

MANAGING IN A COMPLEX WORLD - MANAGEMENT COURSE

EXAM SUBJECT

January 2025	MICW	IH.3506
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Subject:

Please consider the **4** following use cases and elaborate proper answers to each situation.
Answers shall not exceed 2 pages per use case.

Directions:

Individual reflection.

Students have access to all resources.

Please upload on Moodle your work before the **31st of January** (PDF).

No work will be accepted after this deadline.

Use cases

UC 1 – Explore & identify new paths & opportunities

- You are acting as an **Innovation Manager**
- Company: **SOMFY** ([Site - France](#) / [Site - US](#) / [Group site](#))
- Useful documents to rely on: [2022 Somfy annual report](#)
- Questions:
 1. Identify 4 innovation paths / programs on which you can deploy your innovation strategy, in accordance with the general vision & strategy of the company. Justify your choice.
 2. Identify and detail 3 main projects for each path / program, with their goals, approximative costs & impacts.
 3. Design the roadmap for the roll-out of these 12 projects for 2025 and more (we assume that only 1 project per path / program can be run simultaneously).
 4. Due to economical inflation, 2025 overall innovation budget is lowered by 40%. Which projects should be prioritized? Why? At what cost, each?
 5. How could you “hack” the innovation strategy in order to still obtain results despite the budget cut? Give some examples.

UC 2 – Evaluate the impacts of digital based offers on customers

- You are acting as a **Business Consultant**
- NGO : [School With out Frontiers](#)
- Useful links to rely on: [Facebook page](#) / [Youtube page](#)
- Questions:
 1. What do you understand from the purpose and value propositions of “School With out Frontiers (SwiFt)”?
 2. Identify the main “customers” of SwiFT. Please design 3 different personas. Explain your choice.
 3. Propose and develop 3 ideas of innovative digital based offers that the association may launch so to face the world’s crisis and deploy their activities. Be specific.
 4. What kind of new customer may they target? What could be the benefits? Explain.
 5. Take your Nr 1 idea and develop the customer journey related to this specific offer.

UC 3 – Shift to new business model(s)

- You are acting as an **Entrepreneur (one of company's co-founders)**
- Company: [OFFICIENCE](#)
- Useful documents to rely on: [BMC](#) / [Sustainable BMC](#) + other documents from the company itself
- Questions:
 1. Build a table with the profile of the company (identity, history, founders, main activities, stake holders, main customers, number of employees, share capital, latest impacting information...).
 2. What are the main social and environmental issues the company is or could be facing? List 3 of each. Justify your choice.
 3. Identify one existing business model of the company. Please use the BMC for this purpose and explain it shortly.
 4. What are the main topics which should be considered and focused on when adding social and environmental stakes to the existing business model? Figure out the impacts and list them.
 5. Imagine what a sustainable business model for OFFICIENCE could be, either by modifying the existing BM you mentioned in 3. or by letting emerge a completely new one, from scratch. Please use the Sustainable BMC for this purpose and explain them shortly.

UC 4 – My way

- You are acting as a **Yourself**

- Company: soon 😊

- Consider this motto:

“Think global, feel personal, act local but not alone and share it.”

- Questions:

1. Identify a “commitment context” on which you could adopt this motto and make it yours, related to your future professional activities / your professional career.
2. Why... could you adopt it within this context? Share your conviction, purpose.
3. How... could you adopt it? Share a concrete way to do it for real.
4. What... would you be truly able to do? Share feasible actions and evaluate their impacts.