IH.3506 MANAGEMENT

MANAGING IN A COMPLEX WORLD

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UC 1 – Explore & identify new paths & opportunities

Q 1 Programs and Alignment

1) **Expansion of the Smart Home Ecosystem**
Advancing smart home solutions to improve user comfort and convenience is in line with the goal of "inspiring a better lifestyle, accessible to all".

2) **Energy Efficiency Optimization and Green Product Development**
Somfy's commitment to sustainable development and the "Act for Green" label fit this path, emphasizing reduced carbon footprints.

3) **Digitization and Resilience in Supply Chain**
Adapting to existing sourcing pressures and economic fluctuations, creating a strong and agile supply chain process.

4) **Market Expansion and Personalized Services**
Strengthen customer-centric solutions to join emerging markets and provide tailored services to support Somfy's strategic goals.

Q2 Identify and Detail

1.1 Expansion of the Smart Home Ecosystem

- Develop next-generation smart home solutions for €5 million to launch compatible products, increasing market share and brand loyalty.
- Integrate with platforms like Alexa and Google Home for €3 million to enhance voice functionalities and expand coverage.
- Introduce subscription services for €2 million to provide remote monitoring and create recurring revenues.

1.2 Energy Efficiency Optimization and Green Product Development

- Develop energy-efficient motors for €4 million, cutting power consumption by 5% and lowering carbon emissions.
- Launch solar-powered blinds for €3.5 million to deliver renewable energy solutions and boost adoption.
- Achieve green certifications for €1.5 million to expand the Act for Green range and enhance trust.

1.3 Digitization and Resilience in Supply Chain

- Implement real-time supply chain monitoring for €5 million to mitigate delays and improve efficiency.
- Optimize inventory with AI for €3 million to cut costs via demand forecasting.

- Establish multi-regional backup facilities for €7 million to reduce supply chain risks and ensure continuity.

1.4 Market Expansion and Personalized Services

- Develop region-specific products for €4 million to address local needs and boost emerging market revenues.
- Build a customer service platform for €2 million to enhance satisfaction and reduce churn.
- Strengthen digital marketing for €2.5 million, leveraging data analytics to optimize campaigns and improve penetration.

Q3 Design the Roadmap

1) Launch Smart Home Path->Green Motors Development->Supply Chain Monitoring-> Emerging Market Development.
2) Roll out Voice Integration->Solar Blinds, AI Inventory Optimization-> Customer Service Platform.
3) Introduce Subscription Services->Green Certification, Regional Backup Facilities->Digital Marketing Strengthening.

Q4 Prioritize

Priority Projects:
1) Prioritize next-generation smart home solutions for €2.5 million to achieve high strategic impact with lower costs.
2) Focus on energy-efficient motors at a budget of €2.4 million as a critical step toward sustainability goals.
3) Implement real-time supply chain monitoring for €3 million as an operational necessity.
4) Prioritize building a personalized customer service platform at €1.2 million to boost customer retention and satisfaction.

Q5 Budget Cut

1) Share R&D costs by partnering with startups and universities.
2) Adopt agile development, using rapid prototyping and iterative design to reduce waste.
3) Utilize crowdsourced design by engaging the My Somfy Lab community for product testing and feedback.
4) Create modular product designs to enable cost-effective customization.

UC2 – Impacts of digital based offers on customers

Q1 Purpose and Value

1) **Purpose**

SwiFt is committed to promoting democratic, flexible and open education worldwide, advocating sustainable, community-based learning approaches that empower individuals and communities.

2) **Value Proposition**

- **Innovative Learning**: Encourages experiential learning through outdoor and ecological projects.
- **Community Building**: Strengthens local and global networks to create resilient communities.
- **Sustainability**: Advocates for eco-friendly solutions and sustainable education practices.
- **Inclusivity**: Provides tools for marginalized or underserved communities to access education.

Q2 Main Customers

1) **Educators A:** For teachers in related fields (such as environmental science), addressing the difficulty in accessing innovative teaching resources and hoping to motivate students to learn with engaging and practical tools.

2) **Parents B:** Help children build holistic values and environmental awareness. Help reduce the pressure on parents to find affordable and easy-to-accept courses for their children.

3) **Community Activists C:** In public children's education centers, focus on practical learning. Address some of the needs for funding and digital resources.

Q3 Ideas

1) **Virtual Learning Platform:** A subscription-based platform providing eco-friendly and sustainability-focused courses. It includes interactive workshops, downloadable lesson plans, and forums for educators to

collaborate globally. This enhances reach and accessibility for diverse communities.

2) **Augmented Reality (AR) Education App:** An immersive app teaching permaculture and eco-construction through AR simulations. It provides step-by-step guides, enabling users to practice concepts in a virtual environment and apply them practically.

3) **Digital Community Builder Toolkit:** A comprehensive digital resource pack that supports individuals or groups in creating local SwiFt Hubs. It includes templates, funding guides, and success stories to inspire and guide new initiatives.

Q4 New Customer

Corporate Sustainability Teams: Companies aiming to enhance their corporate social responsibility (CSR) initiatives by engaging in educational and environmental projects.

Benefits: Strengthening the brand image, boosting employee morale, and contributing to global sustainability goals by funding SwiFt programs.

Q5 Customer Journey

A, an environmental science teacher, discovered the virtual learning platform through targeted social media advertising while preparing for a course. She explored demo courses and read testimonials from fellow educators. Strongly attracted, she signed up for a free trial and attended a live course led by an expert, while also downloading comprehensive lesson plans. After trying it again, she actively participated in the forum to exchange ideas with like-minded educators. Monthly updates inform her of new courses and certifications. A advocates for the platform within her school and professional network, encouraging wider adoption by schools and other teachers.

UC3 – Shift to new business model(s)

Q1

Figure 1 Company Overview

Identity	OFFICIENCE, a business outsourcing and digital transformation service provider.
History	Founded to offer high-quality outsourcing services focused on human-centric and value-driven solutions.
Founders	Duc Ha-Duong (CEO) and Cao-Phong Duong (CFO).
Main Activities	Business process outsourcing (BPO), digital transformation services, and sustainable initiatives.
Key Clients	Businesses seeking cost-effective, value-driven outsourcing and digital solutions.
Employees	Approximately 100 employees.
Capital	Privately funded with equity contributions from the founders.
Stakeholders	Employees, clients, local communities, and sustainability-focused organizations.

Q2 Major Challenges

1) **Workforce well-being**: It needs to be taken seriously as it ensures employee productivity, retention, and fosters a positive workplace culture.

2) **Energy conservation and emission reduction**: A company's operations create a carbon footprint and must therefore be aligned with global emission reduction targets.

3) **Active engagement**: Engagement with local communities influences social and economic development, which solidifies its reputation as a socially responsible entity.

Q3 Business Model

- OFFICIENCE's business model revolves around outsourcing services and digital transformation.
- Key partners include technology providers, local talent pools and sustainable development organizations.
- Core activities focus on outsourcing, consulting and implementing digital technologies.
- The company delivers value through cost-effective, people-centric solutions and maintains relationships through dedicated support and long-

term partnerships. Customers include SMEs and large companies, connected through direct sales, websites and social events. Resources include employees, digital infrastructure and strong leadership, while costs are mainly salaries, technology investments and operations. Revenue comes from service fees, contracts for projects and subscriptions to information.

Q4 Main Topics

- To incorporate the advantages of sustainability, OFFICIENCE needs to address issues such as employee benefits, sustainable practices, and community engagement.
- Including fair distribution of employee wages, attention and support for employee mental health, the adoption of renewable energy in office areas and processes, and the promotion of green office programs.
- Positive impacts include improving brand reputation, increasing employee satisfaction with the company, and customer satisfaction and loyalty to the project, while the most basic negative impact is that these programs require costs to promote and operate.

Q5 A Sustainable Business Model

- OFFICIENCE's sustainable model includes partnerships with environmentally friendly technology providers and community organizations.
- The scope of the company's activities has expanded to include carbon offset programs as well as existing outsourcing and digital transformation services.
- The value proposition shifts to ethical, environmentally friendly outsourcing with tangible social benefits and guarantees efficiency on this basis.
- The target audience includes companies that prioritize corporate social responsibility, reached through online platforms and sustainability events.
- Resources focus on green technology and nature conservation.
- Costs include investments in sustainability and renewable energy.
- Revenue sources are diversified through sustainability consulting and certification, aligning operations with commercial and social goals.

UC4 – My way

Q1 Commitment Context

- Innovate and develop wireless communication and IoT solutions.

- To enhance sustainability, connectivity and efficiency in smart cities and industries.

- This is in line with the motto as it requires a global vision for scalable solutions, personal connections with stakeholders, local adaptability for practical implementation, and sharing of knowledge and resources with a collaborative ecosystem.

Q2 Why Adopt It

- **Think Globally:** IoT solutions today must consider global challenges such as sustainability, urbanization, and energy efficiency.

- **Personal Connection:** Humanizing technology usage cannot be overlooked; designing user-friendly solutions is key to help users adopt and promote adoption.

- **Local Action:** IoT and wireless network implementations need to adapt to regional needs, infrastructure, and regulations.

- **Collaborate and Share:** The IoT ecosystem thrives on partnerships, open standards, and shared innovation. My purpose is to connect technology and people by creating solutions that connect life necessities, resources, and sustainable optimization.

Q3 How to Adopt It

- **Focus on the world:** Stay up to date with global trends in IoT, wireless communications, and their technology updates. Especially its impact on industries with huge impact on life such as healthcare, agriculture, and transportation. Actively participate in and follow relevant international conferences and innovation reports.

- **Personal experience:** Actively interact with target users to understand the pain points to be solved and ensure that the solutions can solve real problems and get user-friendly solutions.
- **Local action:** Work with regional governments, startups, university clubs, and communities to pilot IoT projects that suit local needs.
- **Promote and share:** Contribute to open source IoT platforms, share insights through blogs or webinars, connect with relevant professionals, and share targeted content with target users.

Q4 What Would Be Able to Do

1) **Design Sustainable IoT Solutions:** Design and develop energy-efficient IoT devices powered by renewable energy to optimize efficiency in everyday life.
   - Impact: Reduce environmental footprint and operating costs for industries and cities.
2) **Pilot Projects:** Work with local agencies, companies, schools, governments to implement small-scale IoT networks for traffic management or public safety.
   - Impact: Improve urban living conditions and provide scalable models for other regions.
3) **Knowledge Sharing:** Host webinars and publish case studies of successful IoT implementations.
   - Impact: Inspire innovation, attract collaborators, and establish thought leadership in the IoT space.
4) **Collaborative Development:** Work with technology companies, research institutes, and startups to develop open standards for wireless IoT communications.
   - Impact: Accelerate innovation and foster a cohesive ecosystem for IoT development.