

# **BUSINESS TRANSFORMATION**

**International MBA IMBA-EN SEP-2024 S-STR**

Area Strategy

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **JORGE FERNANDEZ VIDAL**

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Jorge Fernández Vidal is a Managing Director at the Liechtenstein Group, where he is responsible for the firm's portfolio and investments in the agriculture & food and forestry sectors. He also serves as an Advisor to the Chairman of Galp. He is a board member at Agritask, Green Universe Agriculture, N-Drip, PowerPollen, Parelmo, UMOA and Valle del Guadiana.

In the past, Jorge has served as a Senior Vice President at McKinsey & Company, led the business transformation efforts of Galp and Abanca, worked as an investment professional at the European Investment Bank and LeapFrog Investments, and as an entrepreneur in West Africa. He has worked across a wide range of sectors (e.g., agriculture, banking, energy, forestry, retail, etc) and geographies, in Europe, the Americas, Asia, Africa and Oceania.

Jorge has published at top academic journals like Technological Forecasting and Social Change and the Journal of Business Research and has written several case studies and technical notes for IE Business School and the Center of African Business of the University of Johannesburg.

He holds a PhD in Business Economics from the University of Alicante (Spain) and an MBA with highest distinction (GPA: 4.0/4.0) from INSEAD (France and Singapore), where he is in the Dean's List. He also holds an MSc in Strategic Studies from University of Santiago de Compostela (Spain), a MA in African Studies from the Complutense University of Madrid (Spain) a first-class honours Bachelor of Commerce (Economics) degree from University College of Cork (Ireland) and a first-class honours Bachelor of Science degree in Applied Accounting from Oxford Brookes University (England).

He has been selected one of the Top 100 Spanish Economic leaders of tomorrow by Institute Choiseul in 2018 and 2019, as a QVIXOTE leader in 2019 and as a one of the 111 top talents in Spain by Nova Talent in 2021. He loves Africa and anything to do with African culture. He loves traveling and has been to 100+ countries (and counting), he is a voracious reader, and he is a collector and student of Contemporary African art.

## **Office Hours**

Office hours will be on request. Please contact at:

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## SUBJECT DESCRIPTION

Business Transformation: how companies cope with changing market environments.

## LEARNING OBJECTIVES

Knowledge and understanding

- Define and analyse why companies need to transform, turnaround or restructure their businesses
- Analyse typical strategic moves that companies use to transform, turnaround or restructure their businesses
- Understand and discuss how sustainability demands impact transformation strategies

Intellectual skills

- Understand and apply appropriate theoretical concepts and tools relevant to the strategy field
- Identify and evaluate strategic approaches executed by companies
- Exercise strategic thinking

Employability /Transferable (key) skills

- Develop individual- and team-based learning and studying
- Synthesize, analyse, interpret, and critically evaluate information from a range of sources
- Apply theory to real events

## TEACHING METHODOLOGY

This course builds upon the core Strategy course and prepares students to understand why and how companies transform. Most students will build, lead or interact with companies requiring or undergoing a business transformation, a turnaround or a restructuring, as a result of financial underperformance, structural changes in the market or technological or business-model disruptions, among others.

We will discuss the key reasons why companies transform and the main strategic moves that companies use to turn their businesses around. We will present situations where students will analyze the sources of underperformance or disruption and the potential strategic solutions to confront them. We will use mini-case studies and articles, which will cover a range of industries, challenges, and geographies. Students will understand a variety of reasons why “things go wrong” and will learn how to design a high-level transformation strategy.

**Every few sessions we will have a short online quiz** that will cover the main frameworks and ideas discussed in class. They are voluntary and the results do not count towards your grade; however, they do count towards class participation.

<b>Learning Activity</b>	<b>Weighting</b>
Lectures	35.0 %
Discussions	35.0 %
Group work	15.0 %
Individual studying	15.0 %

TOTAL	100.0 %
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## AI POLICY

### Restricted use of GenAI

In today's world, generative artificial intelligence (GenAI) is changing how we work, study and, in general, how we get things done. However, in the context of this course, the use of GenAI is not permitted, unless it is otherwise stated by the instructor. The use of GenAI tools would jeopardize the students' ability to acquire fundamental knowledge or skills of this course.

If a student is found to have used AI-generated content for any form of assessment, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

#### Sustainability Topics:

- Environment
- Social Challenge
- Economic Development

Classical & Adaptive Transformation Approaches.

*[Other readings to be posted before class]*

*Article: How Inditex is refashioning its business model (The Economist) (CED)*

*Article: How extreme agility put Zara ahead in fast fashion (Financial Times) (CED)*

### SESSION 2 (LIVE IN-PERSON)

Visionary & Shaping Transformation approaches.

*[Other readings to be posted before class]*

### SESSION 3 (LIVE IN-PERSON)

Strategic Decline: Fighting internal & external threats to transform.

*[Other readings to be posted before class]*

### SESSION 4 (LIVE IN-PERSON)

Learning from failure

### SESSION 5 (LIVE IN-PERSON)

#### Sustainability Topics:

- Social Challenge

Strategic Renewal: rebuilding the core

*Practical Case : Airbnb: Surviving the Covid-19 pandemic (STR010130-U-ENG-WOD)*

### SESSION 6 (LIVE IN-PERSON)

**Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Sustainable transformations

**SESSION 7 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Social Challenge

Big moves: How successful companies transform

[Other readings to be posted before class]

**SESSION 8 (LIVE IN-PERSON)**

Responding to Structural Market Shifts

**SESSION 9 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Governance

Handling holistic transformations

**SESSION 10 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Governance
- Economic Development

The Geopolitics of Transformations

**SESSION 11 (LIVE IN-PERSON)**

Executing Transformations: Implementation Tools

**SESSION 12 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Environment
- Governance
- Social Challenge

Corporate Portfolio Transformations: Bringing it all together

[Other readings to be posted before class]

**SESSION 13 (LIVE IN-PERSON)**

Hands-on Group work

## **SESSION 14 (LIVE IN-PERSON)**

Hands-on Group work

## **SESSION 15 (LIVE IN-PERSON)**

Final Exam

## **EVALUATION CRITERIA**

Apart from participating in class and doing an exam, I expect you to prepare a short group presentation (or essay), which you will prepare in class (sessions 13 & 14), reflecting on any past, ongoing or expected Business Transformation of any company you want. It could be based on your present experience if you want.

You can form your own teams (4-8 people) and the report needs to be delivered before the last session of the course.

<b>criteria</b>	<b>percentage</b>	<b>Learning Objectives</b>	<b>Comments</b>
Group Presentation	30 %		
Class Participation	30 %		
Final Exam	40 %		

## **FAILING GRADE AND REASSESSMENT**

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

