



**Santander Open Academy**

**Business for All 2025**

**Business Fundamentals**

**Cohort 1**

PRESENTED BY

Matthew Bid – HBI Senior Facilitator

23 September 2025

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# Agenda

- **Introduction: Purpose of the webinar**
- **Perspectives on the six HMM ® Business Fundamentals topics**
- **Q&A**
- **Next Steps**

# Mark your presence if you are using a different e-mail address in Zoom



# Where are we in the program?

 <b>Orientation August 21<sup>st</sup>, 2025</b>	Weeks 1 - 5	Week 6	Weeks 7 – 9	Week 10
	<b>Self Study</b>	<b>Live Webinar</b>	<b>Self Study</b>	<b>Live Webinar and Wrap Up</b>
	<ul style="list-style-type: none"><li>• Complete 6 HMM topics</li></ul>	<ul style="list-style-type: none"><li>• Moderated Live Webinar to synthesize the learnings from the HMM topic</li></ul>	<ul style="list-style-type: none"><li>• Complete pending topics</li><li>• Self-reflection</li></ul>	<ul style="list-style-type: none"><li>• Take aways</li><li>• Celebration of successful completion of the program</li></ul>
	<b>AUG 21 – SEP 21</b>	<b>SEP 22 - 26</b>  <b>We are here</b>	<b>OCT 6 – 20</b>	<b>OCTOBER 21<sup>st</sup></b>

# The Purpose of this Webinar

- Becas Santander Skills' purpose is to “Develop key skills and abilities for the workplace”
- In this Webinar, we want to guide and facilitate the development of your key skills and abilities for the workplace by putting the topics' subjects into perspective...
- ... and help you relate the learnings to you and your career

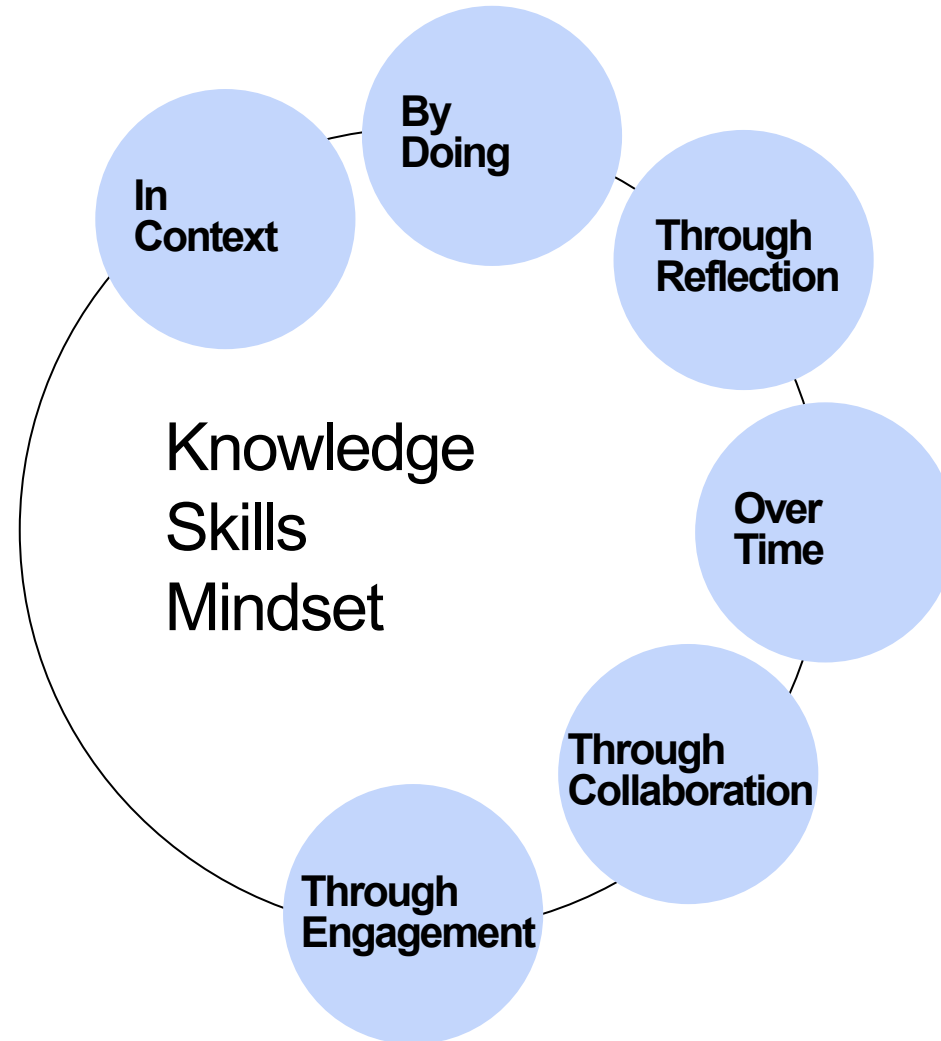


## Bear in mind that ...

- Business is a collective effort. As such, there are individuals' initiatives, and collective effort and performance
- Business Fundamentals covers tools and skills that are necessary for you to be a positive and effective force in any organization



# Our approach to learning



# Business Fundamentals Learning Objectives

- Learn the fundamentals in core areas such as finance and marketing to make decisions, communicate with other units, and align your work in meaningful ways that are consistent with shared business practices across organizations.
- Learn to set targets, collect and analyze data, and use measurements to better understand and manage individual and team performance.
- Better understand your customers to meet their changing needs and improve their experience.
- Learn how to effectively prepare and conduct a negotiation and balance competing interests.



# Business Fundamentals Program Topics

- Finance Essentials
- Business Case Development
- Marketing Essentials
- Customer Focus
- Performance Measurement
- Negotiation

Note: We will not go through the material itself

# Finance Essentials



Source: Harvard ManageMentor

# Let's put the importance of accounting and financial reporting into perspective

## **Fra Luca Pacioli (end of the 15th Century)**

Presented in a comprehensive fashion the double-entry accounting system used by Venetian merchants during the Italian Renaissance, a system originally devised by Jewish merchants from the Middle East in the early Medieval Age.

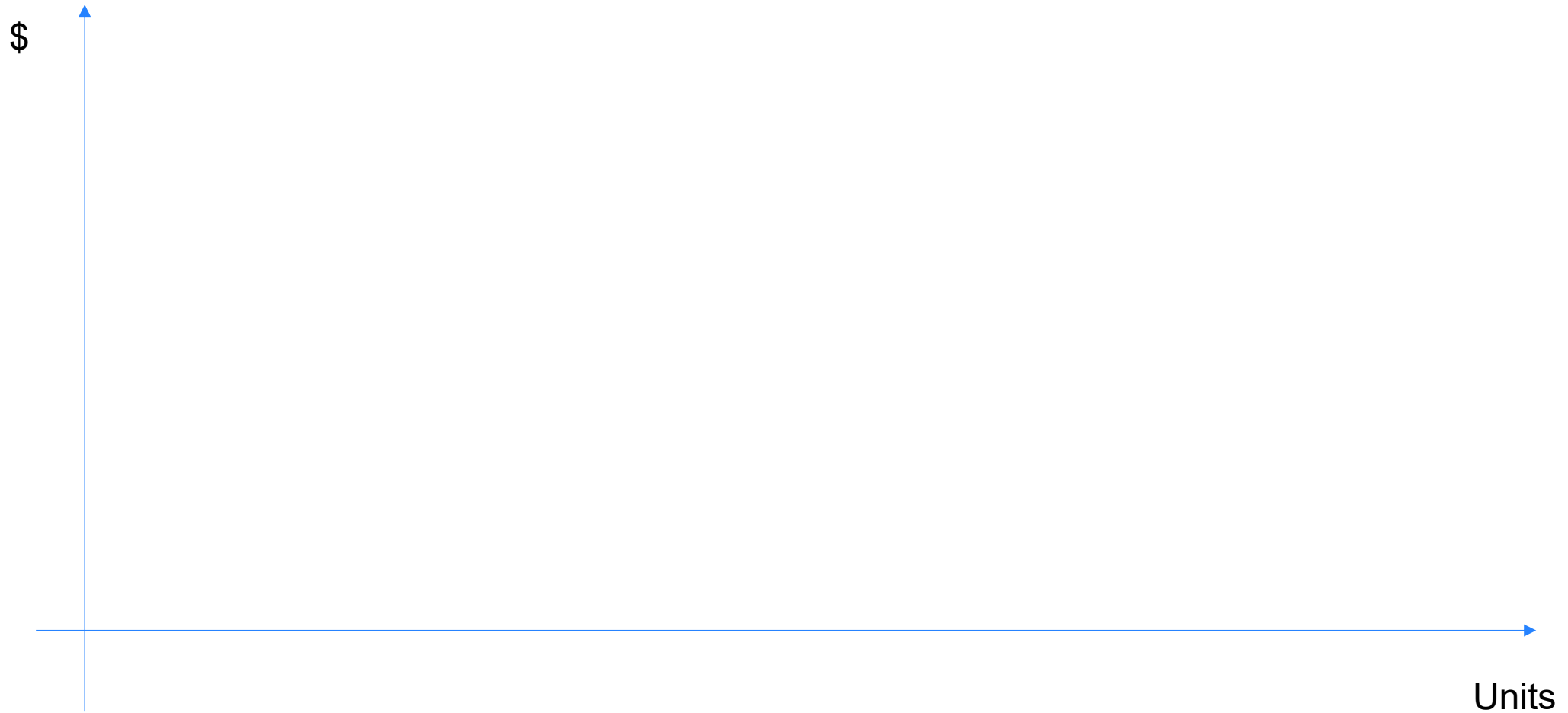
**In your work, you'll often come across this kind of 'alphabet soup' in the world of finance**

Our goal here is to make sure this alphabet soup doesn't give you indigestion



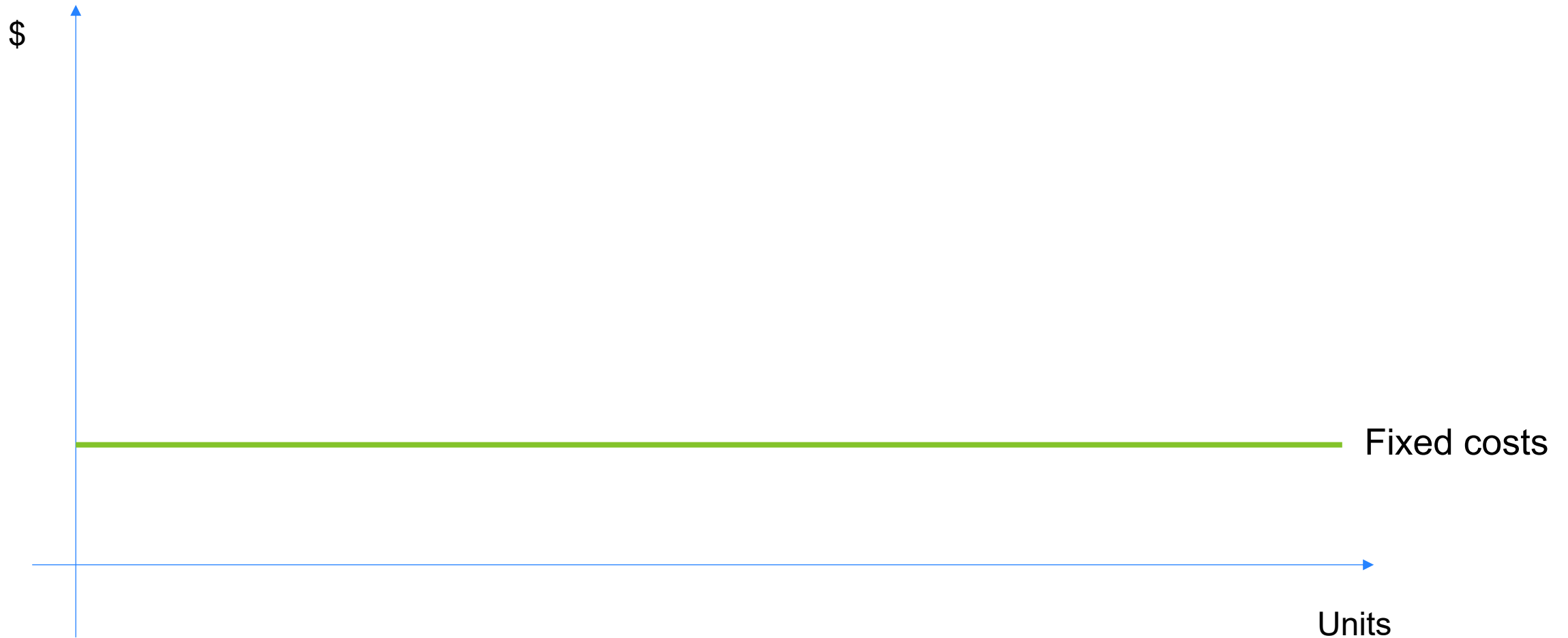
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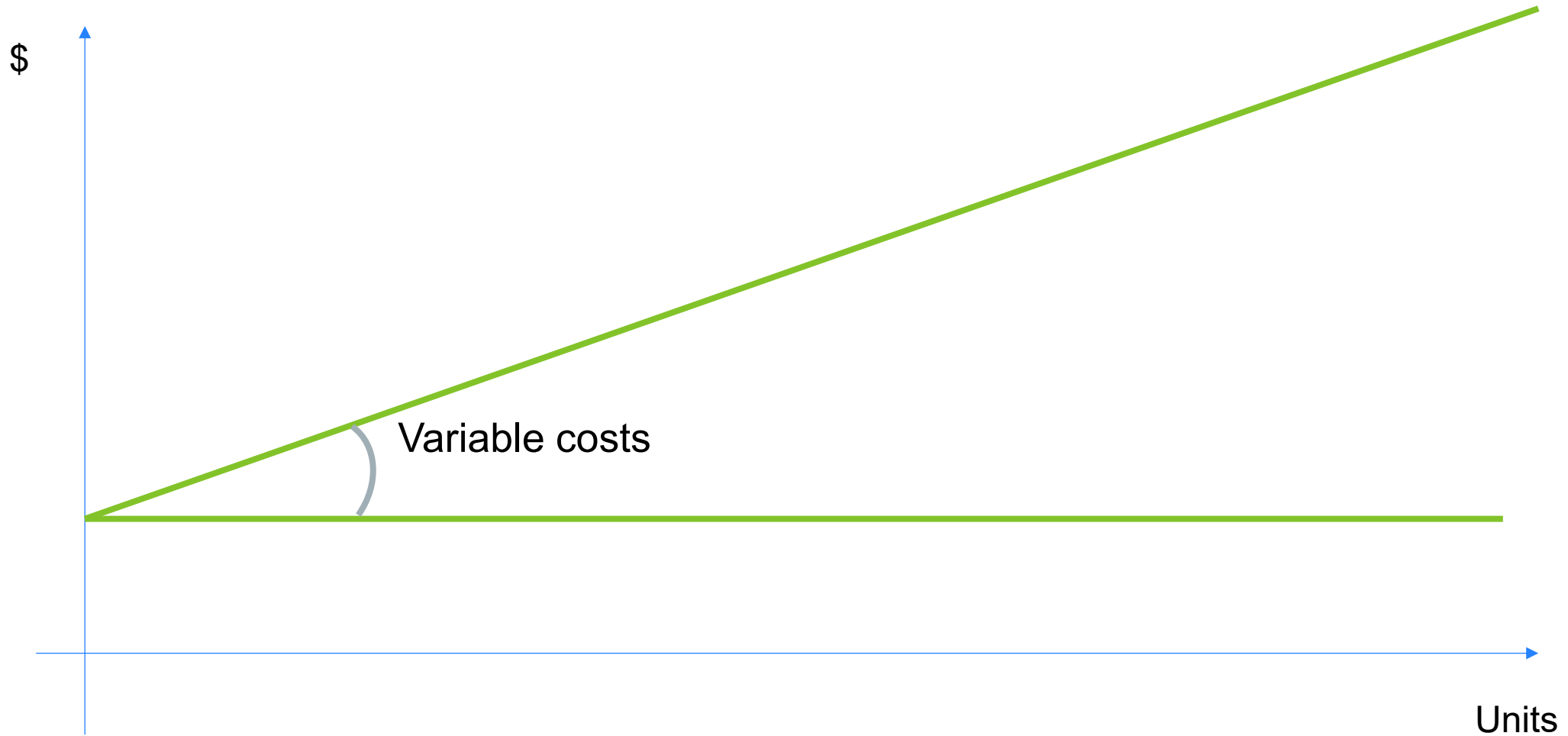




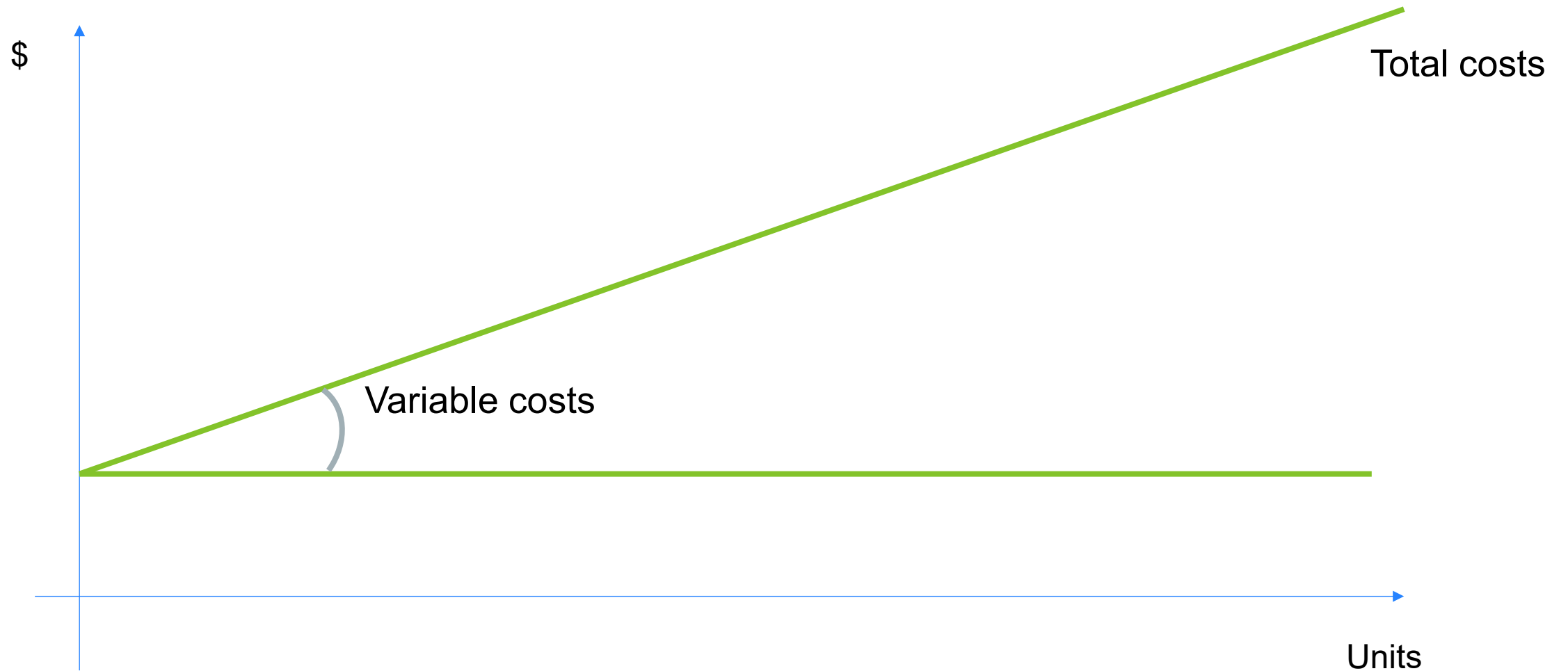
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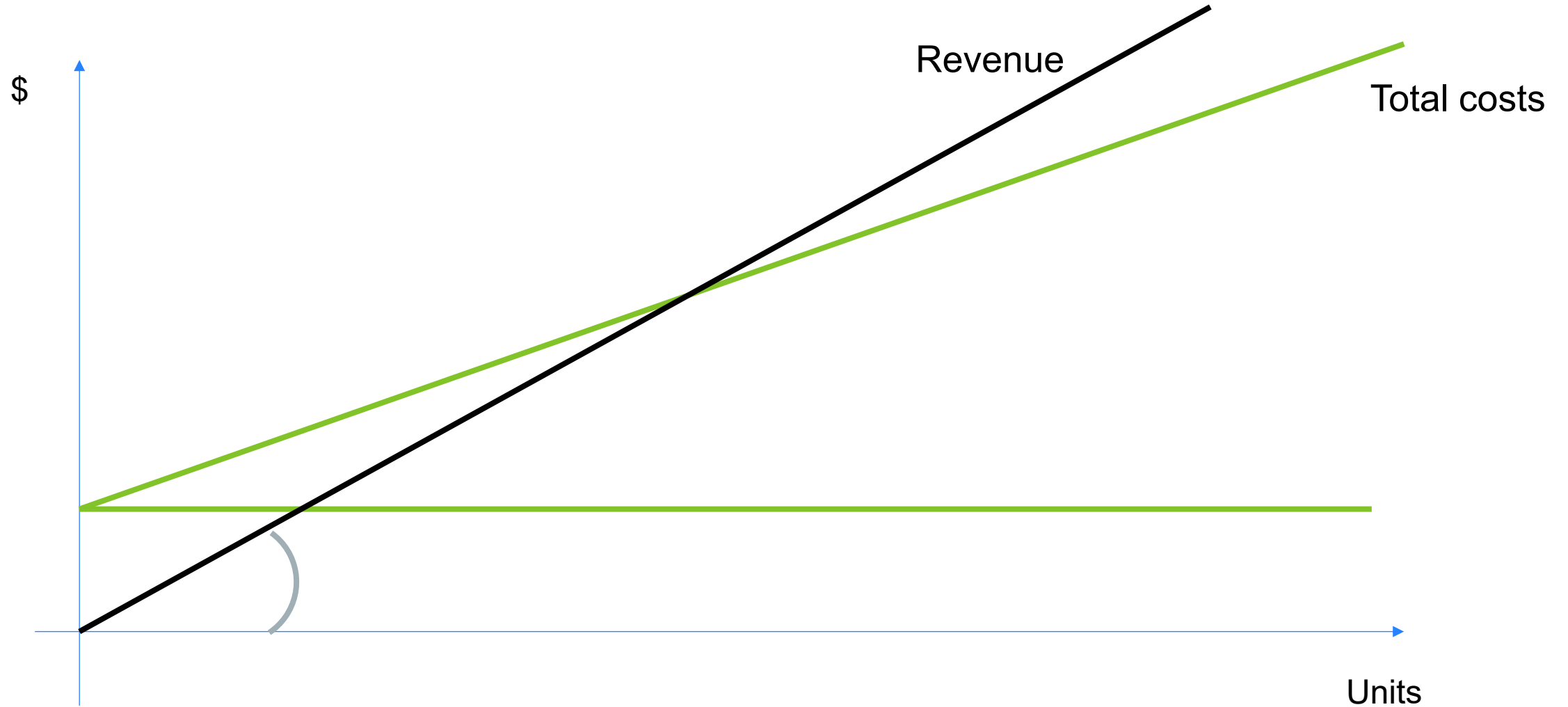
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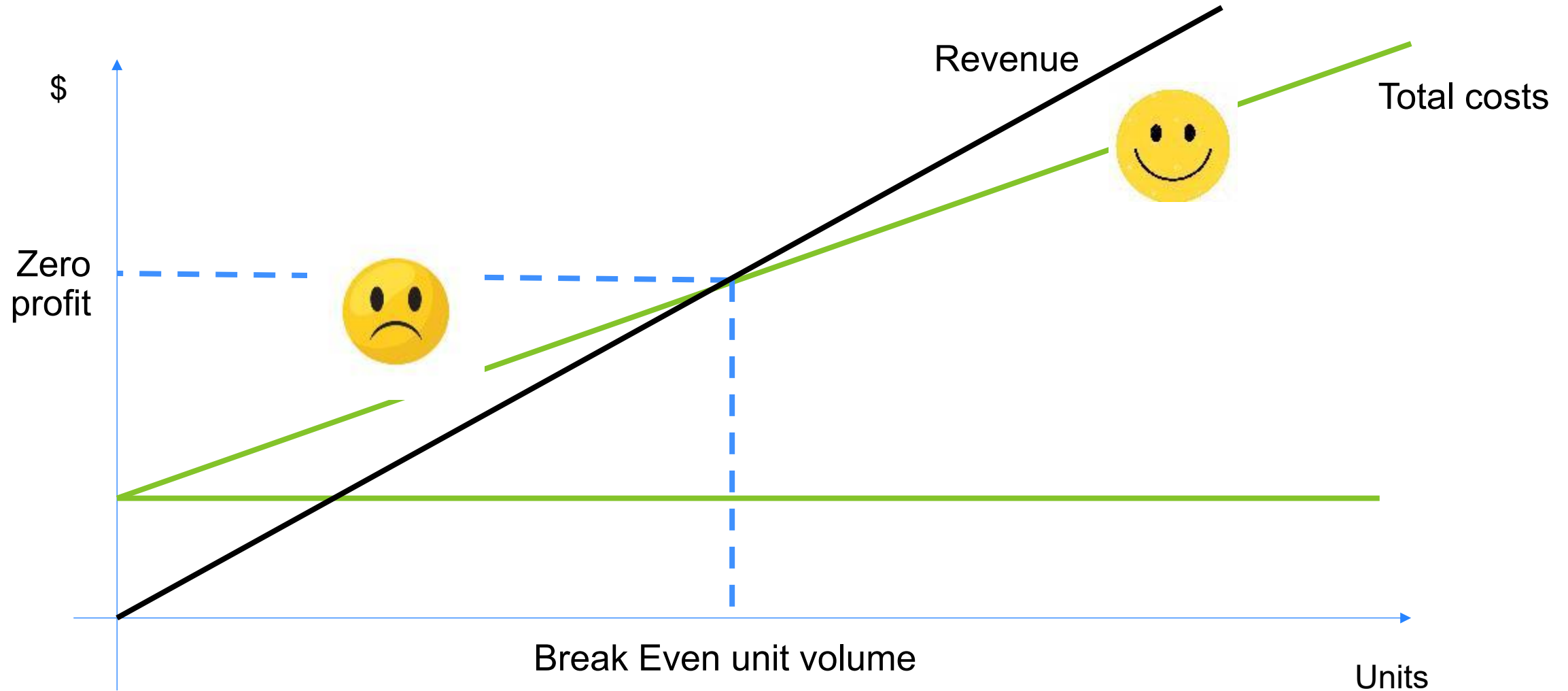
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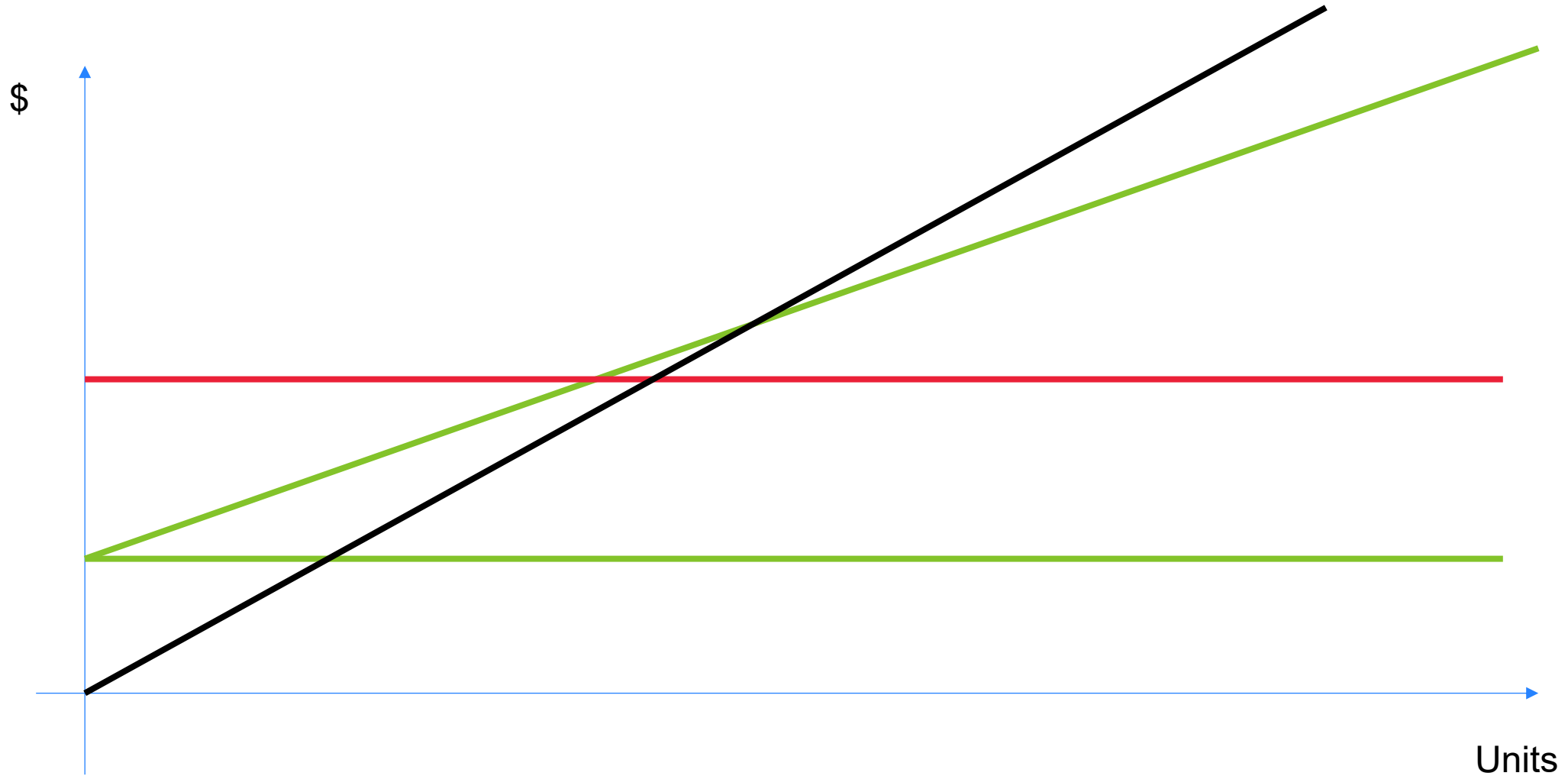
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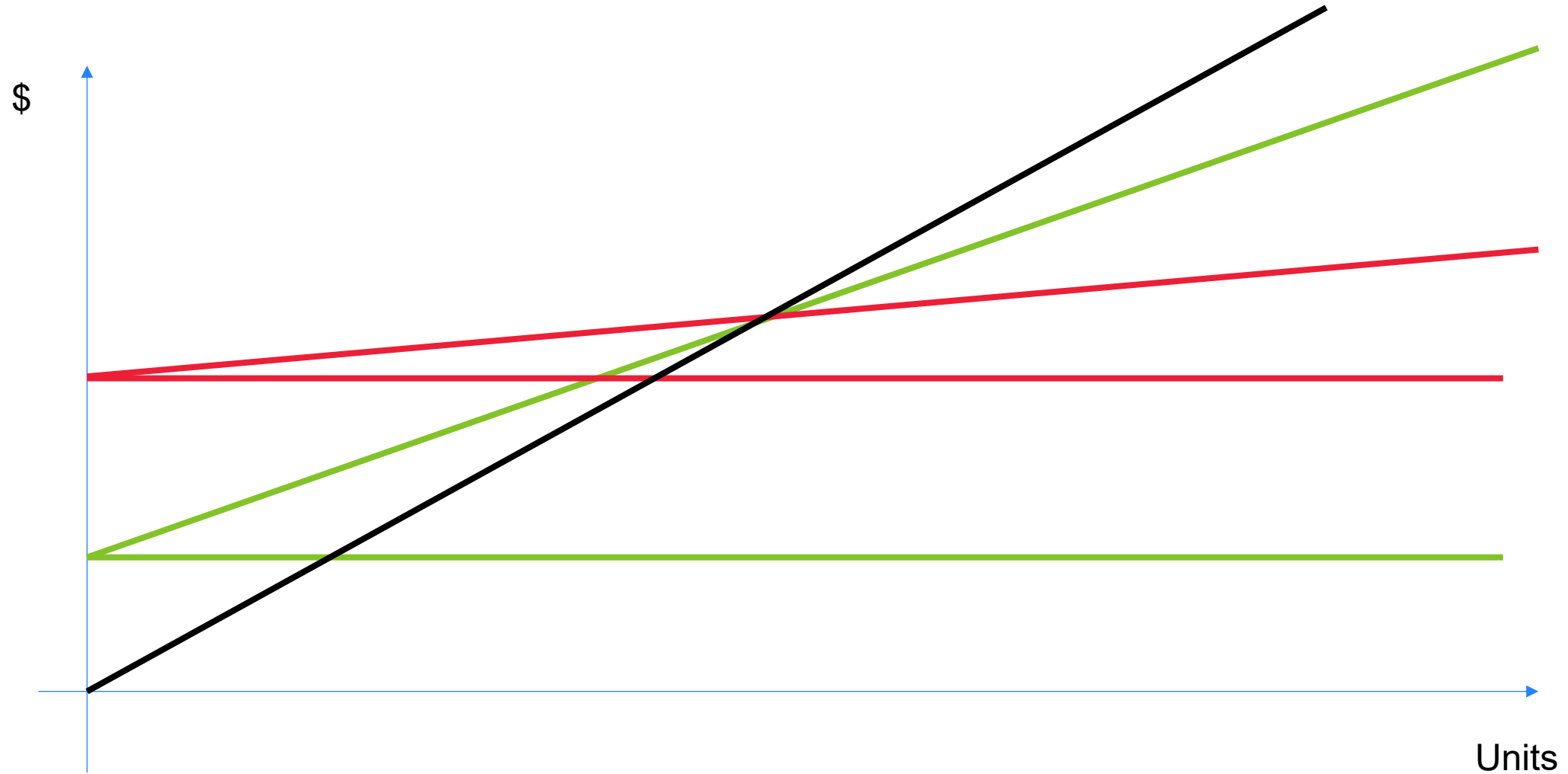


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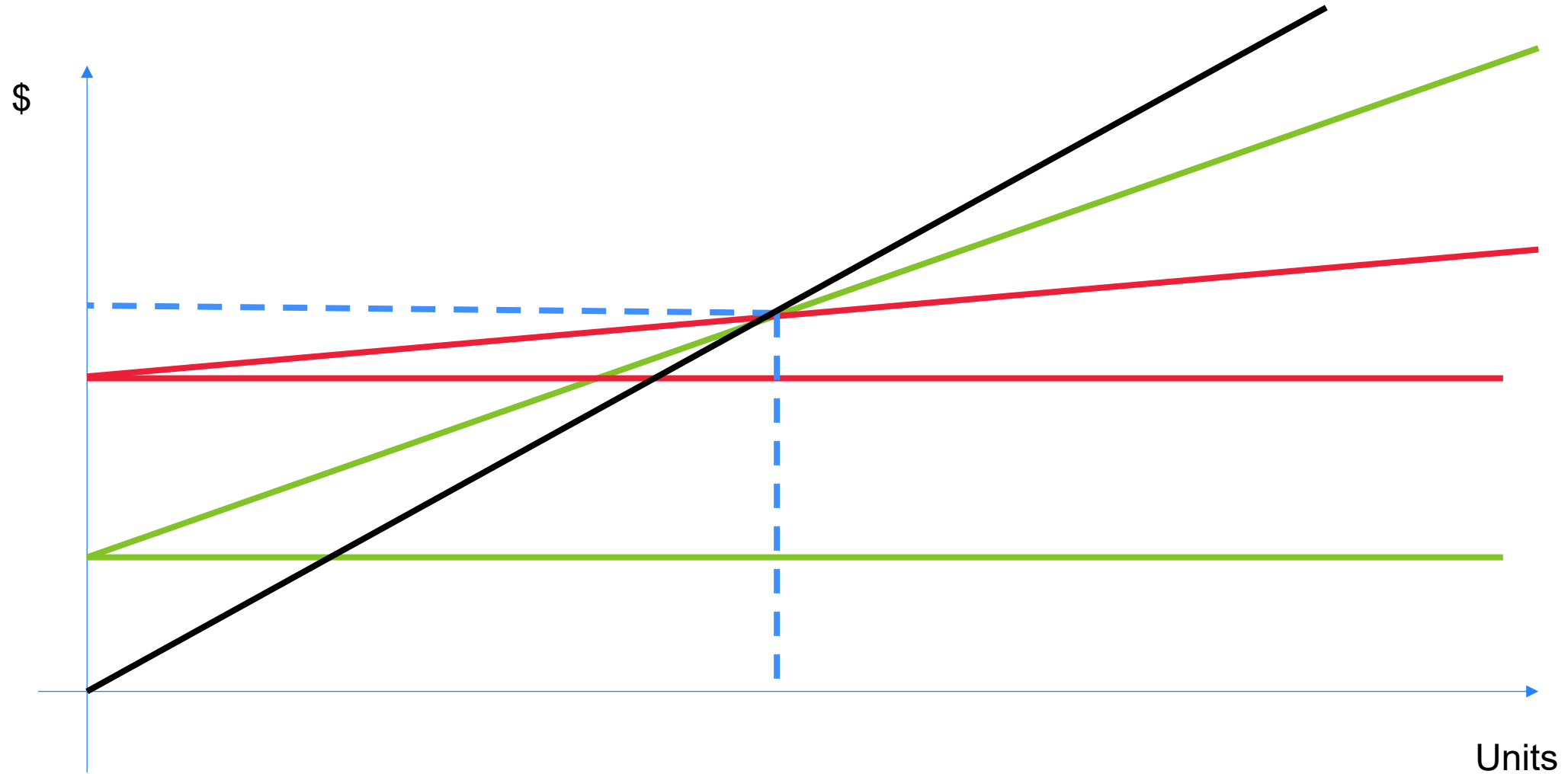




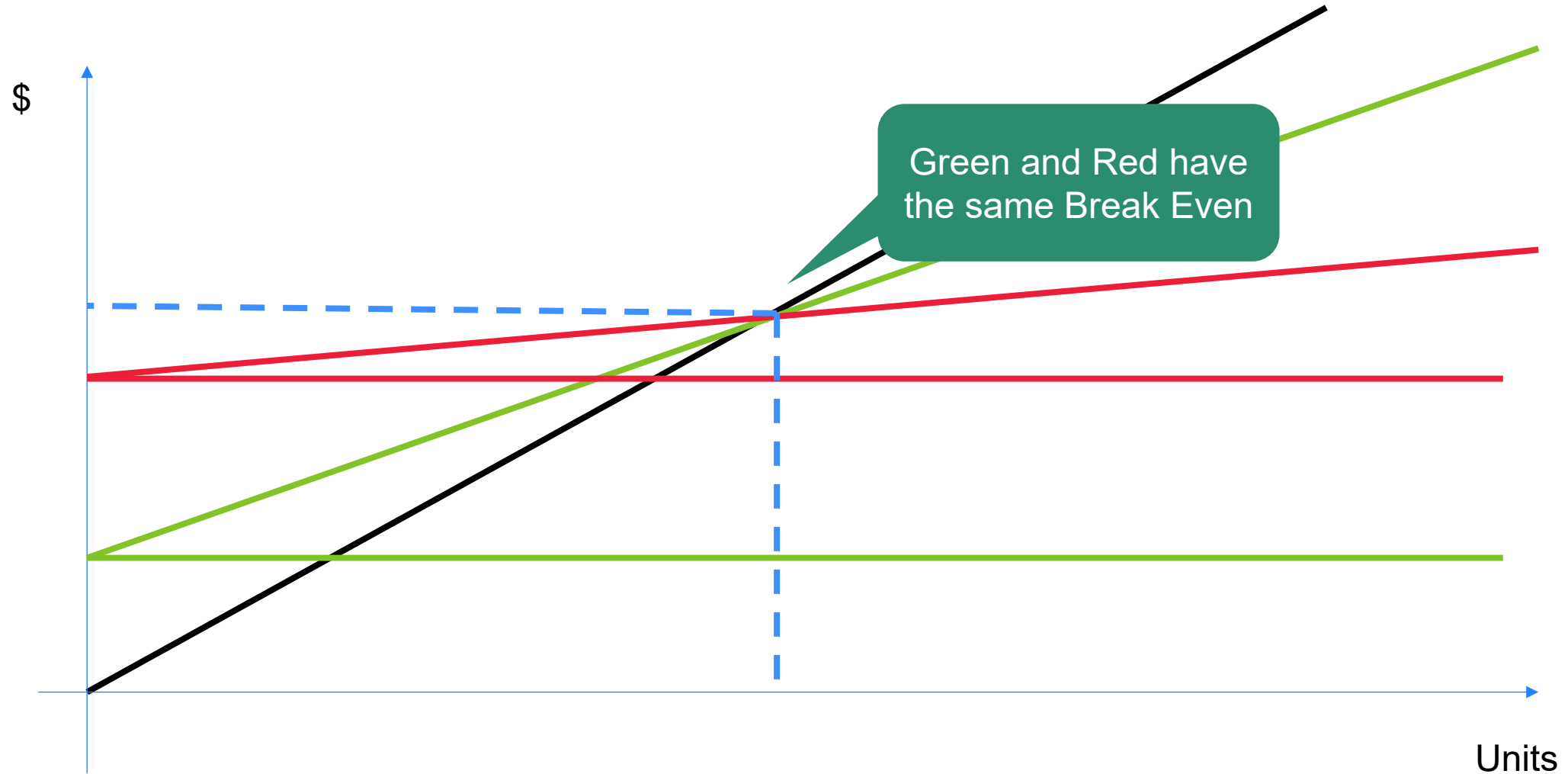
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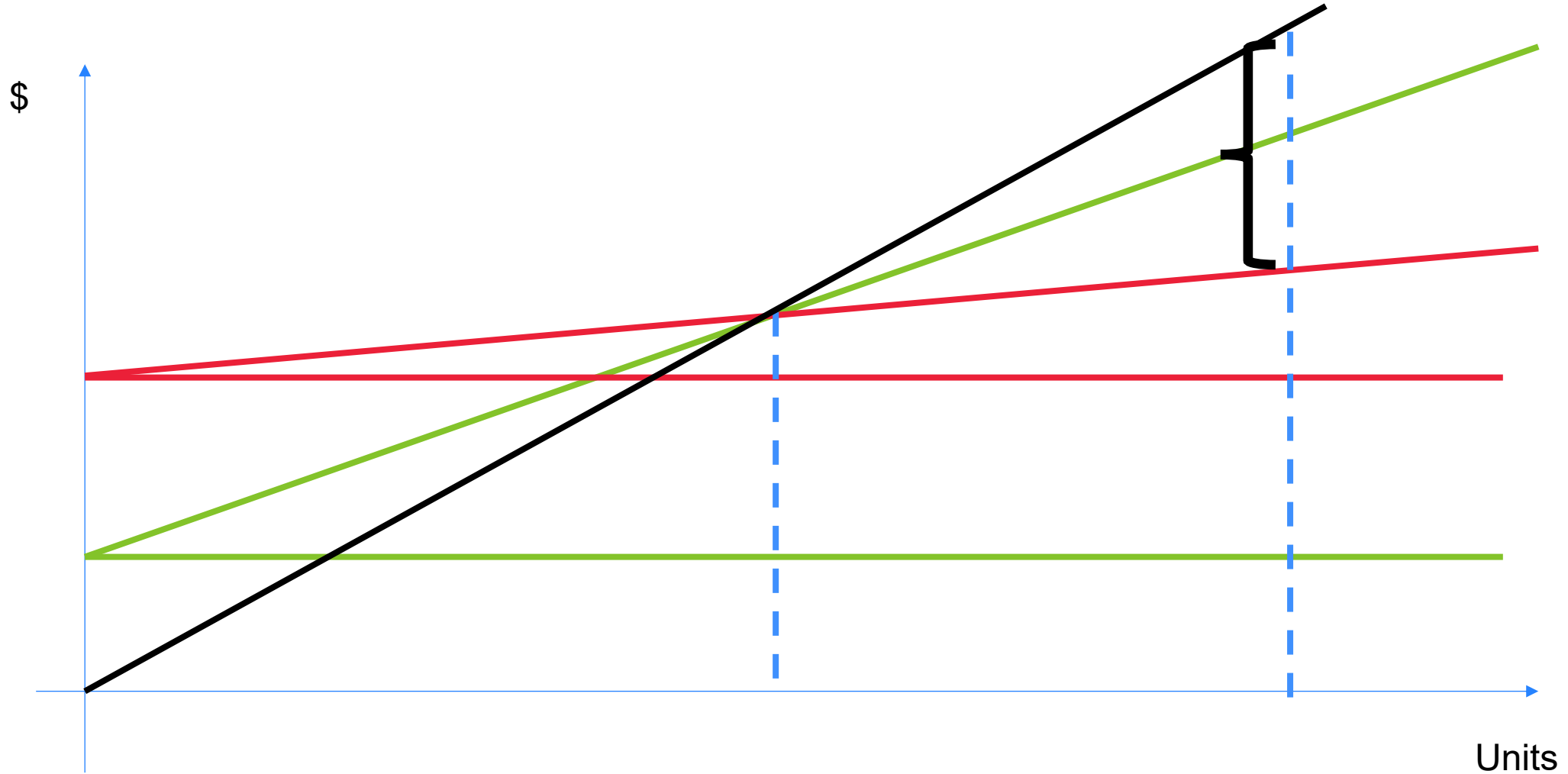
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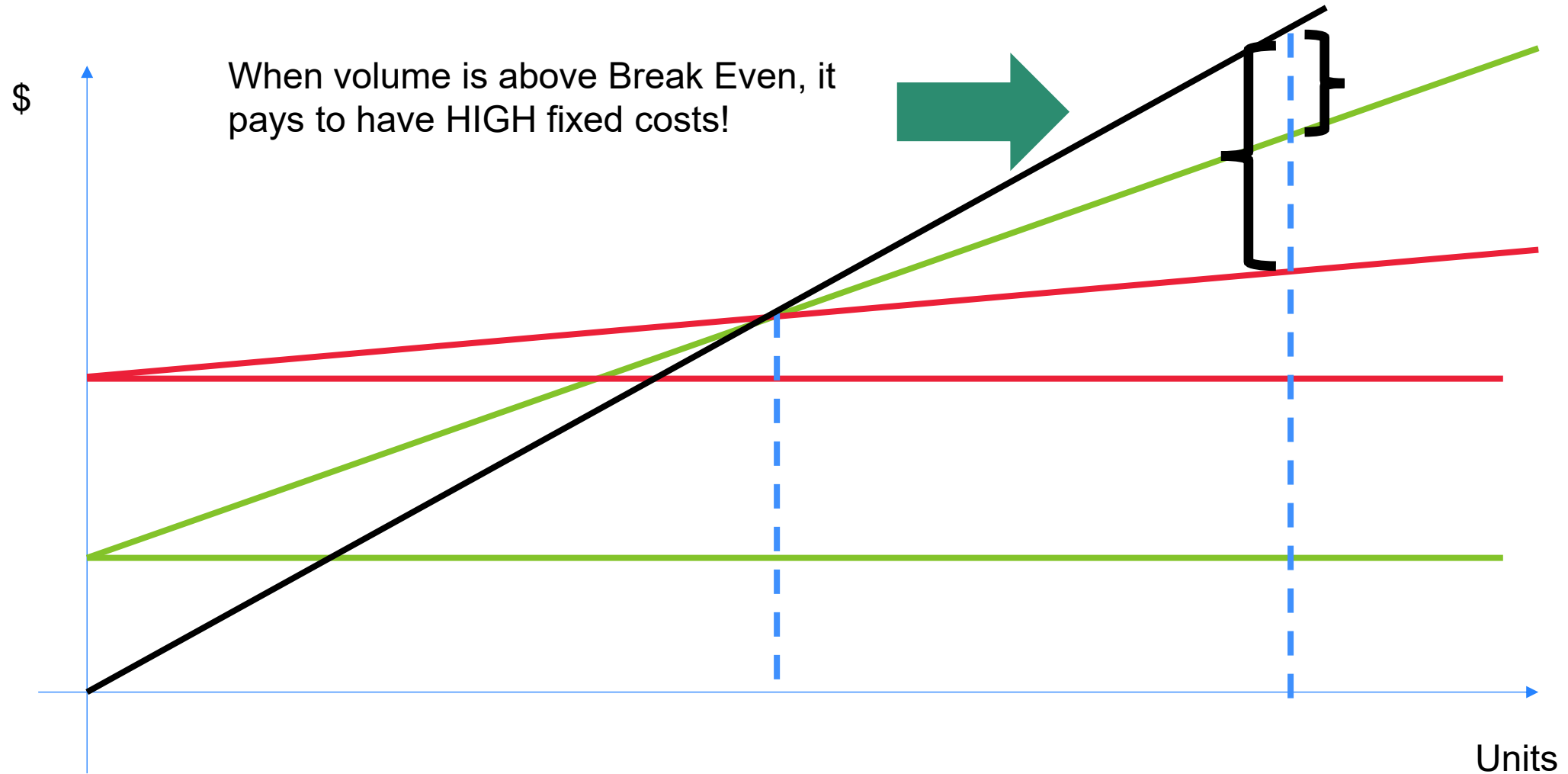
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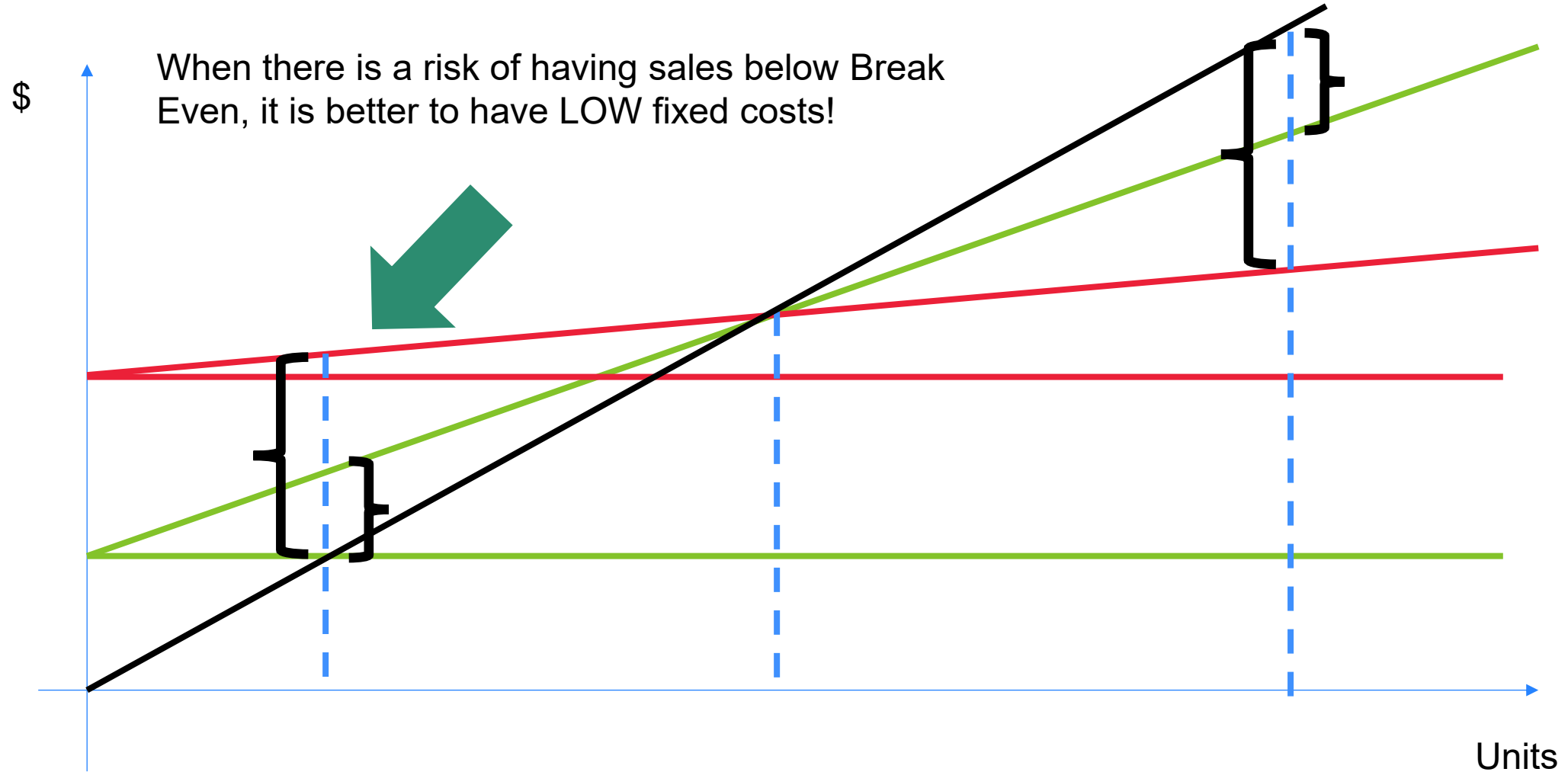
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# Business Case Development



Source: Harvard ManageMentor

# Business Case Development

< Business Case Development

## Understand Business Cases

Want to take advantage of a new opportunity in your organization? Start by building a business case.



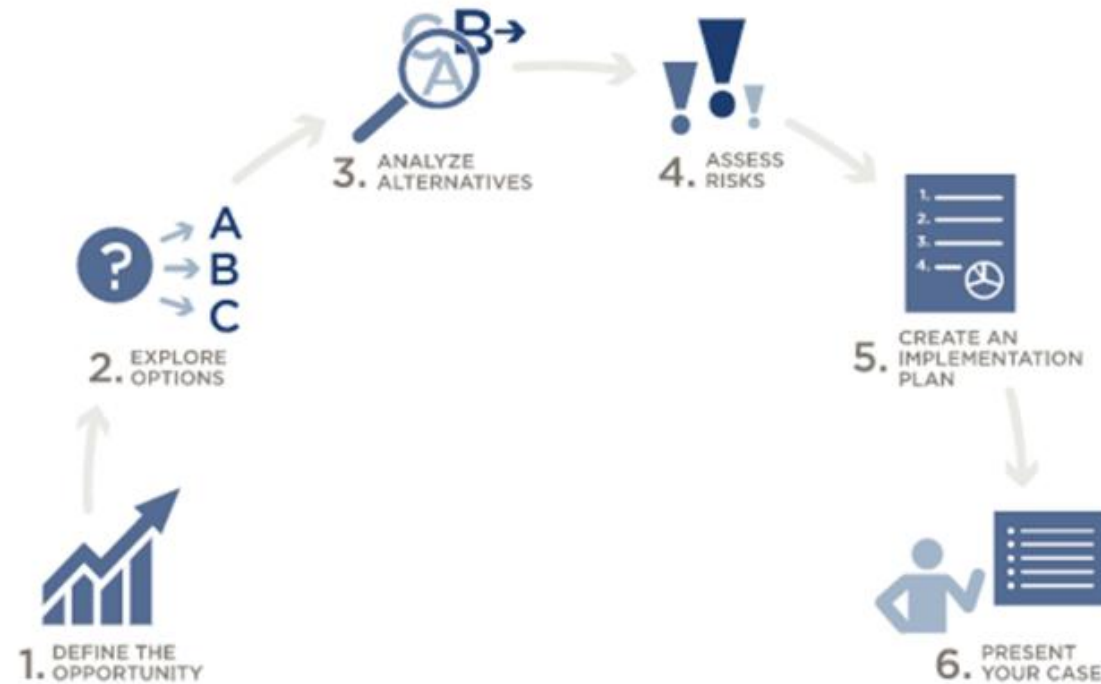
Source: Harvard ManageMentor

- ✓ What is a business case?
- ✓ What's it for?

A presentation or document in which you compare multiple alternatives and propose a single course of action that creates the most value

Your goal for creating a business case is to help the relevant decision-makers whether to invest resources in your idea

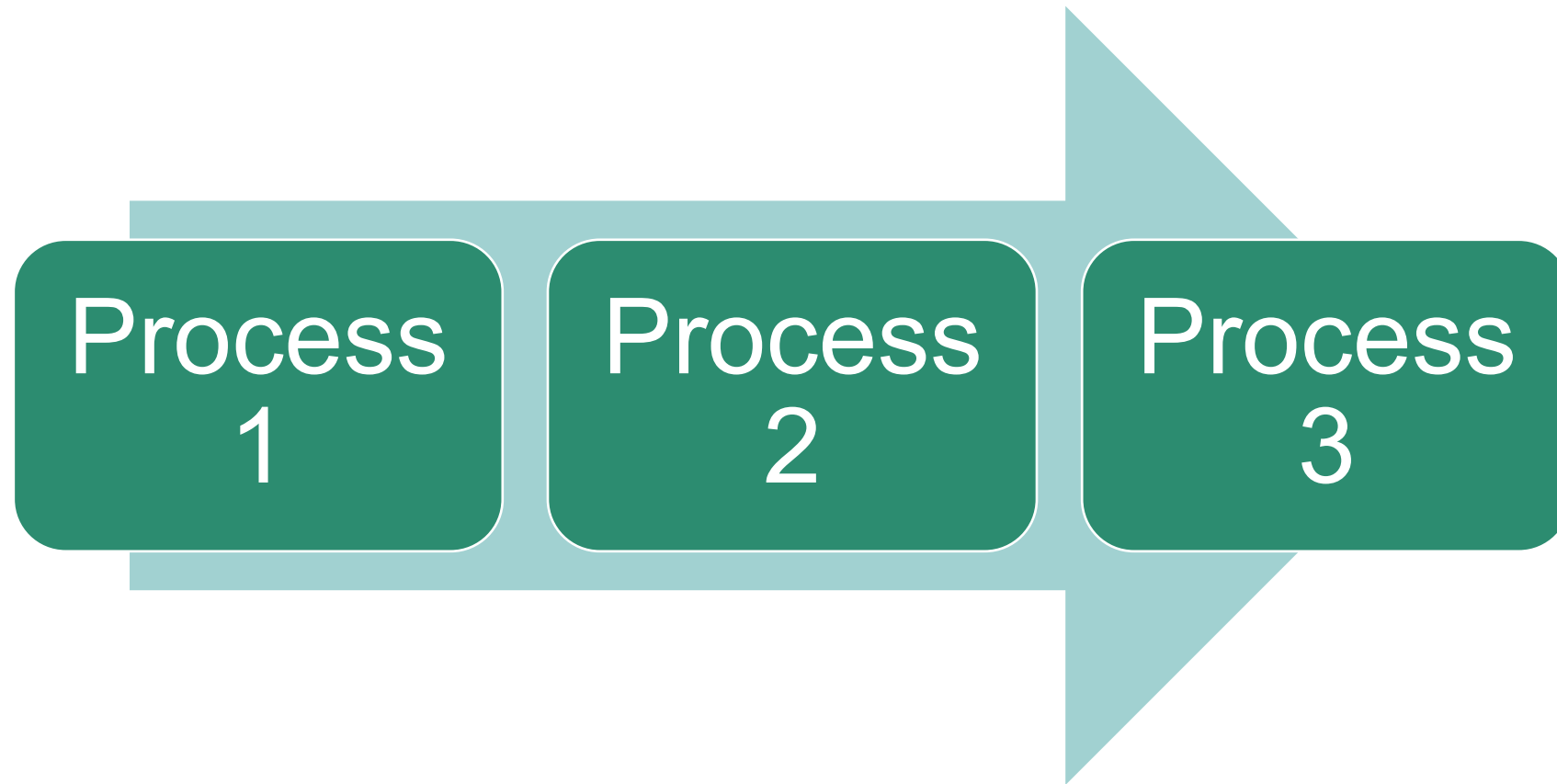
# The case development process



Source: Harvard ManageMentor



# Not linear...



# Not linear, but iterative






**Feasibility**  
Is it technically  
possible?

# Feasibility, Viability, Desireability



**Feasibility**  
Is it technically  
possible?



**Viability**  
Does the  
business value  
outweigh the  
costs?

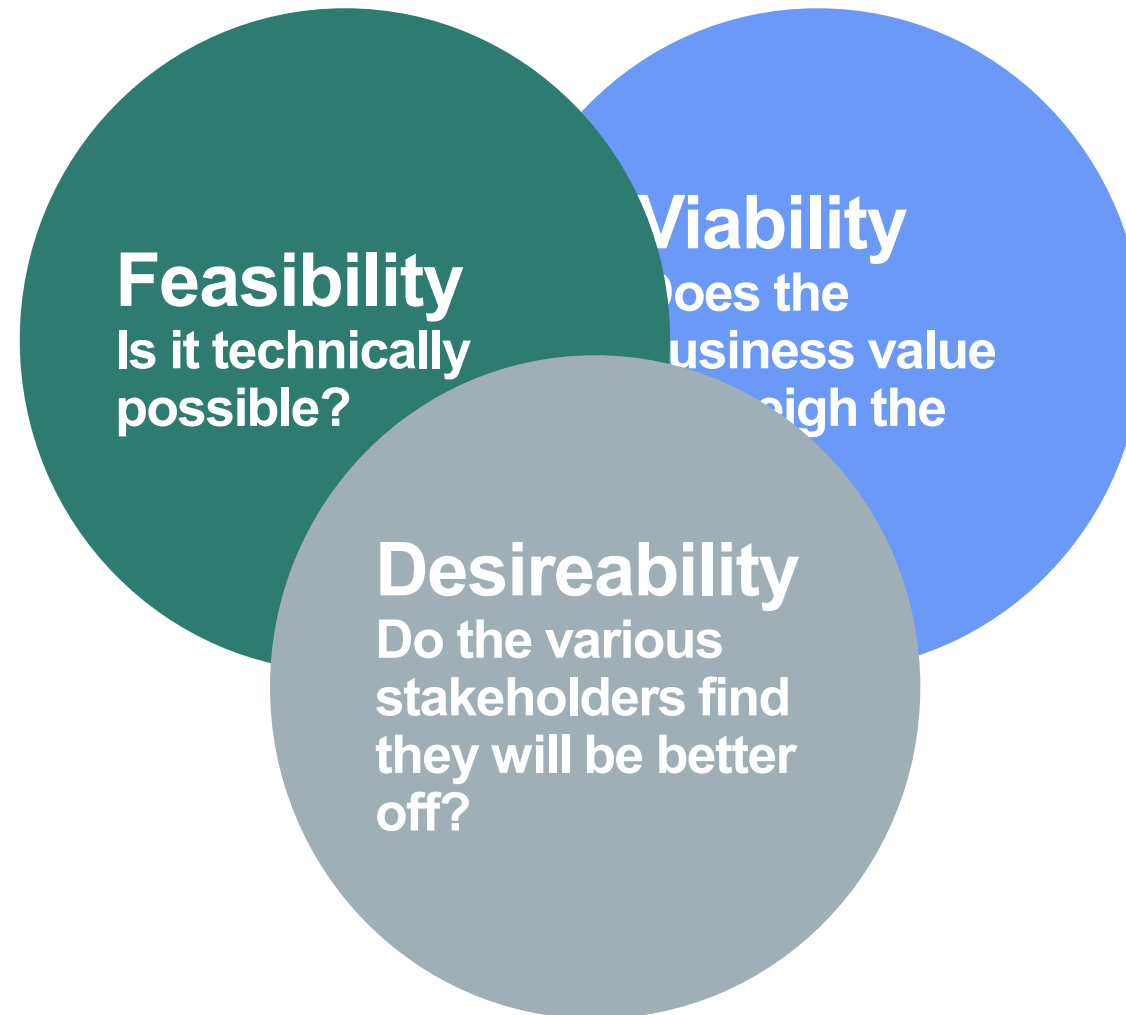
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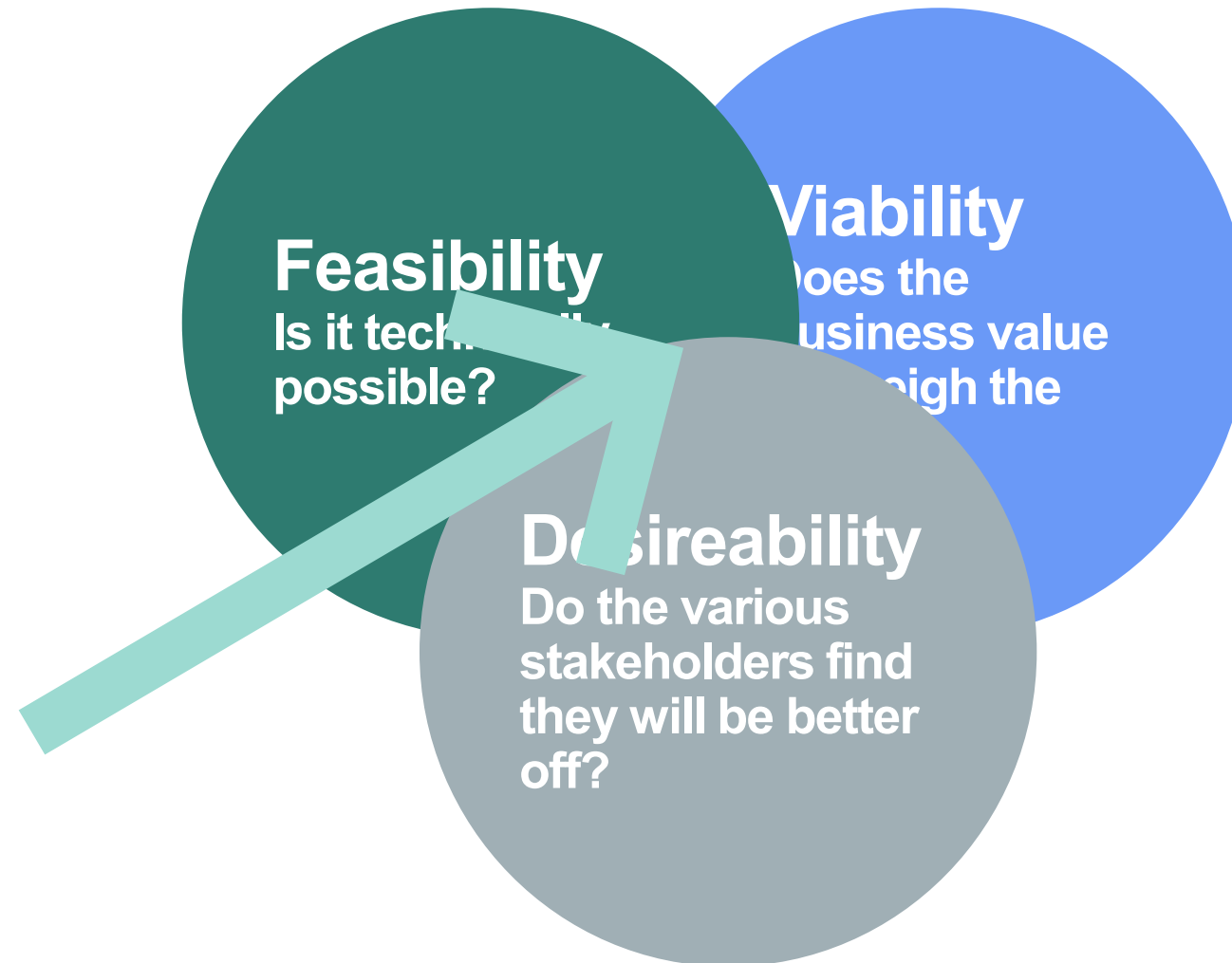
**Viability**  
Does the  
business value  
outweigh the  
costs?

**Desireability**  
Do the various  
stakeholders find  
they will be better  
off?

# Feasibility, Viability, Desireability



# Feasibility, Viability, Desireability



# Developing the idea





# Developing the idea

... and selling it!



# The “helicopter view”

Different perspectives – focused or wide-angled – deliver different insights



# Agile Methodologies

If possible, develop and test ideas in small increments to grasp the real situation, and the potential results and impacts

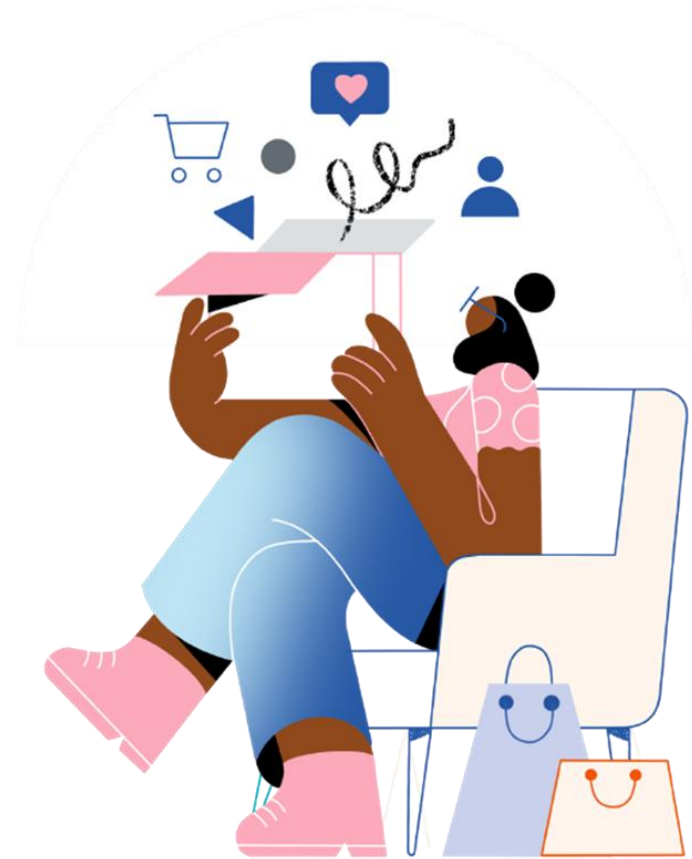
# Remember

Think of pros/upsides and cons/downsides.

There always are upsides and downsides in real life when faced with true problems:

“Pick any two out of three”.

# Marketing Essentials



Source: Harvard ManageMentor

# Marketing is everybody's job ...



Because the purpose of business is to create a customer, the business enterprise has two--and only two--basic functions: marketing and innovation.

Peter F. Drucker

## ... but this isn't what usually happens

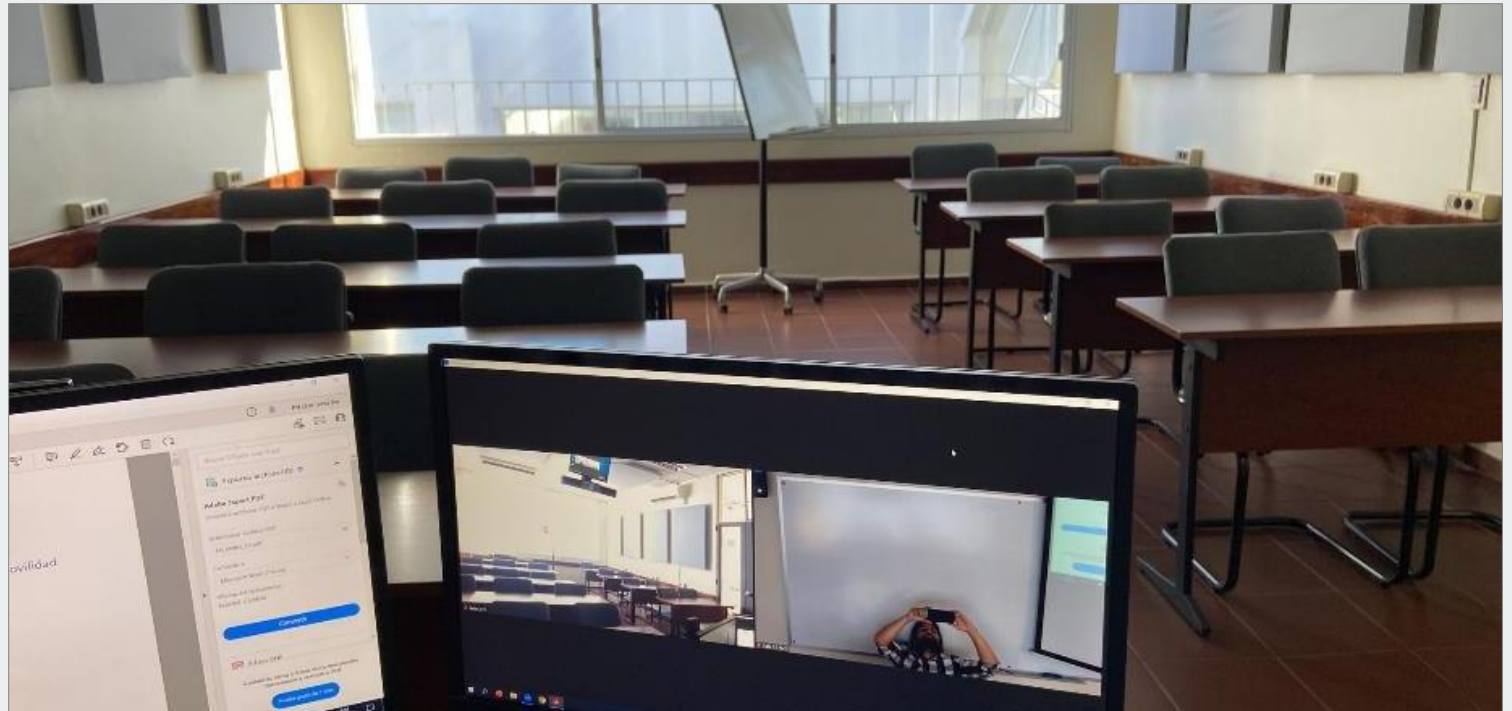


The first goal of the institution shifts immediately from whatever the nominal goal was to self-preservation; the actual goal goes from 2 to n.

Clay Shirky

# Understanding customer needs isn't simple

Particularly in today's world



Source: Personal photograph



# Understanding customer needs isn't simple

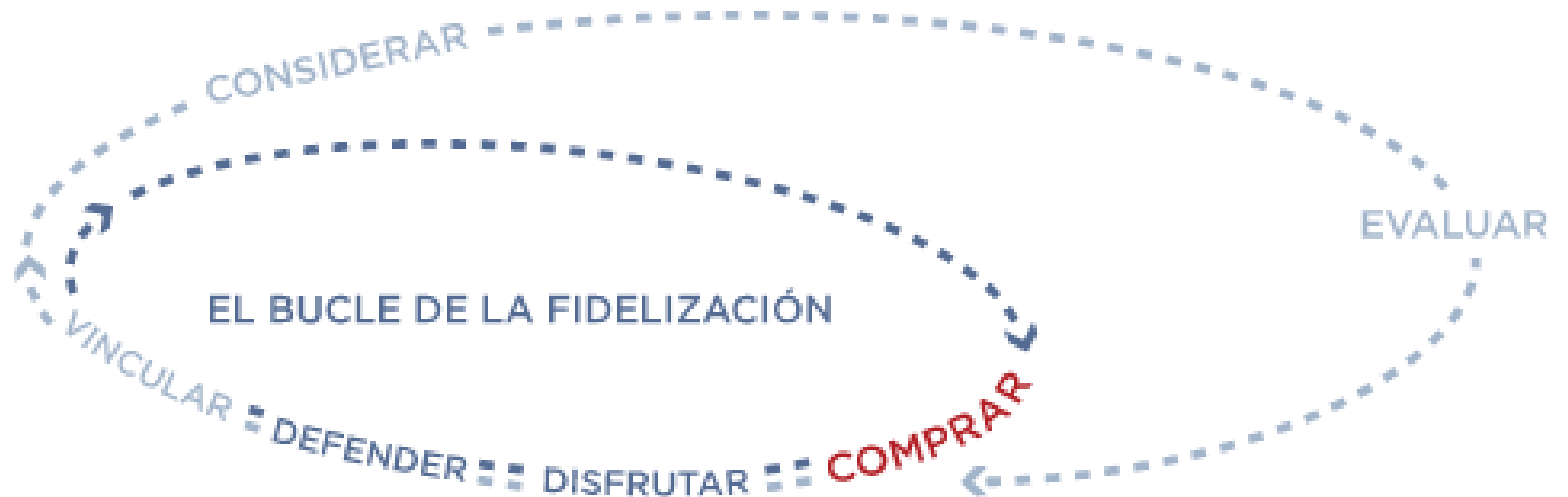


# The customer journey is transforming



Source: Harvard ManageMentor

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# An additional challenge: global markets

**Emerging markets offer little information**

**Kate Sweetman**



Source: Harvard ManageMentor

# An additional challenge: global markets

Emerging markets offer little information

But market myopia may apply to developed markets as well

# Performance Measurement



Source: Harvard ManageMentor



# **An activity is not accomplished until its results have been assessed –results, not efforts**

Henri Fayol's management four basic activities:

- Planning
- Organizing
- Directing (Commanding)
- Controlling

# We need several indicators to perform a good job of performance assessment





# Beware: “What you measure is what you get” – particularly if incentives are attached to a KPI

CSF(critical success factors) and  
KPI(key performance indicators)

vs.

Customer satisfaction



# Performance measurement: empowering tool vs. punishment device

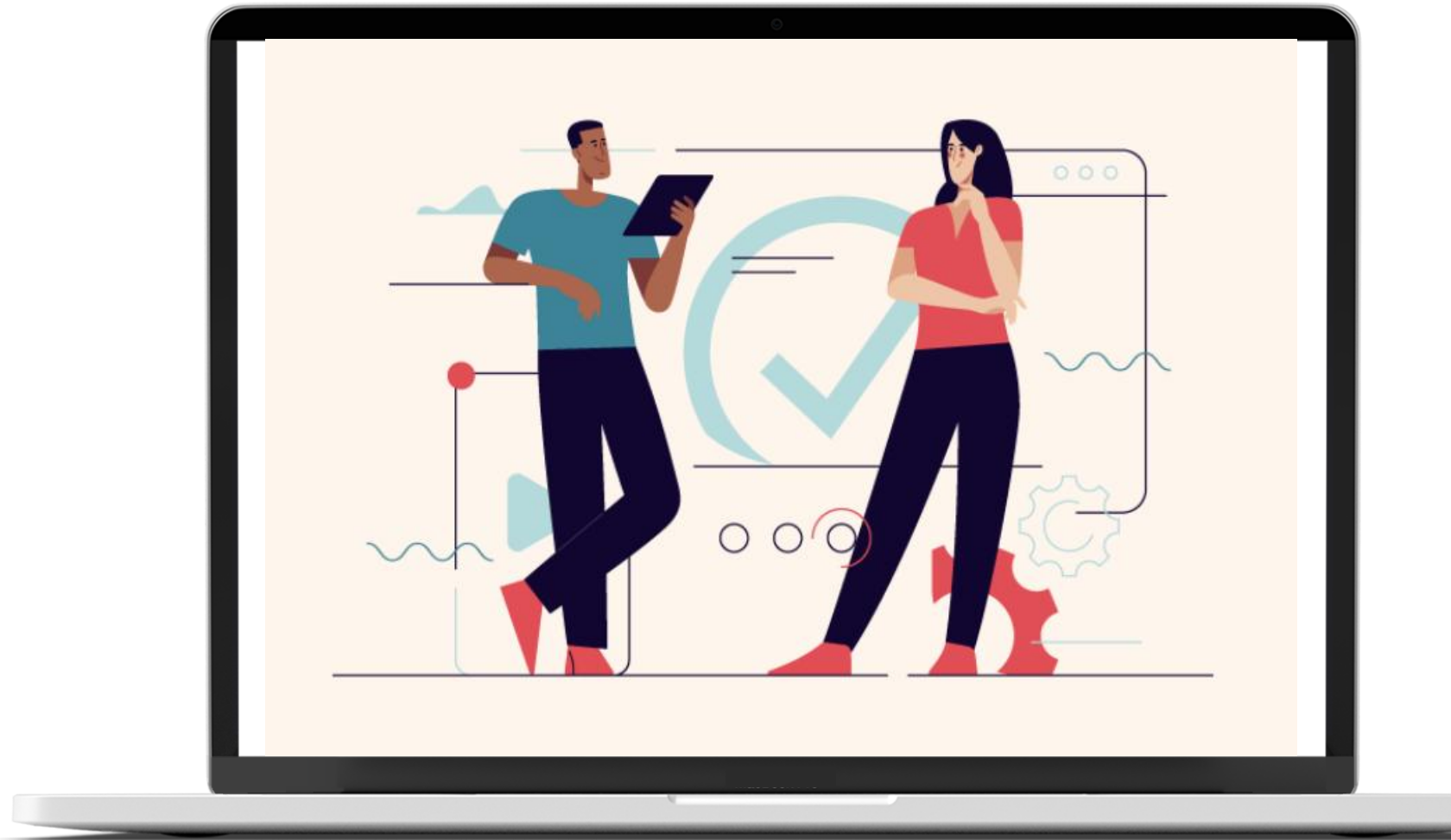


# Negotiation



Source: Harvard ManageMentor

# We negotiate ALL the time



Source: Harvard ManageMentor



# Single-issue negotiations vs. multiple-issue negotiations

Framework for peace between Israel and Egypt, a consequence of the Camp David negotiations





# Single-issue negotiations vs. multiple-issue negotiations

Framework for peace between Israel and Egypt, a consequence of the Camp David negotiations

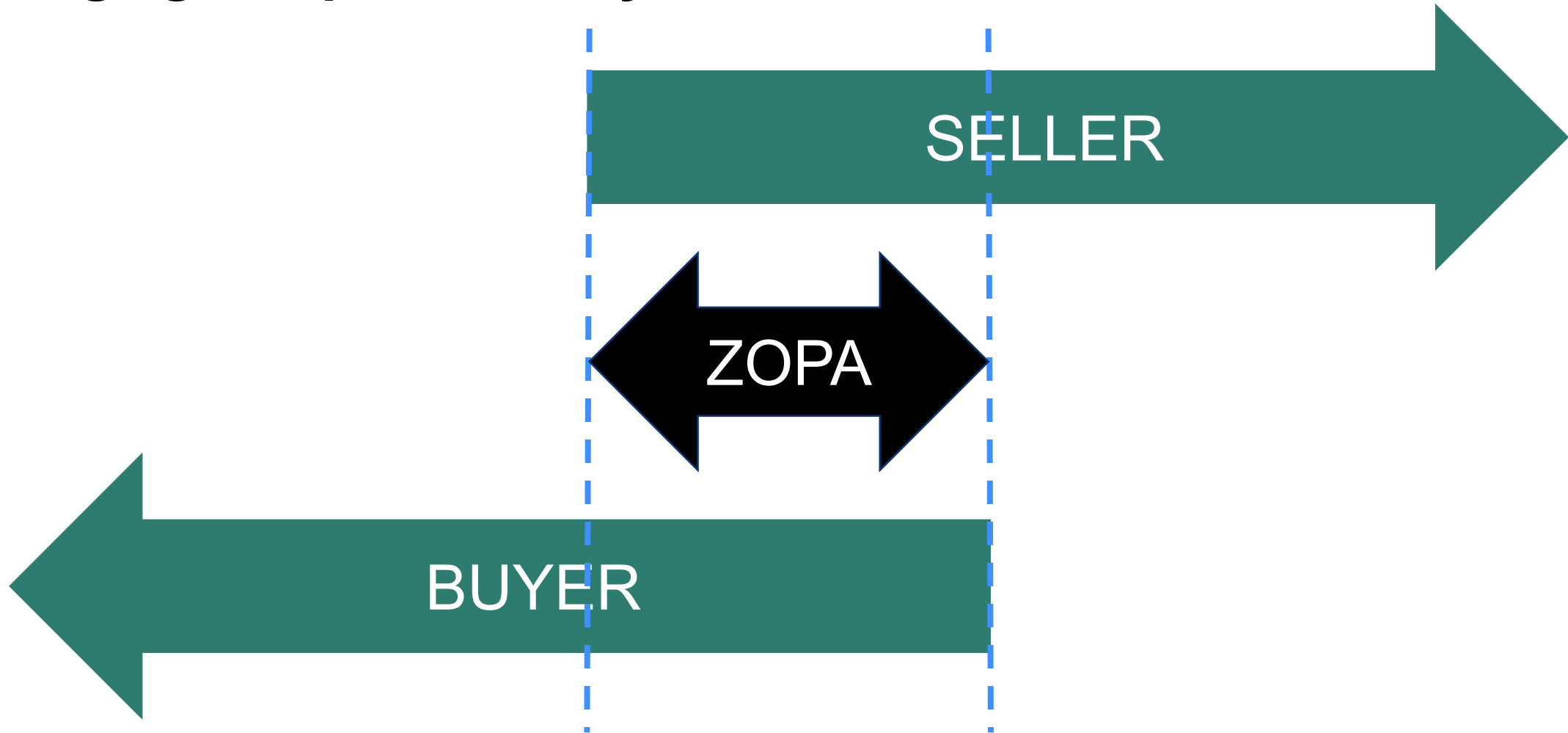


# Change the question!

Do you  
want “this”?

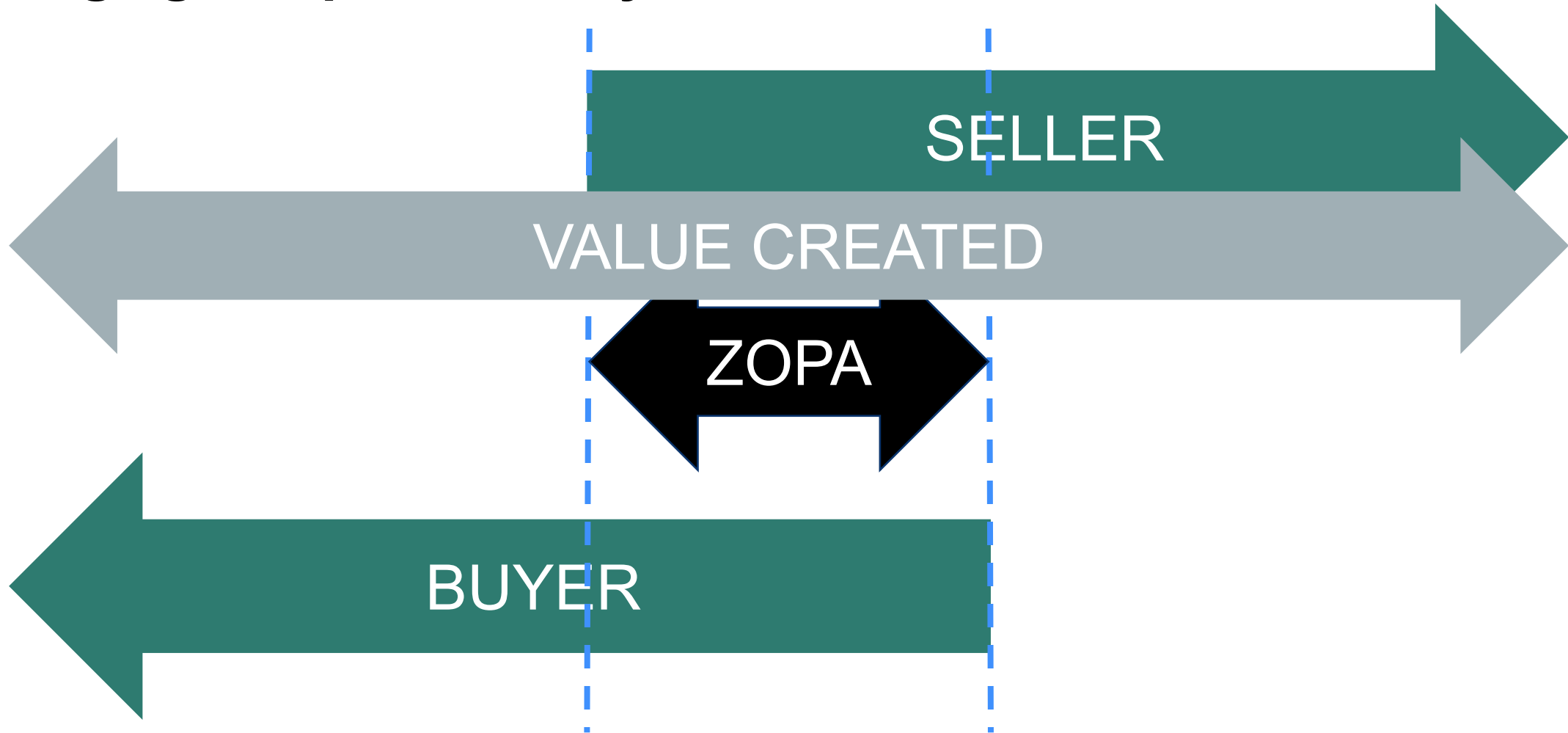
What is it you  
want about “this”?

# Changing the question may lead to enormous value creation





# Changing the question may lead to enormous value creation



# Customer Focus



Source: Harvard ManageMentor

# HBS Professor Ranjay Gulati on the customer-centric mindset



# HBS Professor Ranjay Gulati on the customer-centric mindset



**HUMILITY**  
*Arrogance*



**CURIOSITY**  
*Know-it-all*



**URGENCY**  
*Complacency*



**EMPATHY**  
*Indifference*

Source: Ranjai Gullati Slide

# HBS Professor Ranjay Gulati on the customer-centric mindset



**CURIOSITY**  
*Know-it-all*



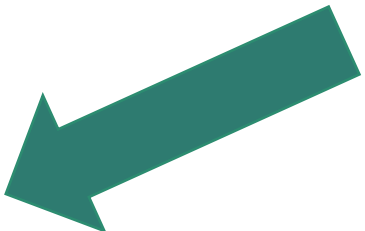
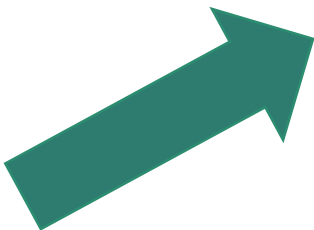
**HUMILITY**  
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Source: Ranjai Gulati slide



**Understanding your customer and having a mutually loyal relationship is a long-term game.**



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**Understanding your customer and having a mutually loyal relationship is a long-term game.**

Way too often businesses tend to have a very short-term perspective – extracting value today





**Customer focus is really everyone's job in any organization –for the traditional customer as well as for the internal one**

**“The case of the wrong purchase-order number format at an MNC”**



**Customer focus is really everyone's job in any organization –for the traditional customer as well as for the internal one**

**“The case of the wrong purchase-order number format at an MNC”**



## Summing up...

- Business is a collective effort. As such, there are individuals' initiatives, and collective effort and performance
- Business Fundamentals covers tools and skills that are necessary for you to be a positive and effective force in any organization



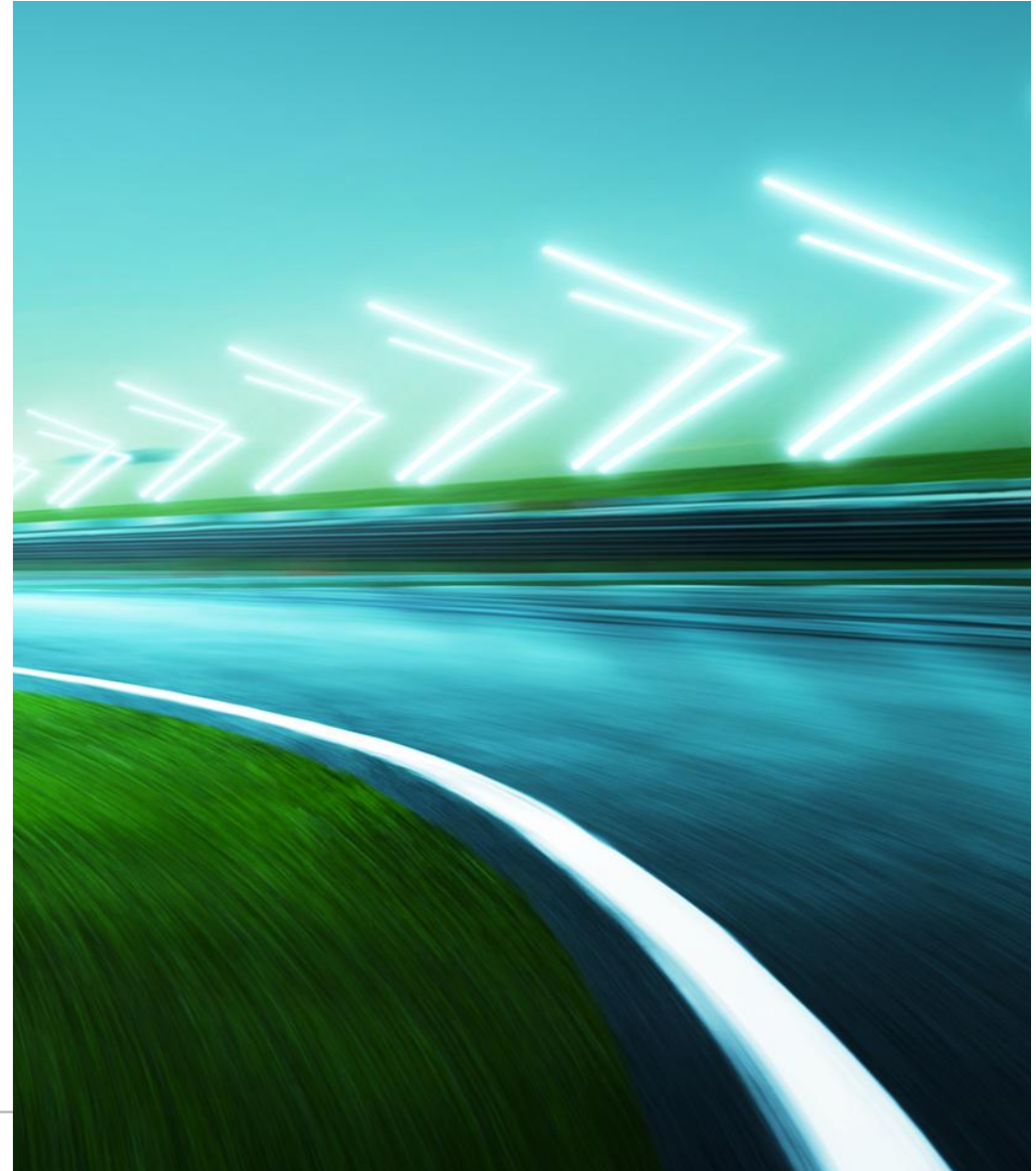


# Business is successful externally and internally when there is a basic attitude of collaboration, not competition



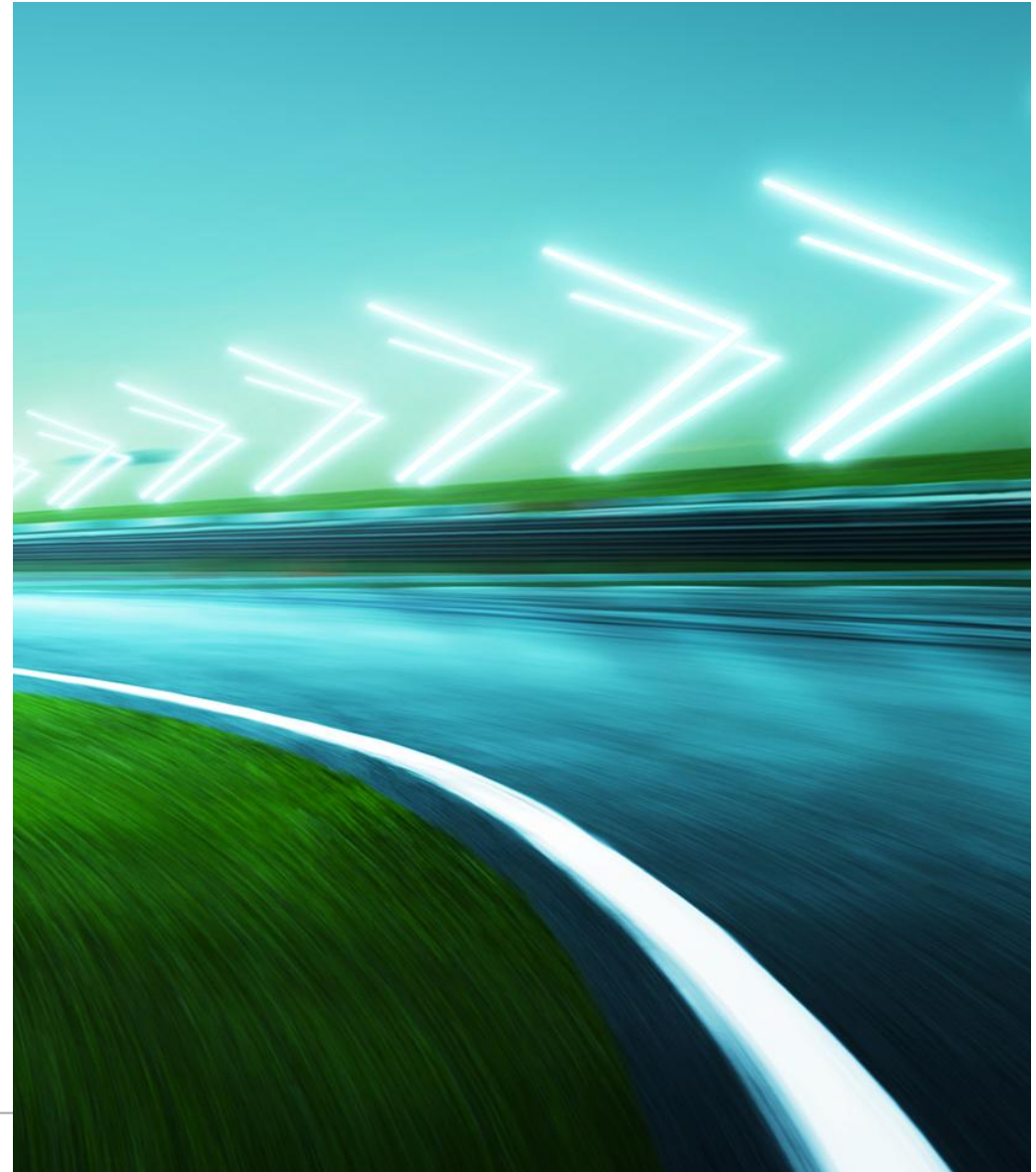
Source: HBR Article

Being successful and leading a happy and fruitful life in the business world is more a matter of attitude and values – the human dimension – than of hard-nosed decision making in pursuit of maximum profitability.



Being successful and leading a happy and fruitful life in the business world is more a matter of attitude and values – the human dimension – than of hard-nosed decision making in pursuit of maximum profitability.

That takes nothing away from being proficient in the use of the business tools we discuss in this Business Fundamentals course.



# Next Steps

## Learning Portal Access

### After the session:

- Complete pending assignments/ topics & receive a score of at least 70% in the assessment for each topic.
- Watch recording of the missed webinars.
- Self-reflection on learnings from today's session.
- Be sure to attend the Wrap Up session as per the calendar invite already sent to you on:



## Prepare for the wrap-up session

### • 21 October

- 07:00 – 08:00 Colombia/Peru
- 09:00 – 10:00 Argentina/Brazil
- 14:00 – 15:00 Continental Europe



# Mark your presence if you are using a different e-mail address in Zoom







# Q&A



# Thank You

Please complete the feedback survey

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[harvardbusiness.org](https://harvardbusiness.org)

