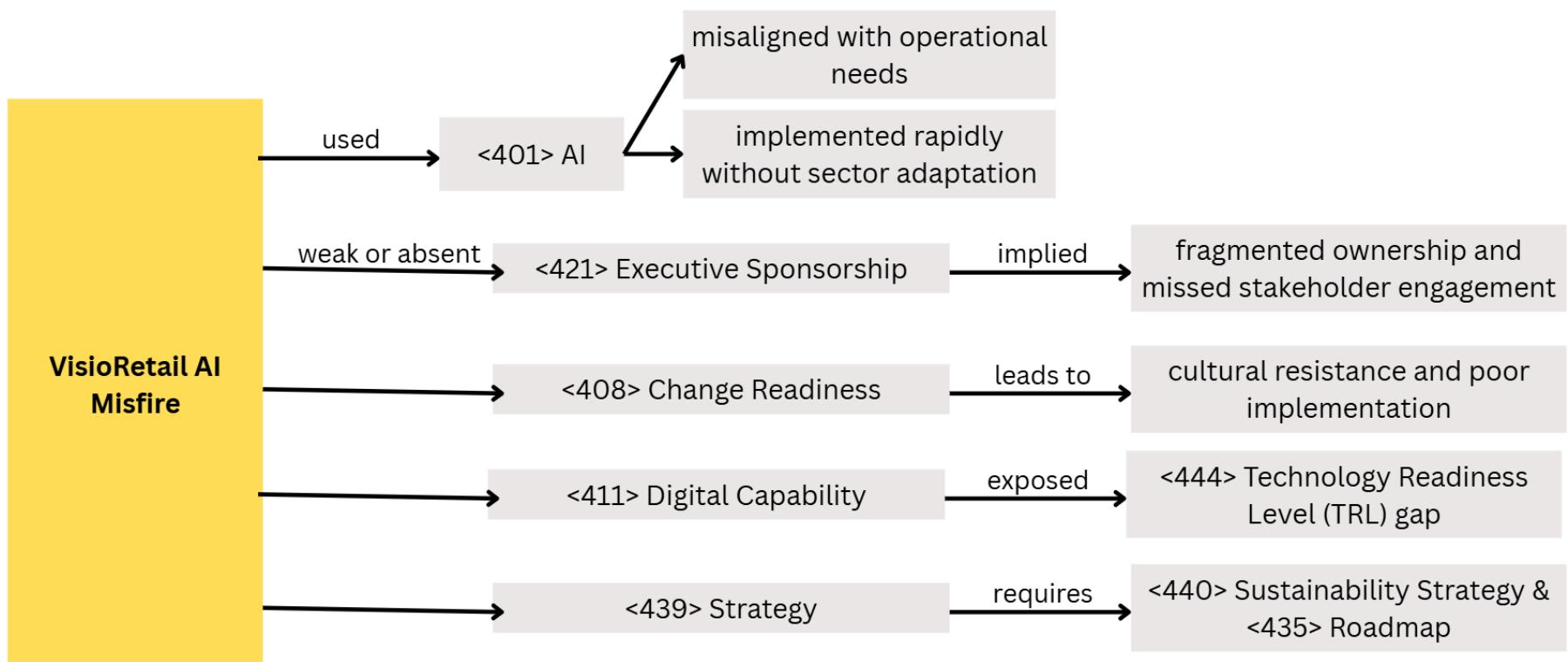
### Q2.3

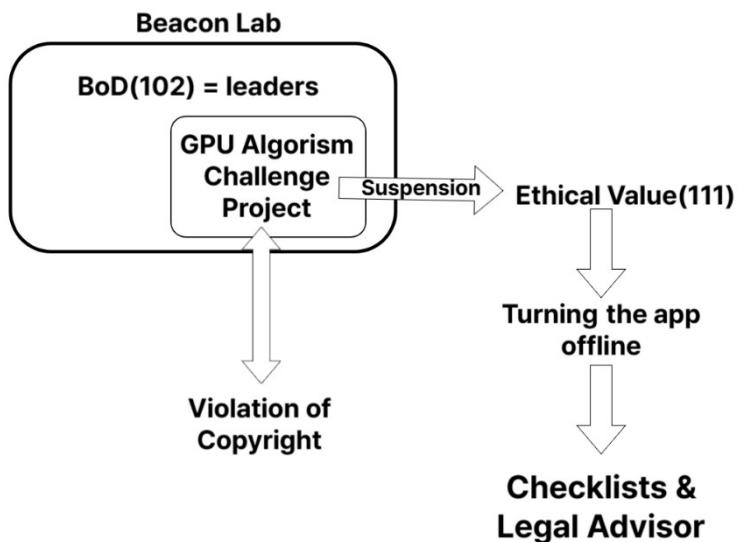
Concept Case Theme 4: Sonos App Overhaul Fallout



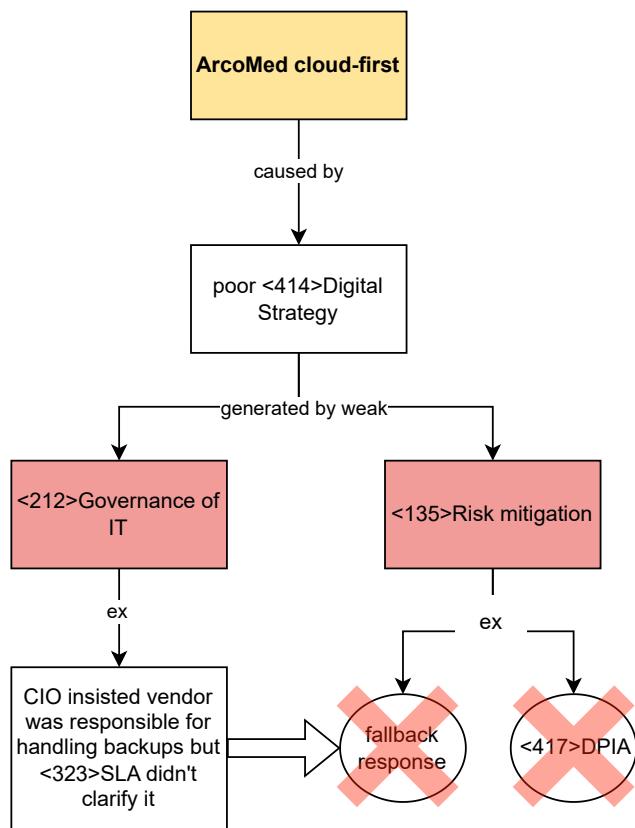


Q1.3

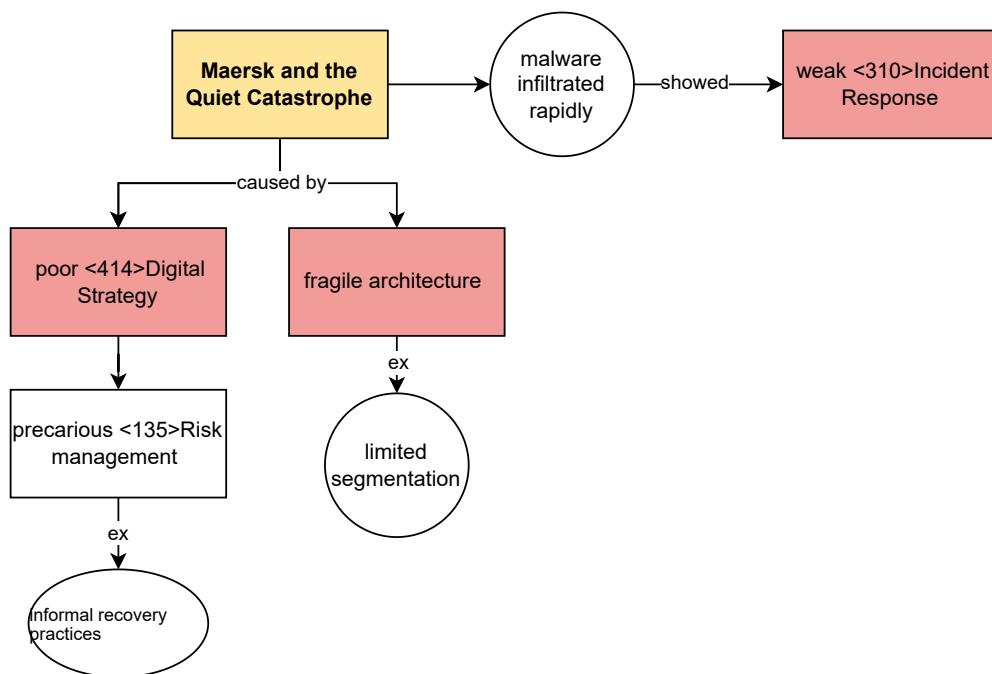


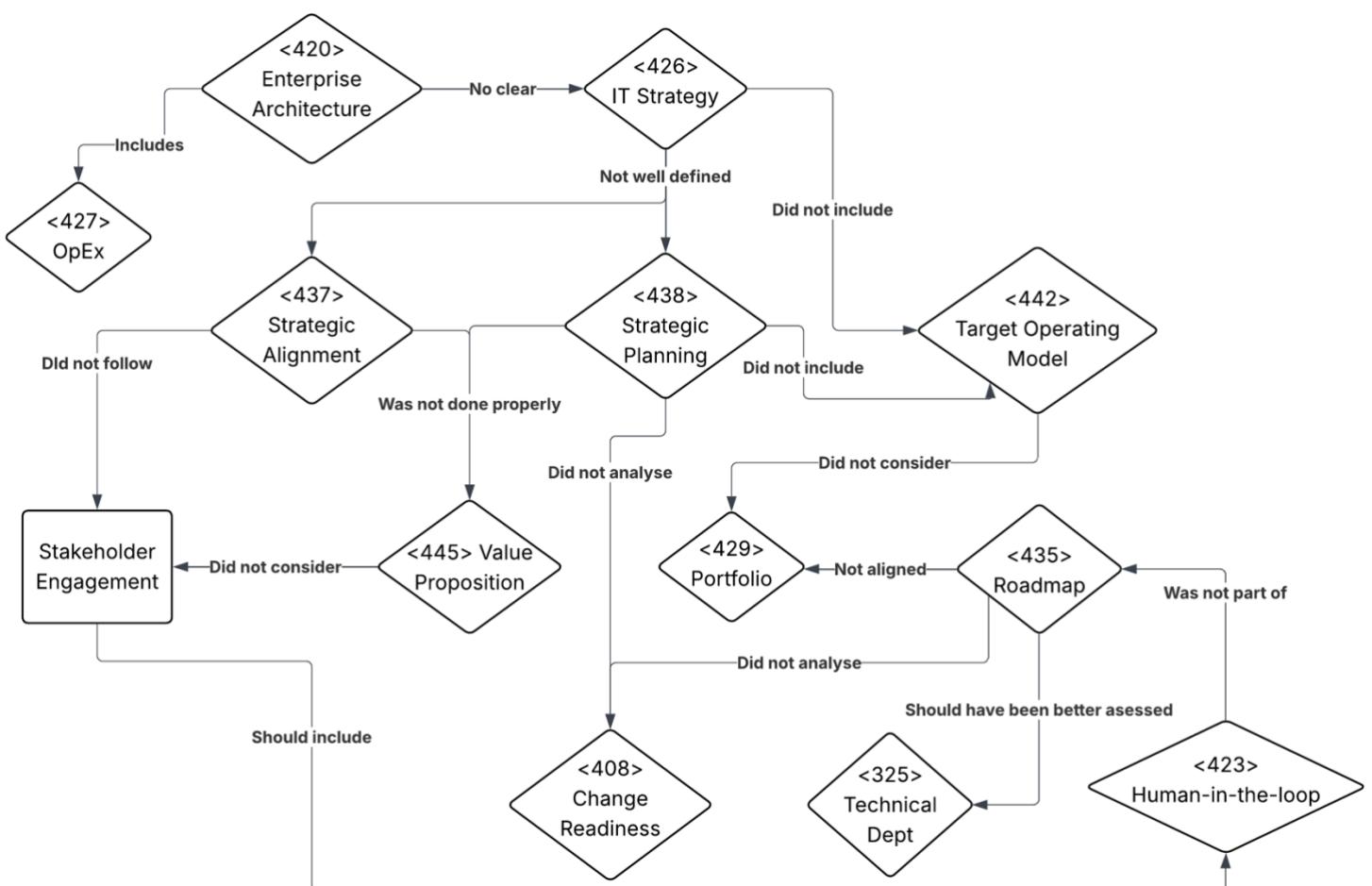
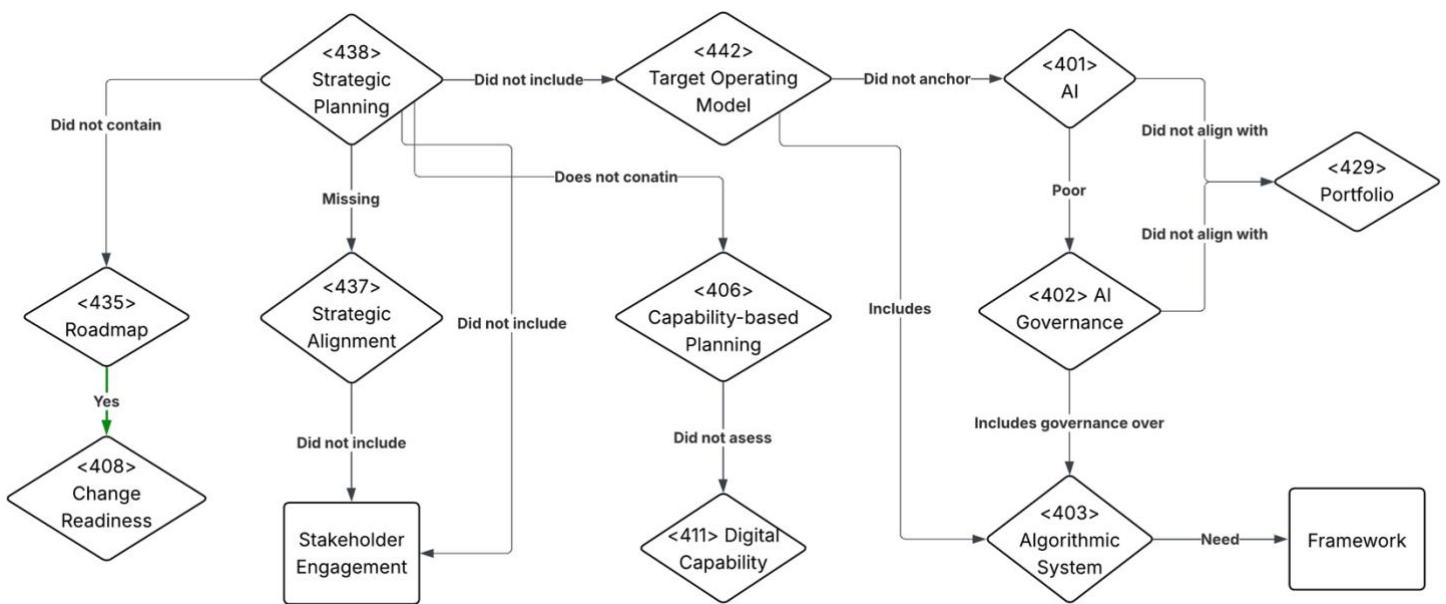


Q1.3

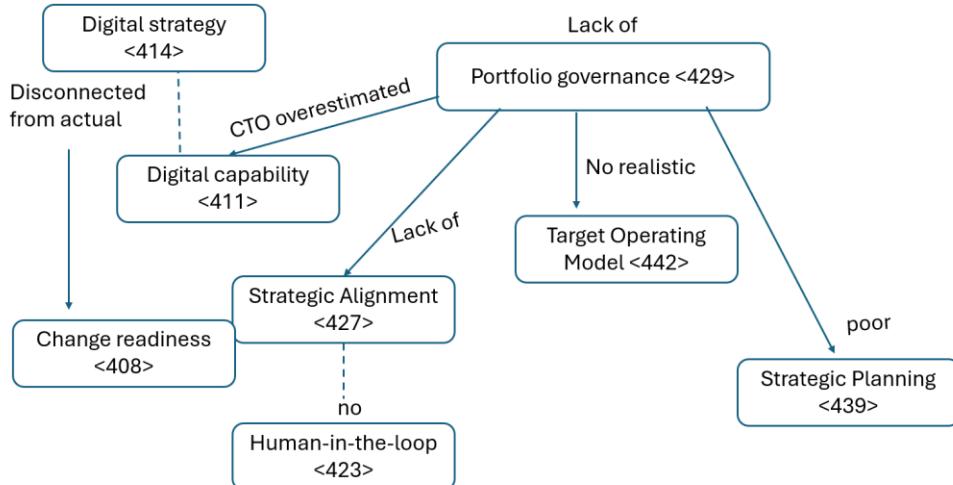


Q2.3

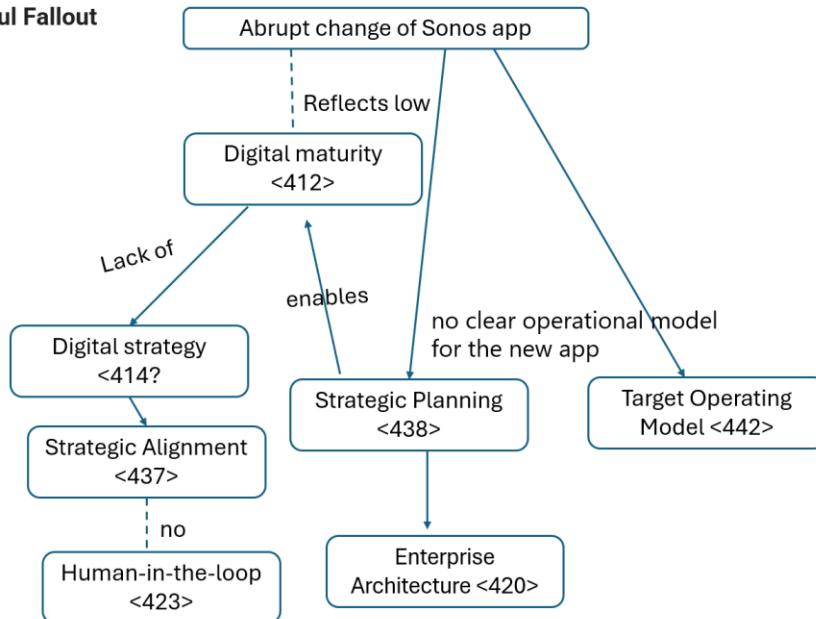




**VisioRetail AI Misfire**

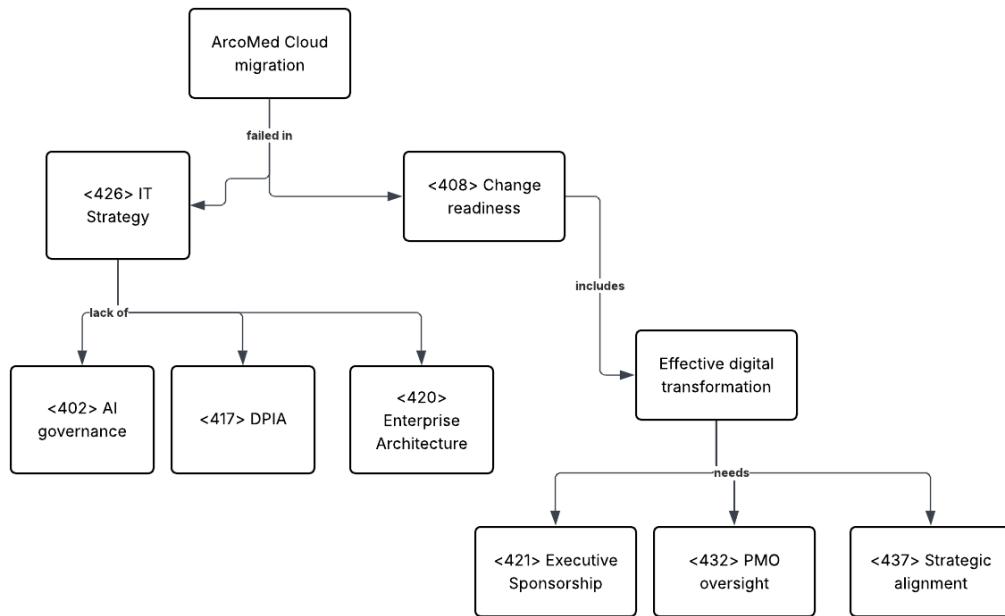


**Sonos App Overhaul Fallout**

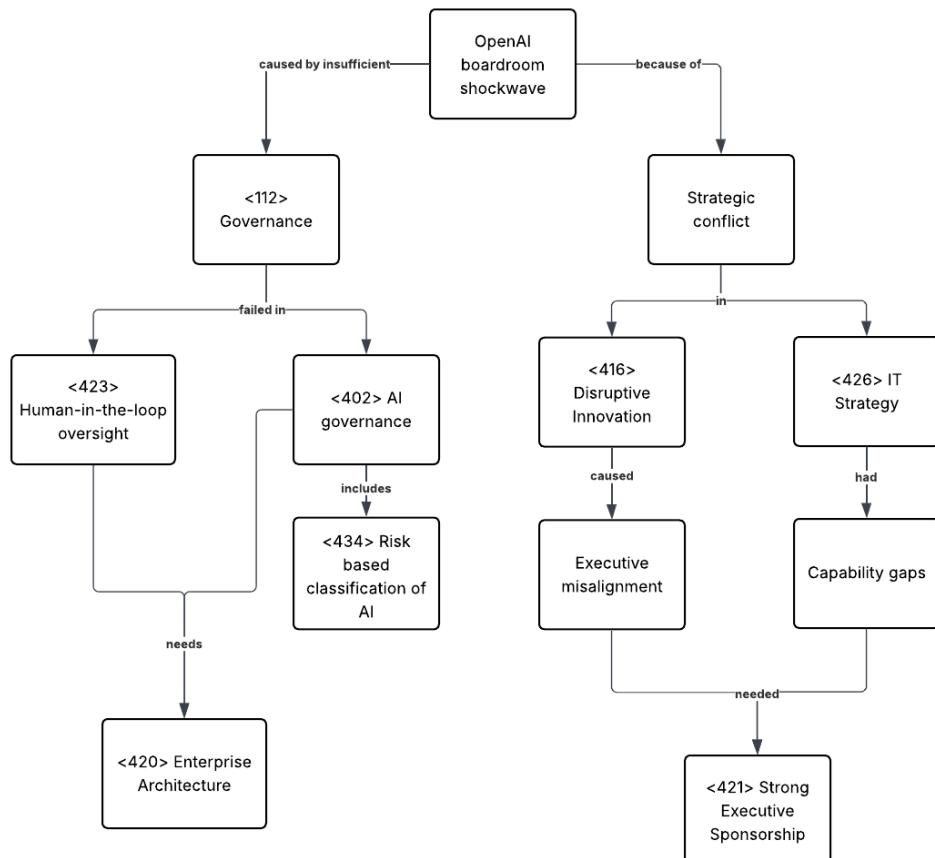


115555 Isa Widmaier

Q1.3

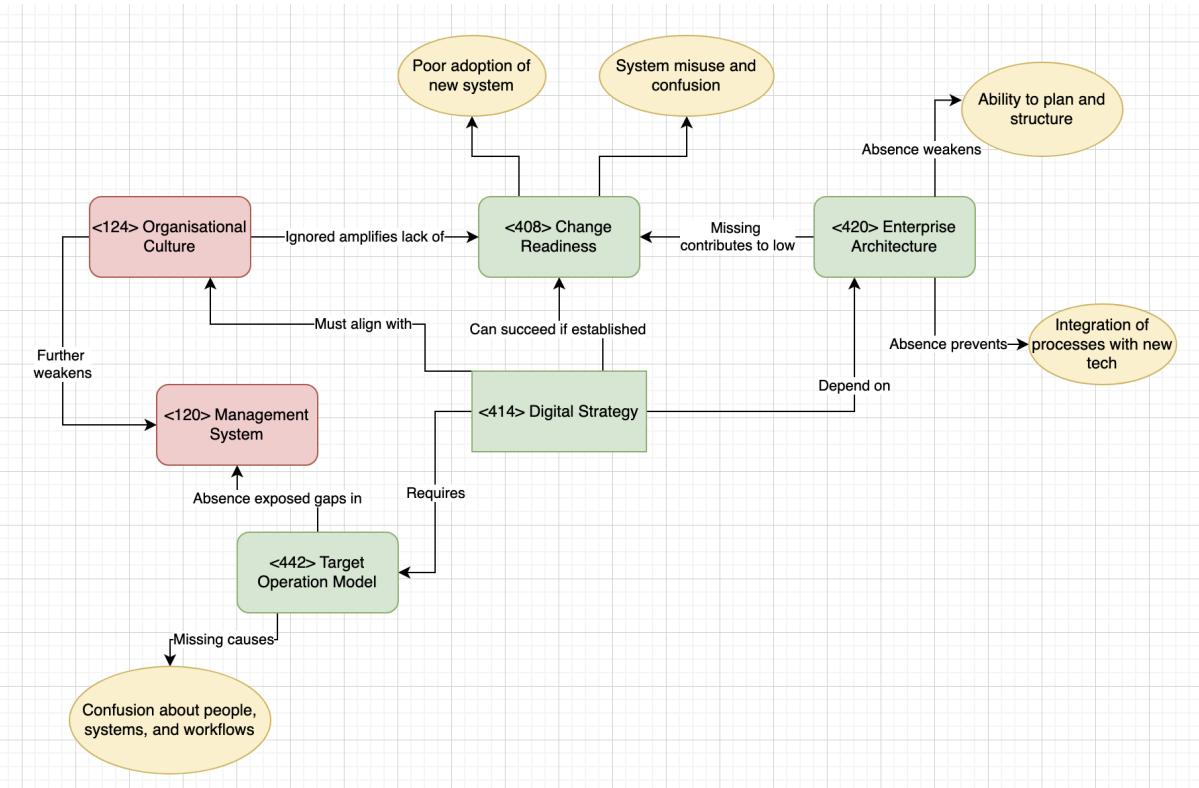


Q2.3

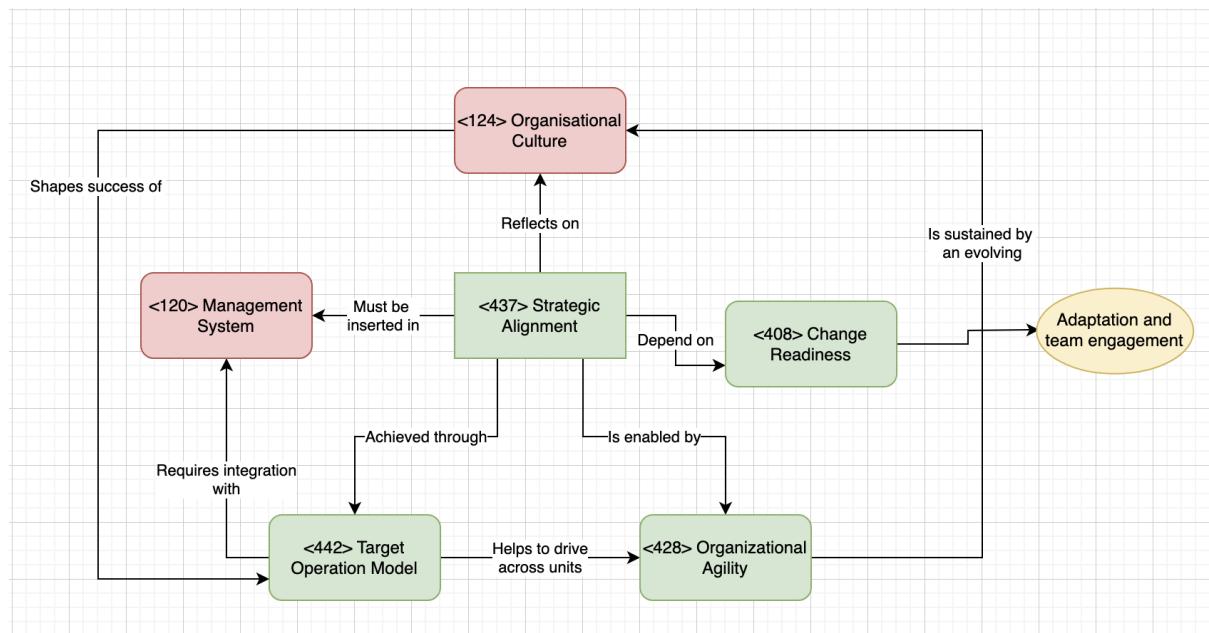


## Essay 4:

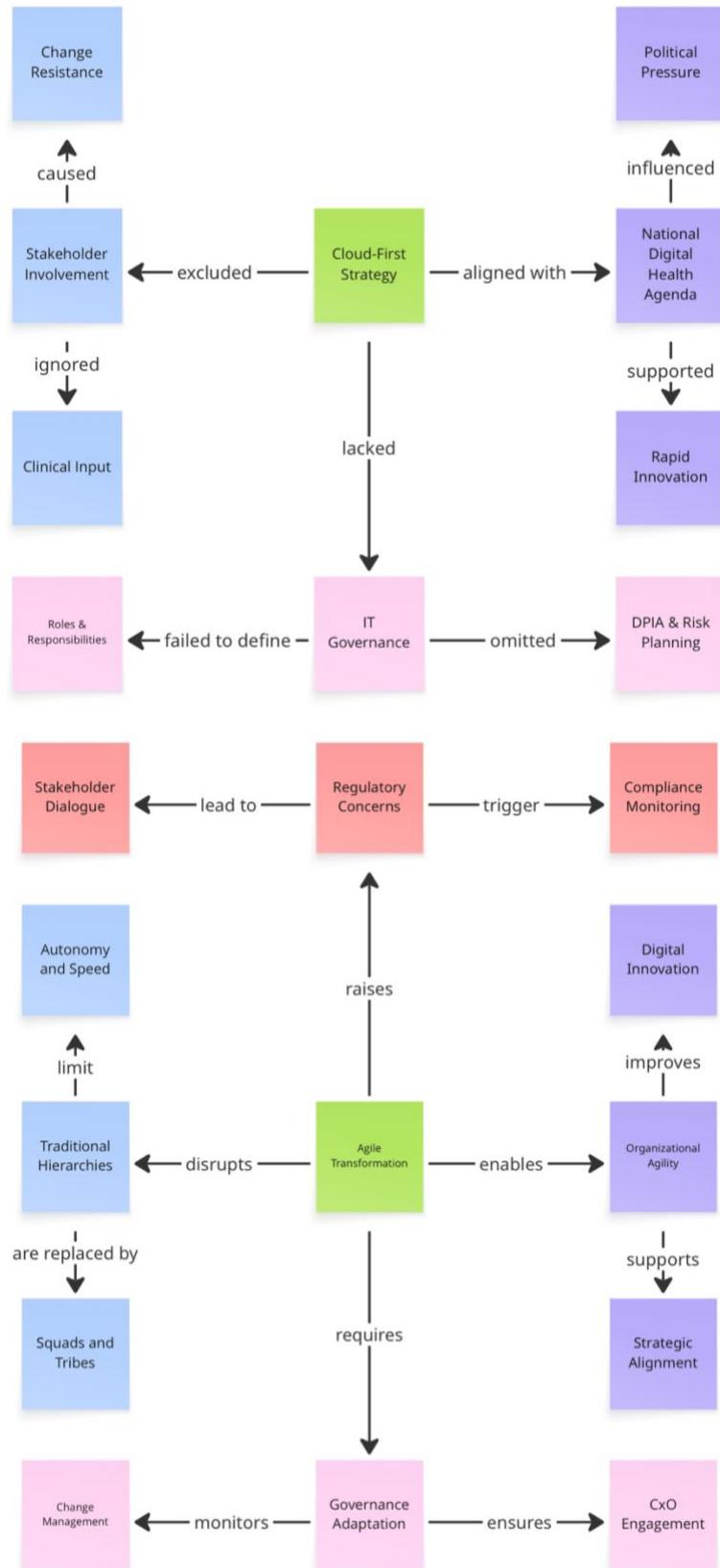
### Q1.3

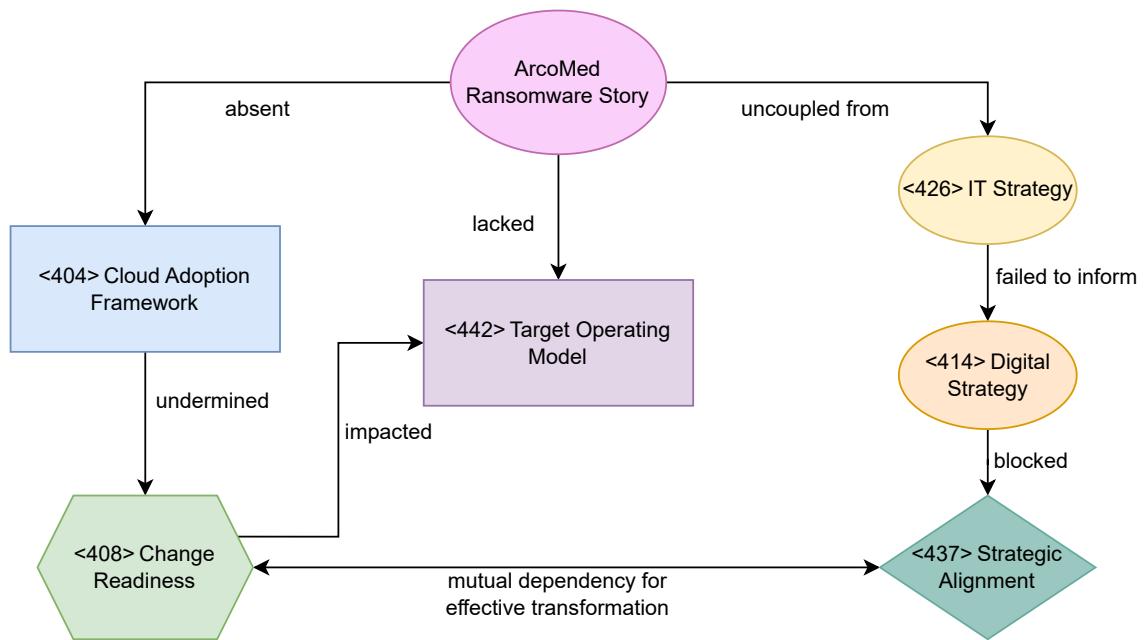
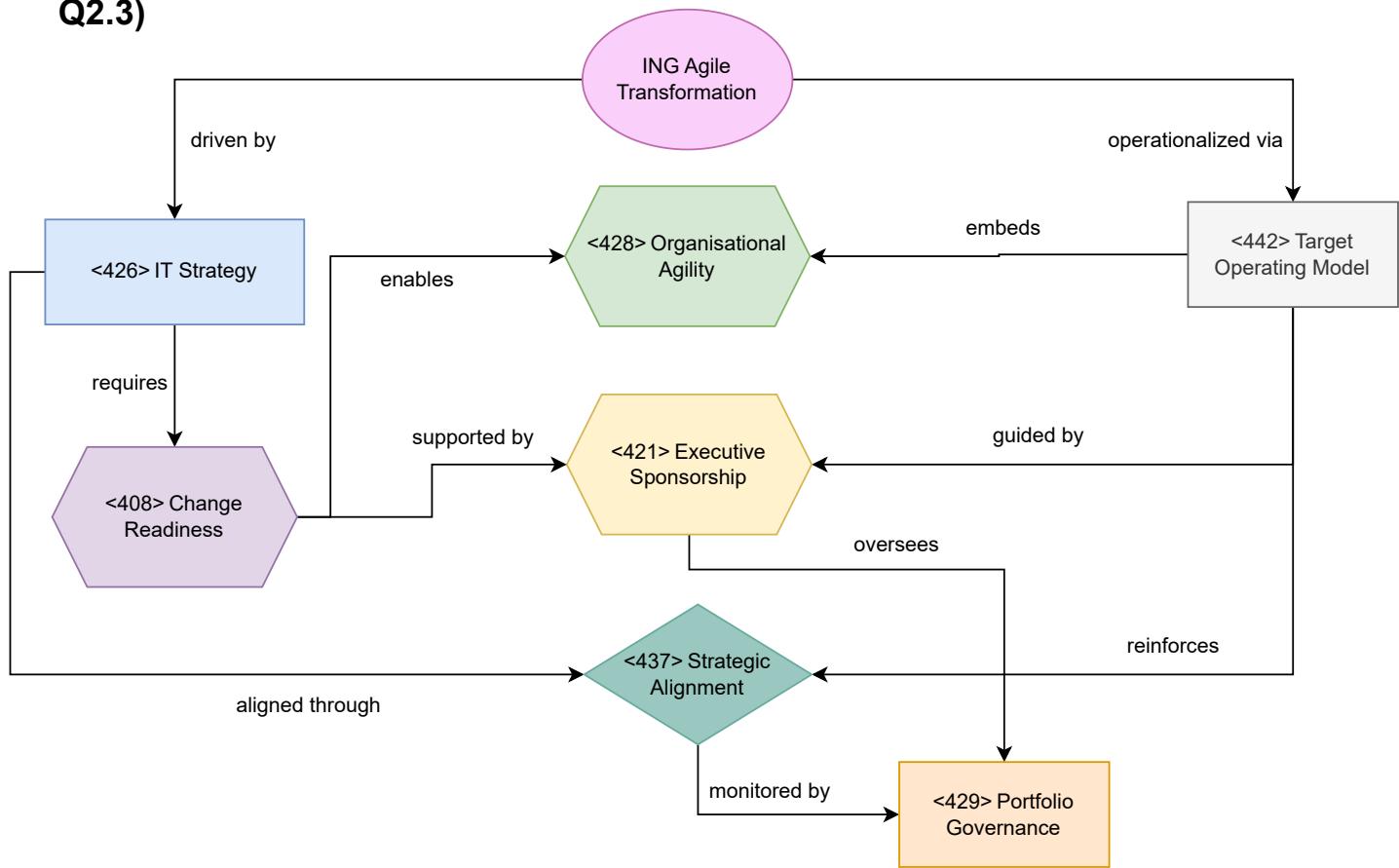


### Q2.3



## Camila Melendez Santos 115587



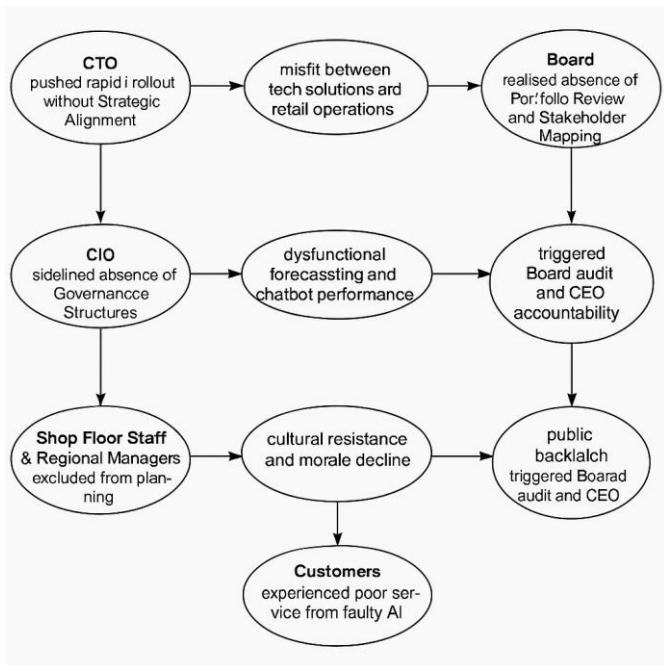
**Q1.3)****Q2.3)**

<E4> (21/05/2025)

115651

Jiseung Choi

the concept map for Q1.3



the concept map for Q2.3.

