



Santander Open Academy

Business for All 2025

Business Fundamentals

Cohort 1

PRESENTED BY

Matthew Bid – HBI Senior Facilitator

23 September 2025



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?

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

We are
here

The Purpose of this Webinar

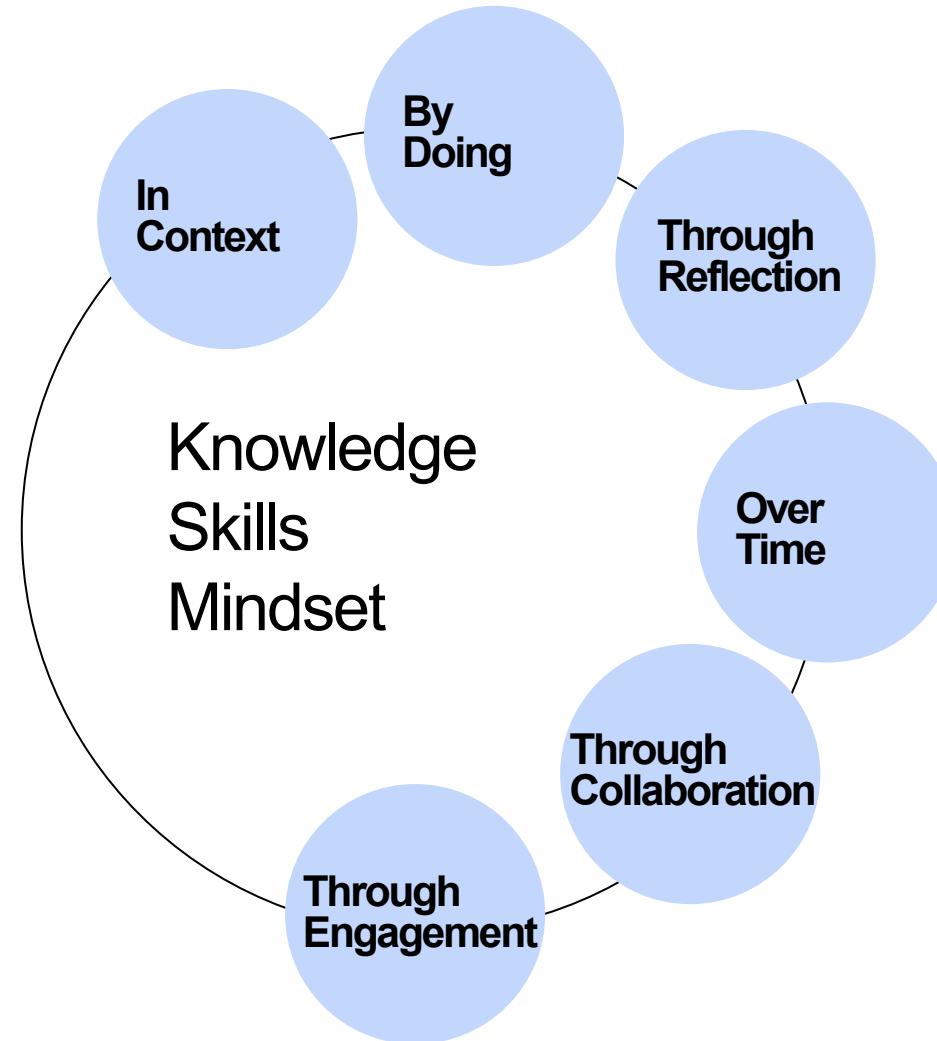
- Becas Santander Skills' purpose is to “Develop key skills and abilities for the workplace”
- In this Webinar, we want to guide and facilitate the development of your key skills and abilities for the workplace by putting the topics' subjects into perspective...
- ... and help you relate the learnings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

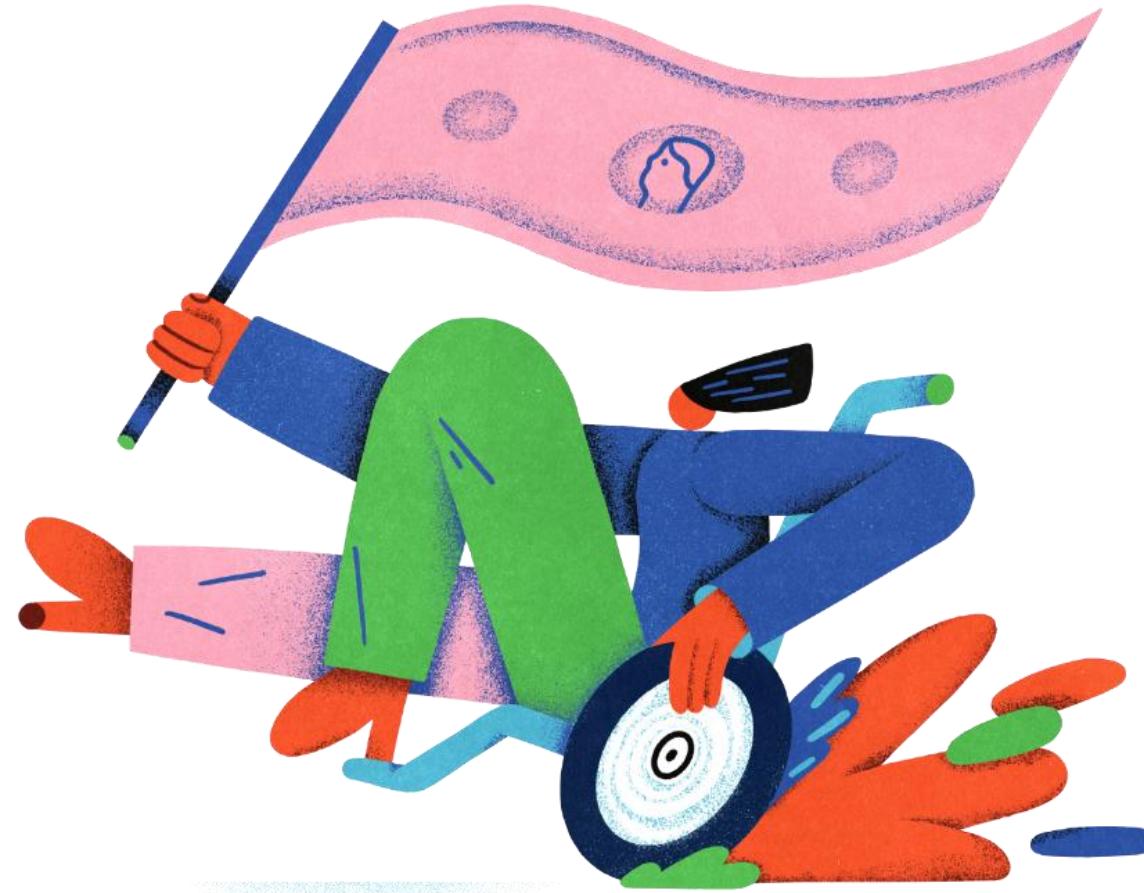
- Learn the fundamentals in core areas such as finance and marketing to make decisions, communicate with other units, and align your work in meaningful ways that are consistent with shared business practices across organizations.
- Learn to set targets, collect and analyze data, and use measurements 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

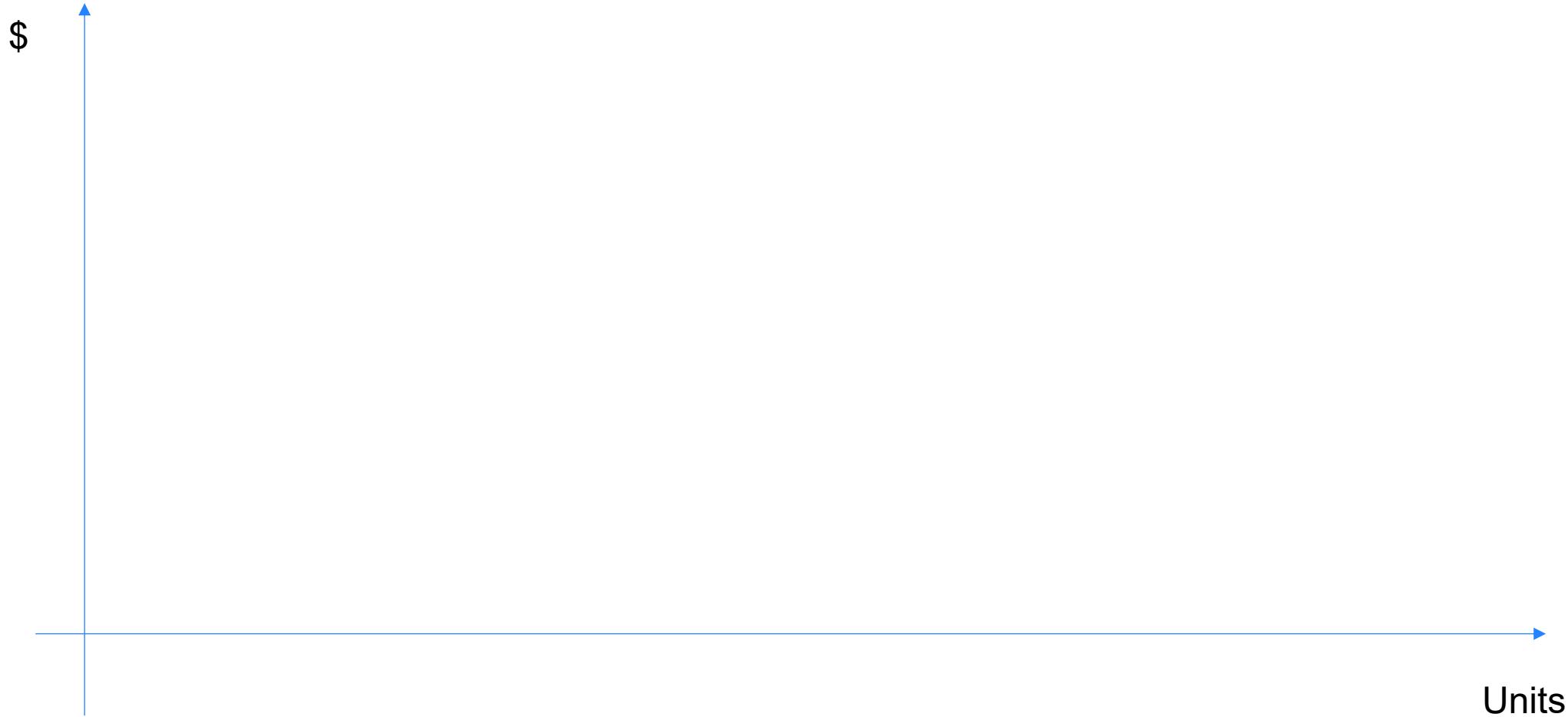
Our goal here is to make sure this alphabet soup doesn't give you indigestion



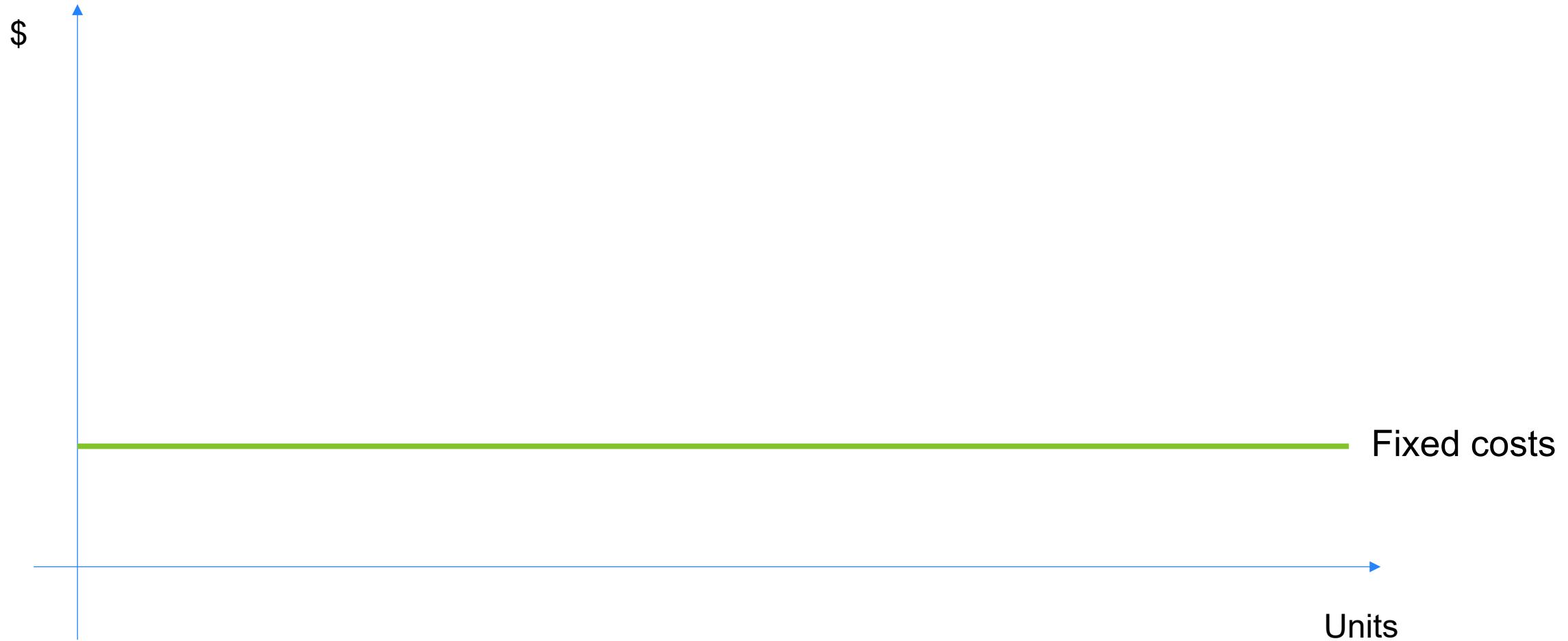
CASH FLOW
CAPITAL
INCOME STATEMENT
RESULT
CAPITAL
INVESTMENT
CASH FLOW
CASH MANAGEMENT
PAYMENT TERMS
BUDGET
MANAGEMENT
EBITDA
BALANCE SHEET
INC
RATIO
TERMS

Variable and Fixed Costs: their crucial effects on business

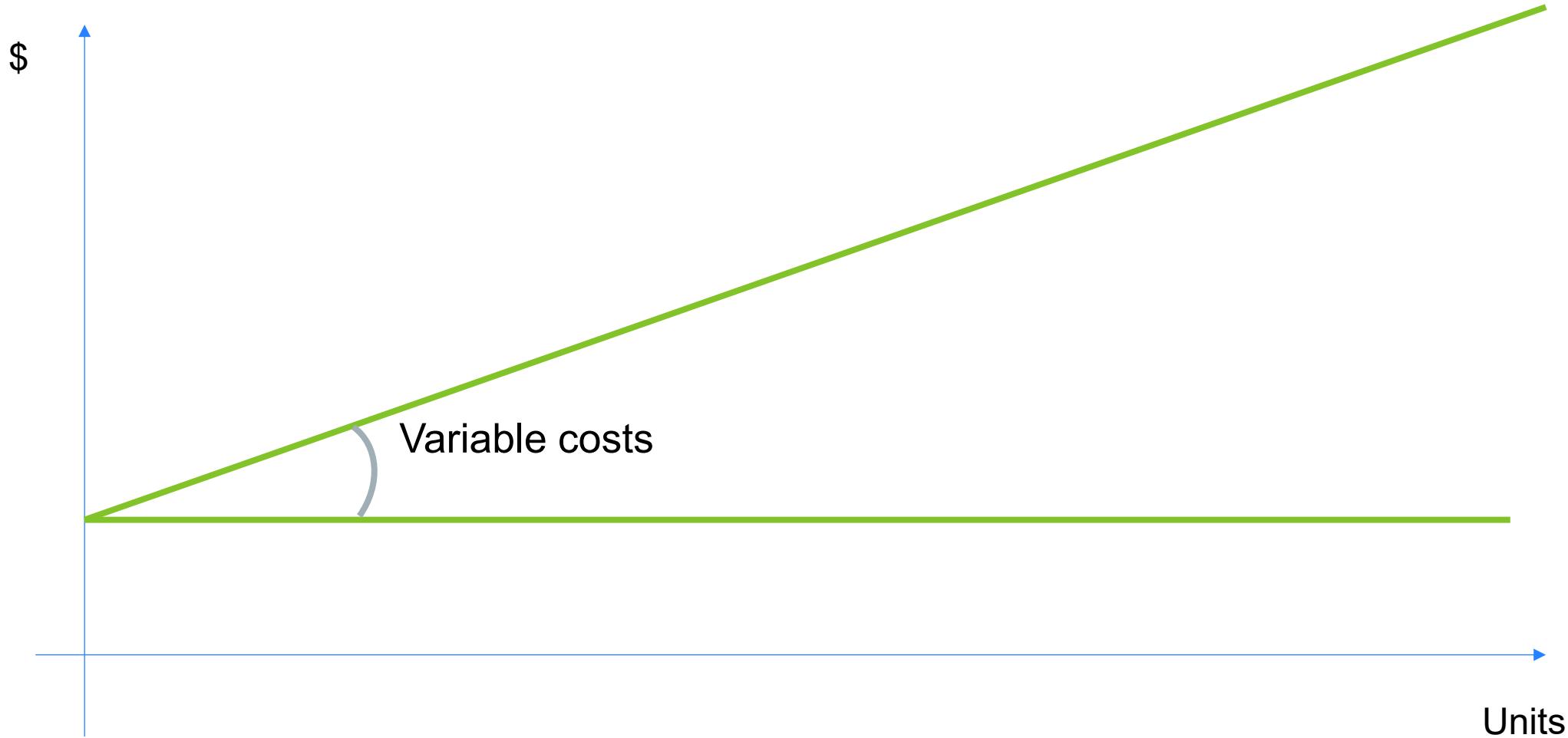
Variable and Fixed Costs: their crucial effects on business



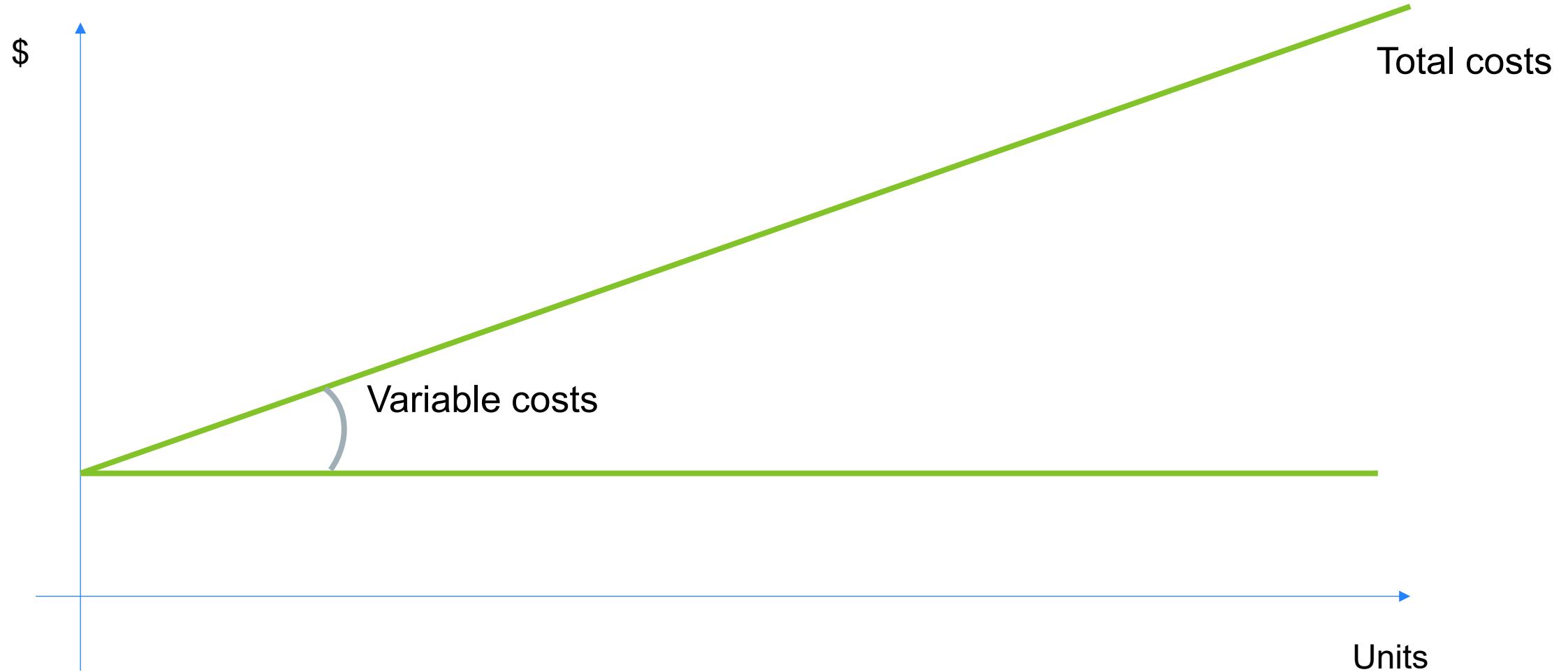
Variable and Fixed Costs: their crucial effects on business



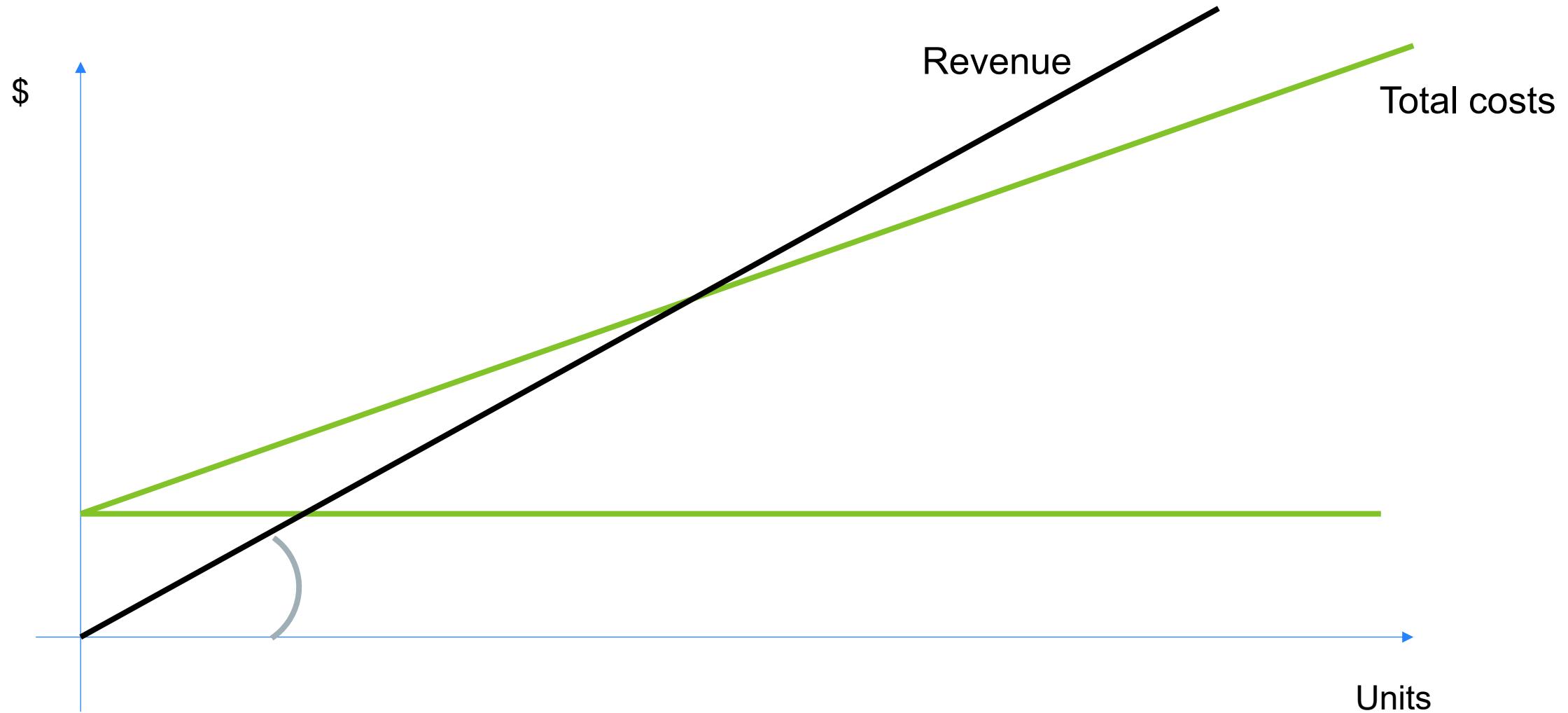
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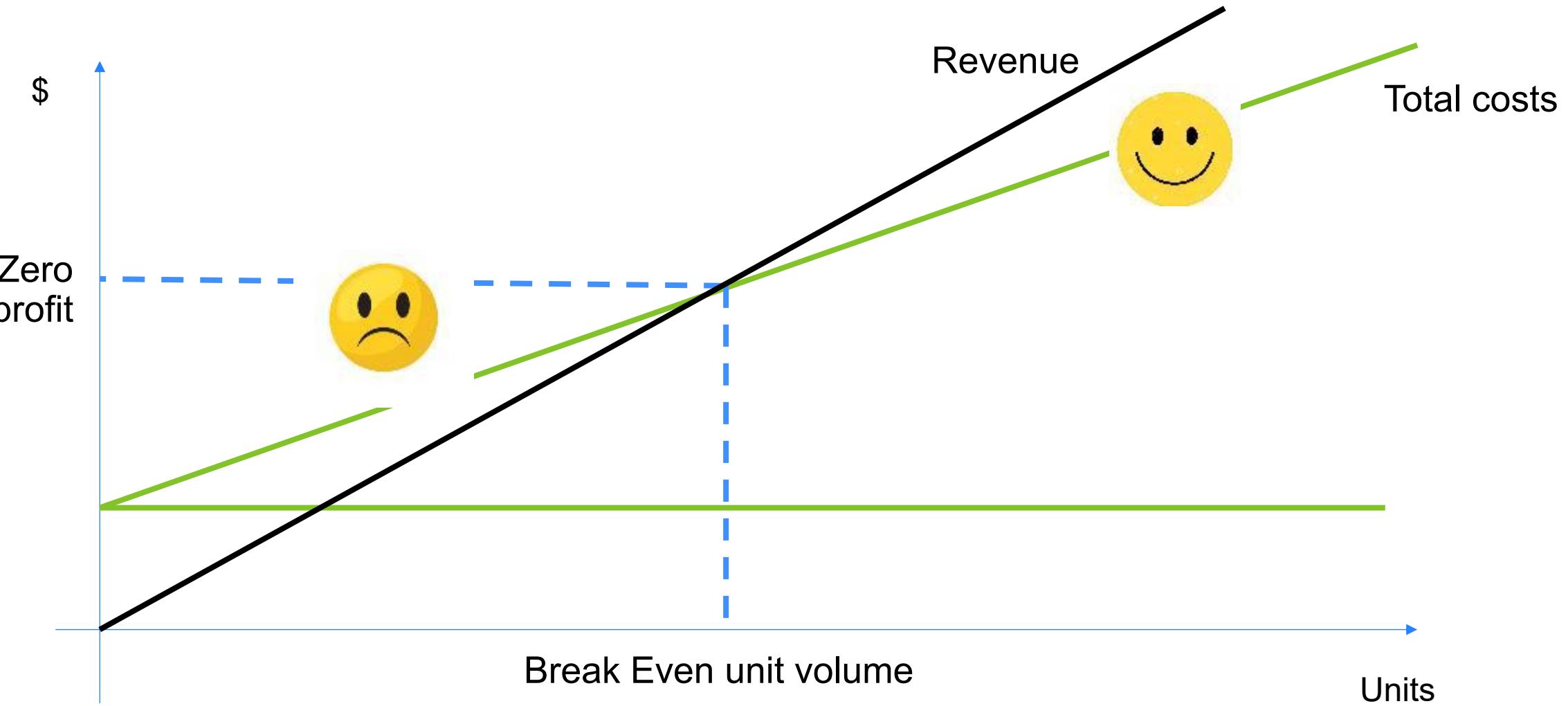
Variable and Fixed Costs: their crucial effects on business



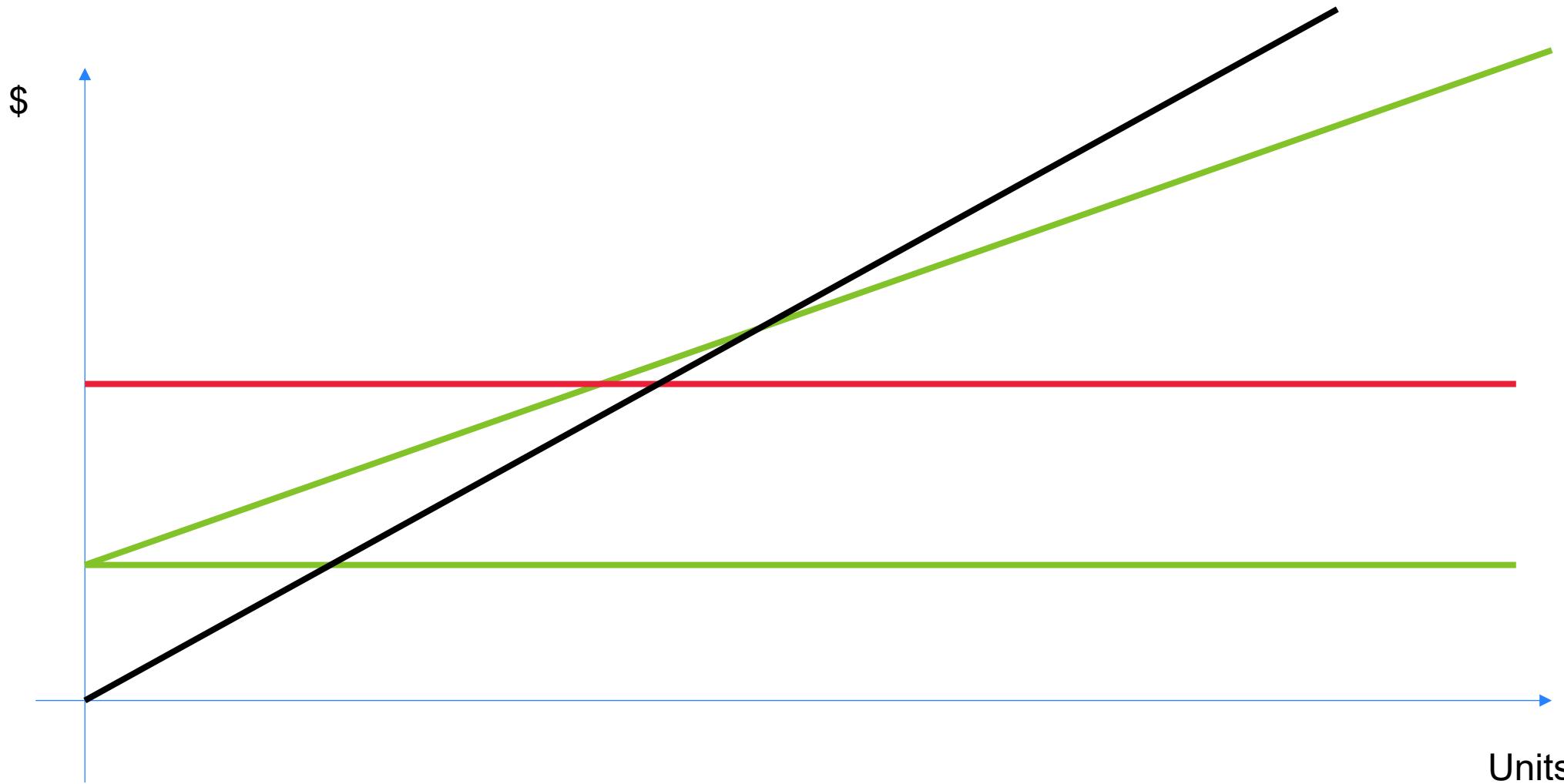
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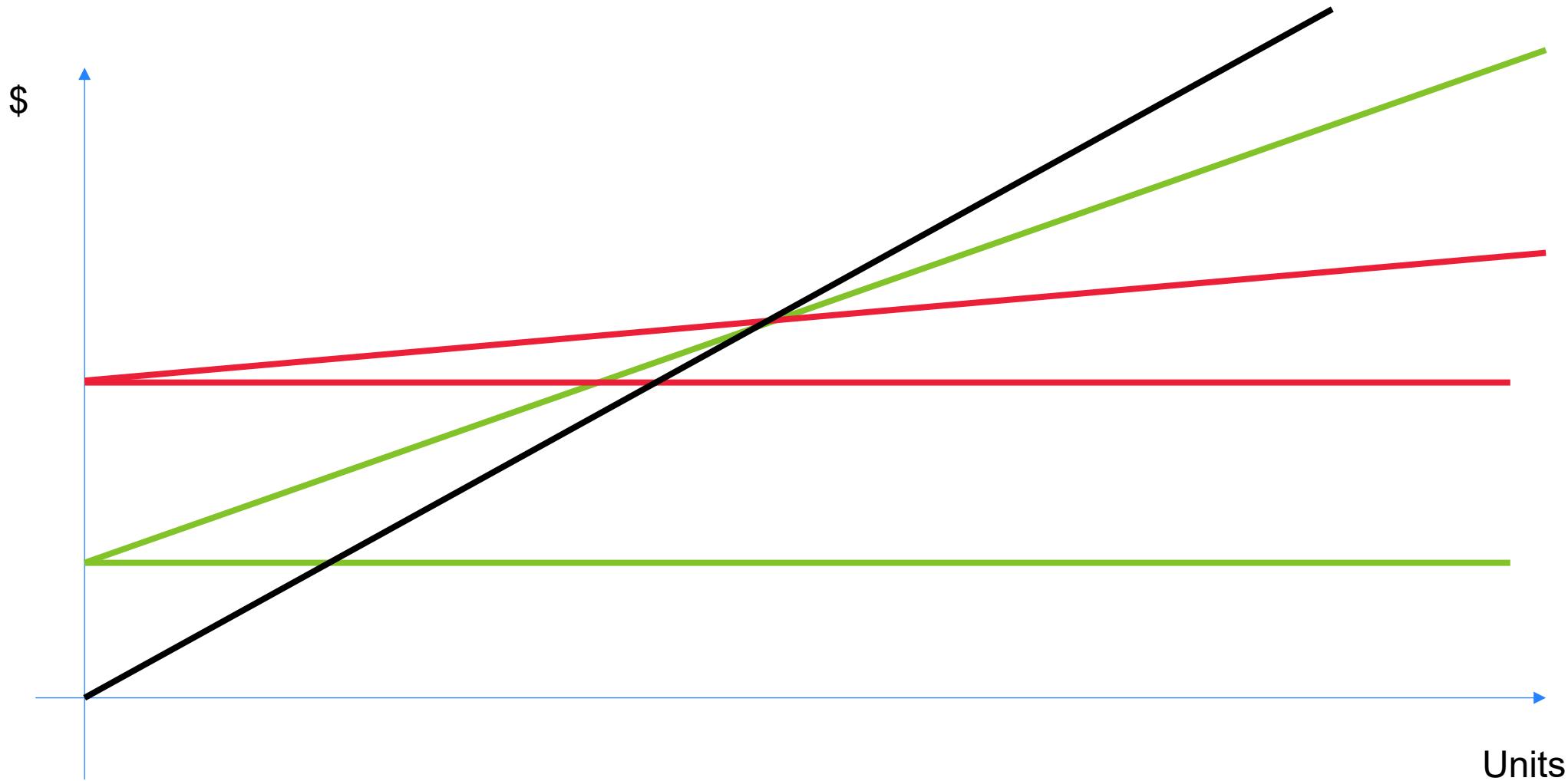
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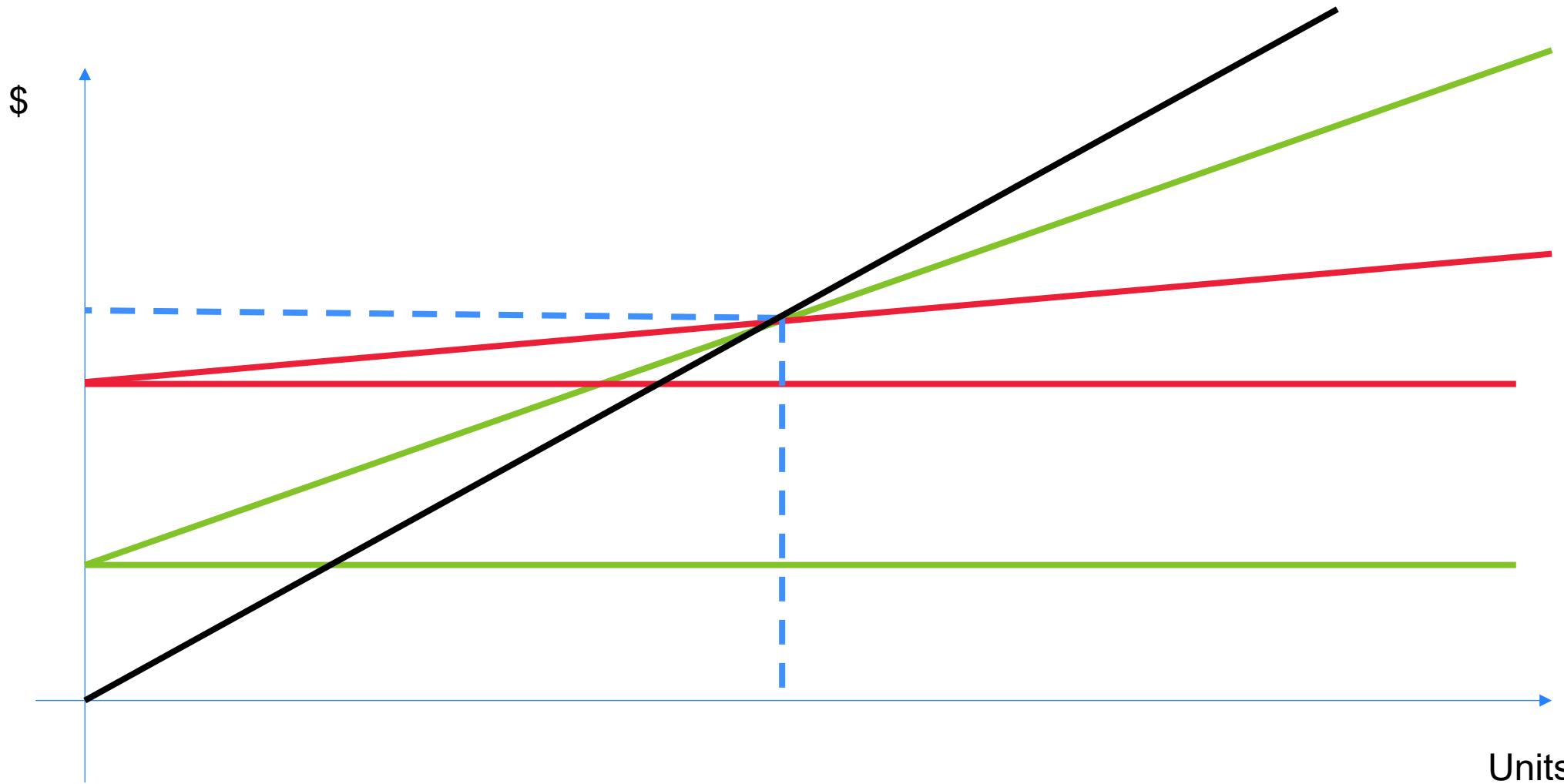
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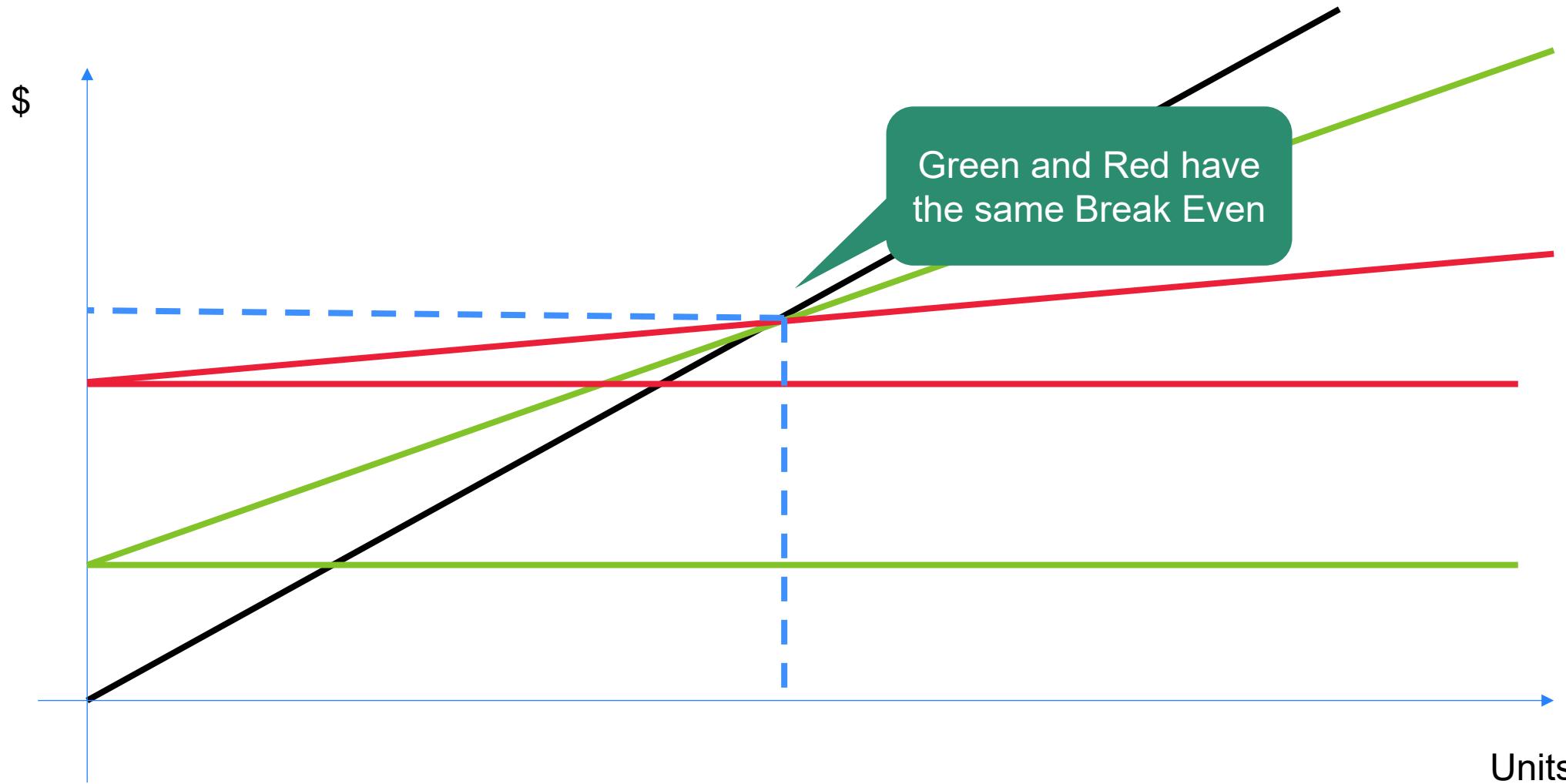
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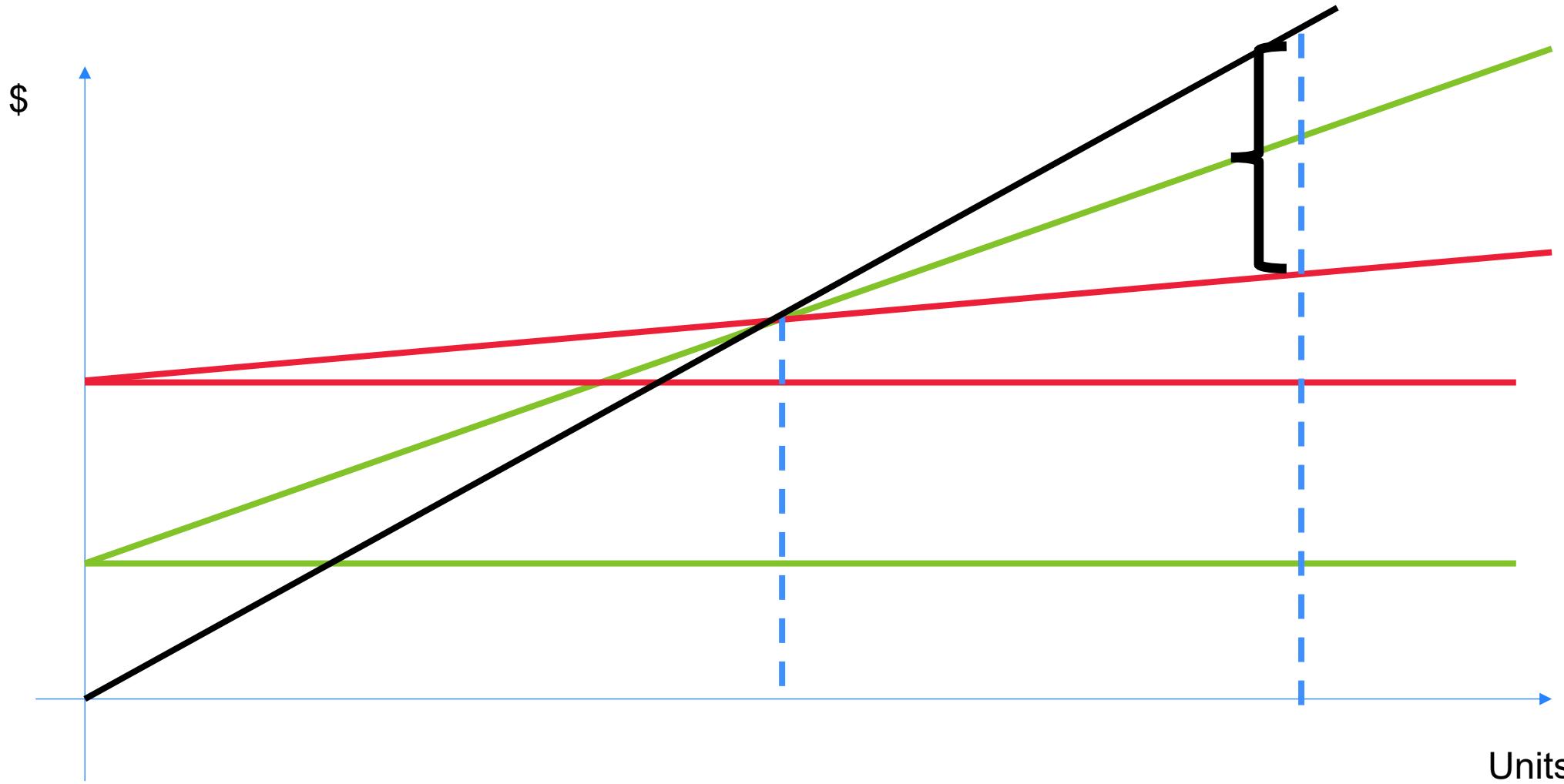
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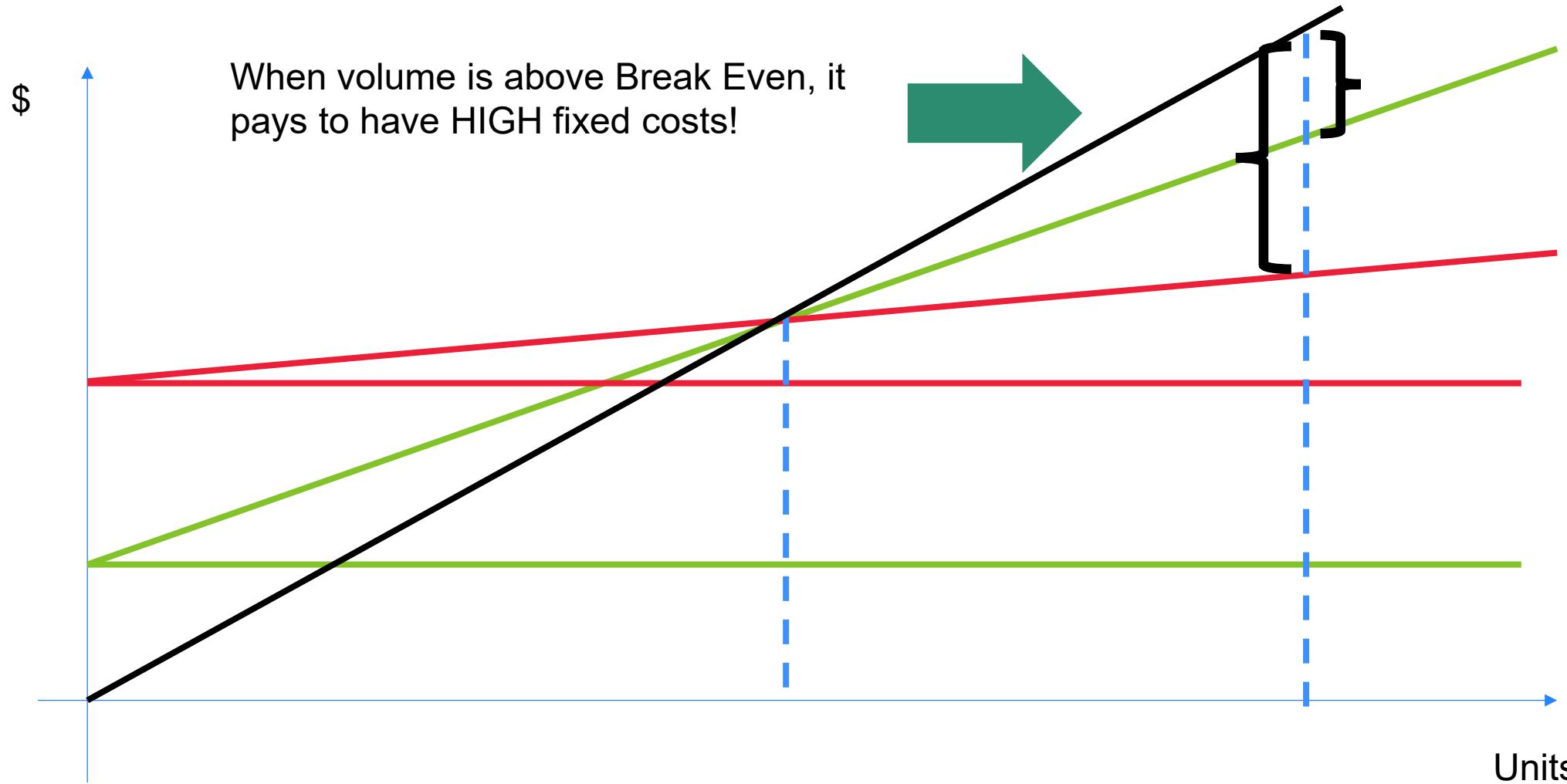
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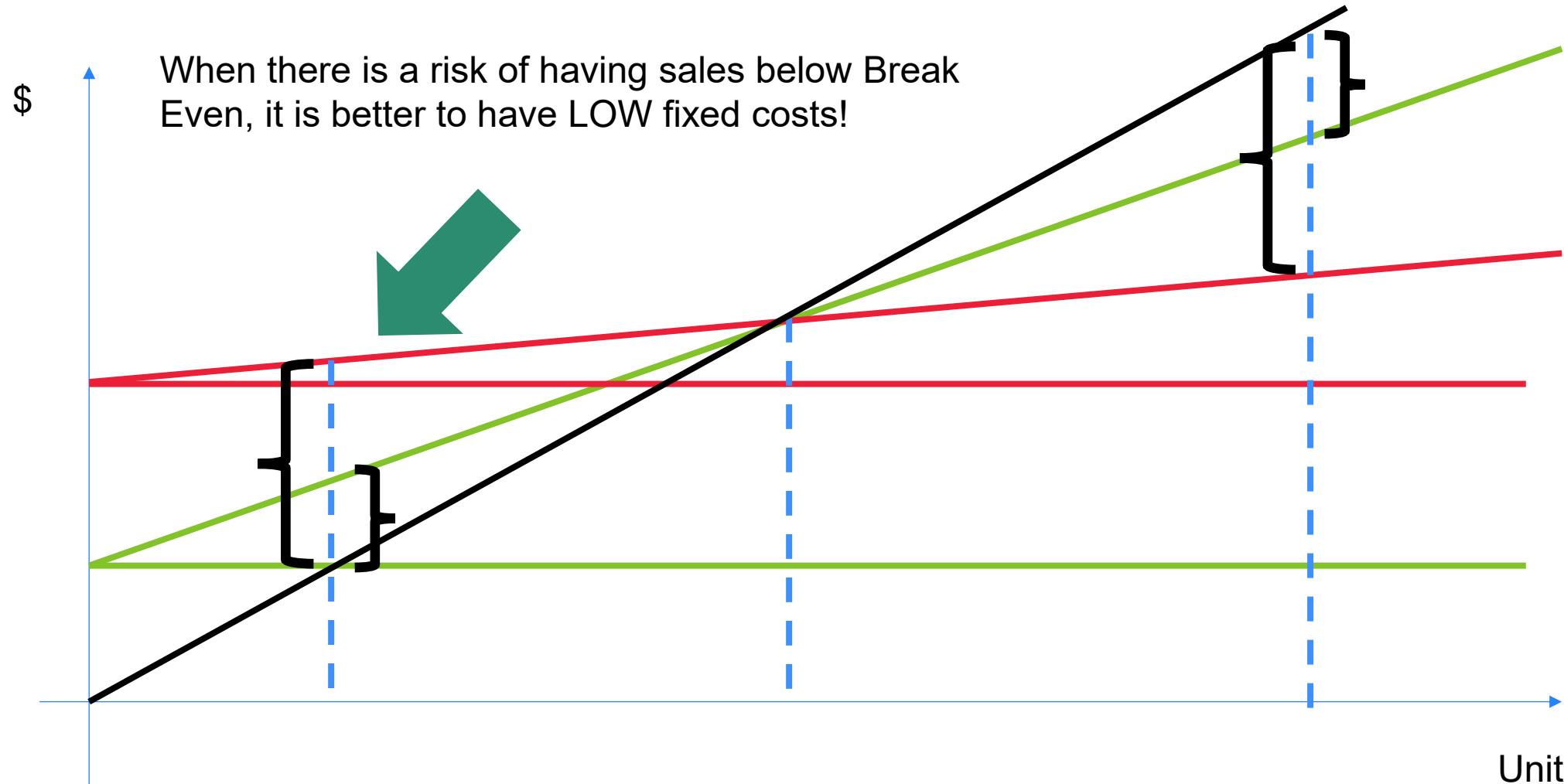
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Variable and Fixed Costs: their crucial effects on business



Business Case Development



Source: Harvard ManageMentor

Business Case Development

[!\[\]\(130eb552b7f729639752562c836f911d_img.jpg\) Business Case Development](#)

Understand Business Cases

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



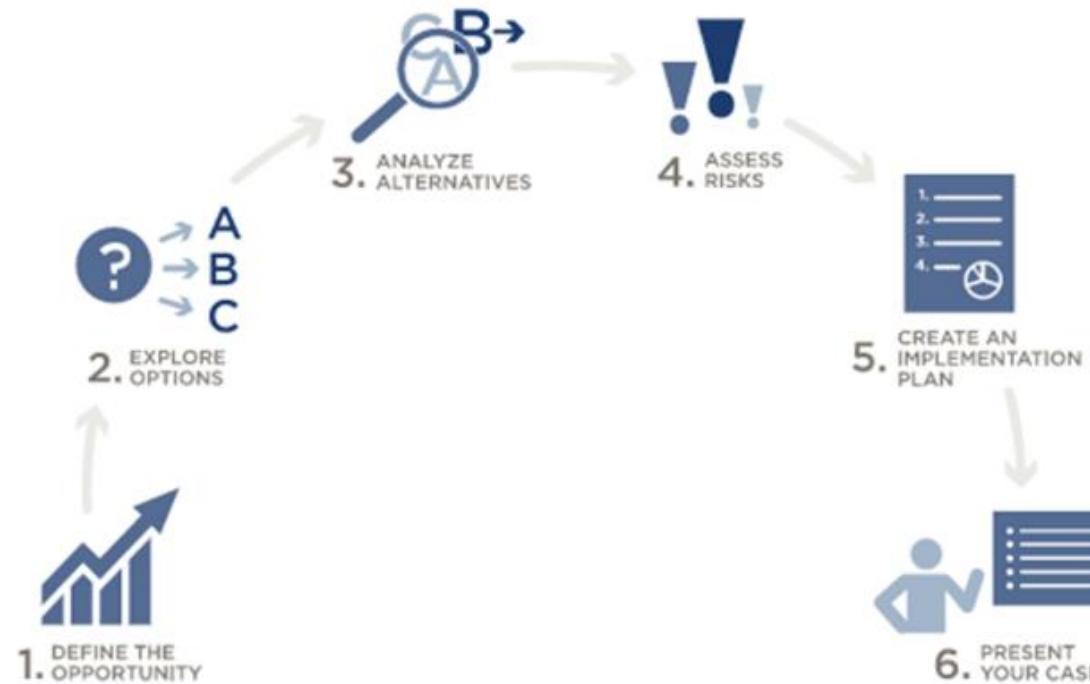
Source: Harvard ManageMentor

- ✓ 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

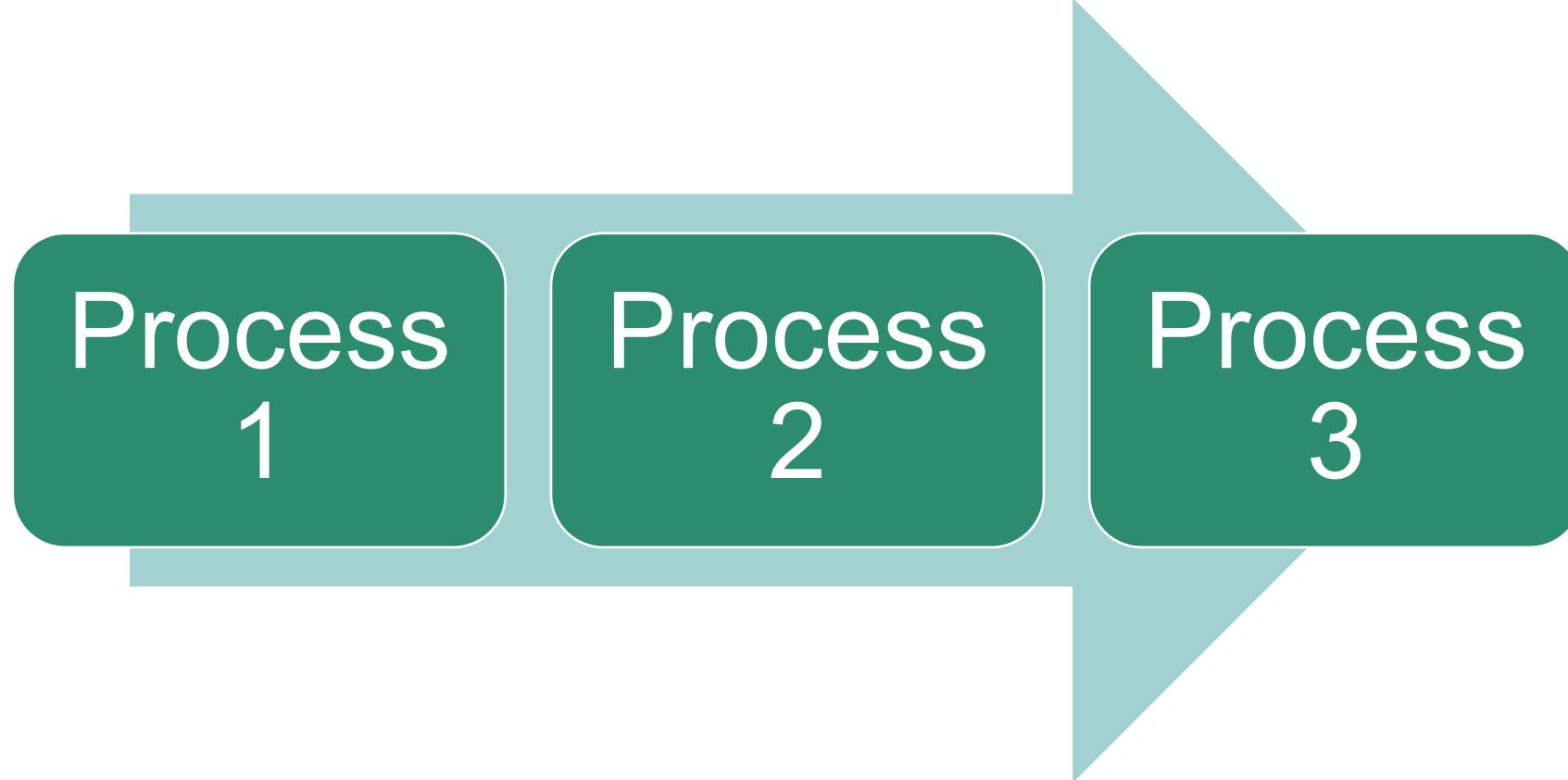
Your goal for creating a business case is to help the relevant decision-makers whether to invest resources in your idea

The case development process



Source: Harvard ManageMentor

Not linear...



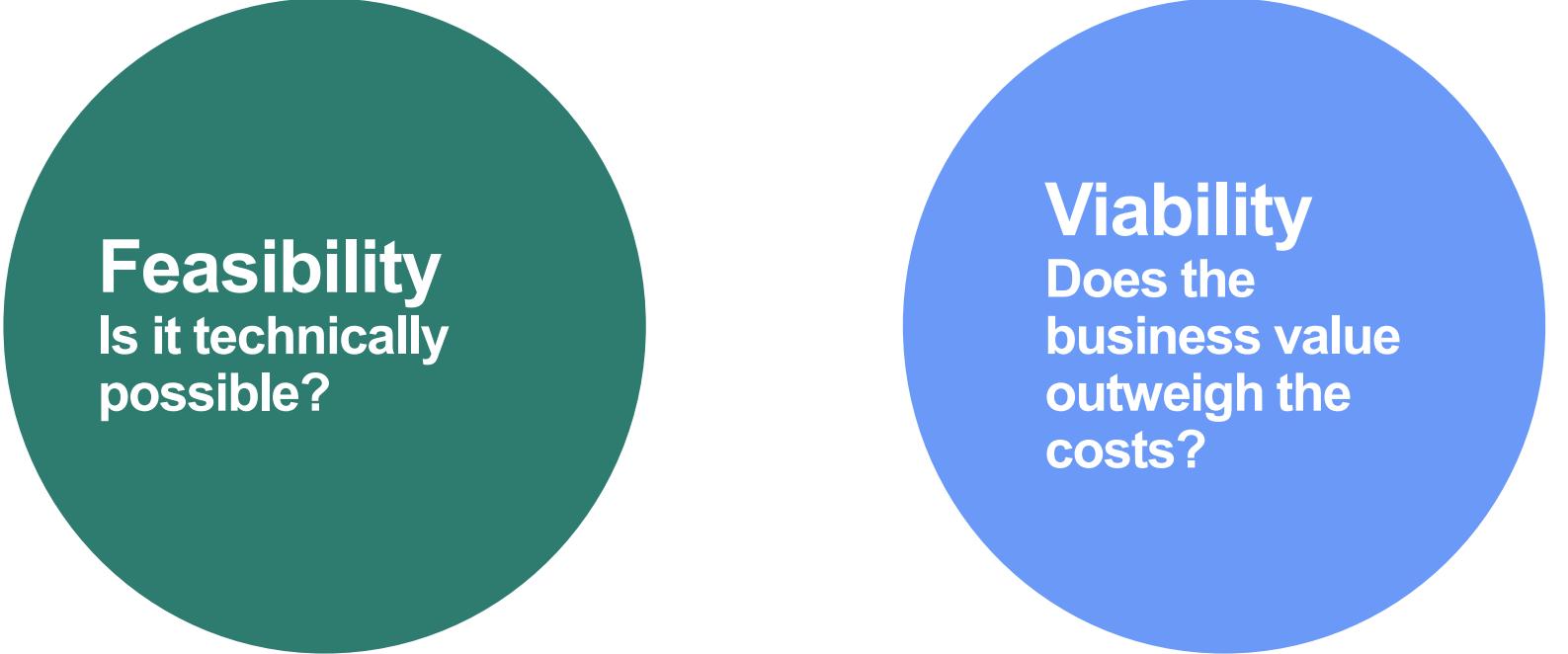
Not linear, but iterative





Feasibility
Is it technically
possible?

Feasibility, Viability, Desireability



Feasibility
Is it technically possible?

Viability
Does the business value outweigh the costs?

Feasibility, Viability, Desireability

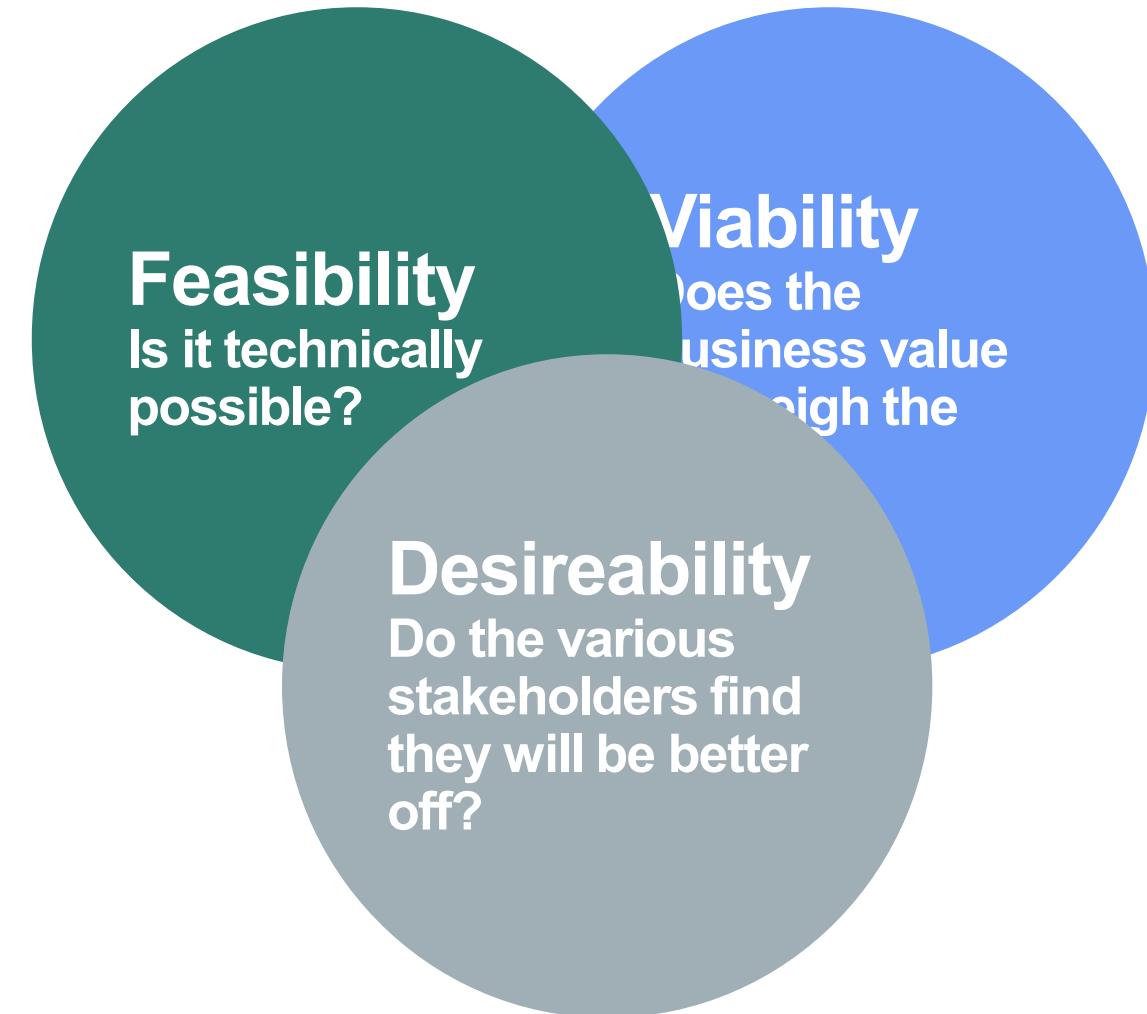


Feasibility
Is it technically possible?

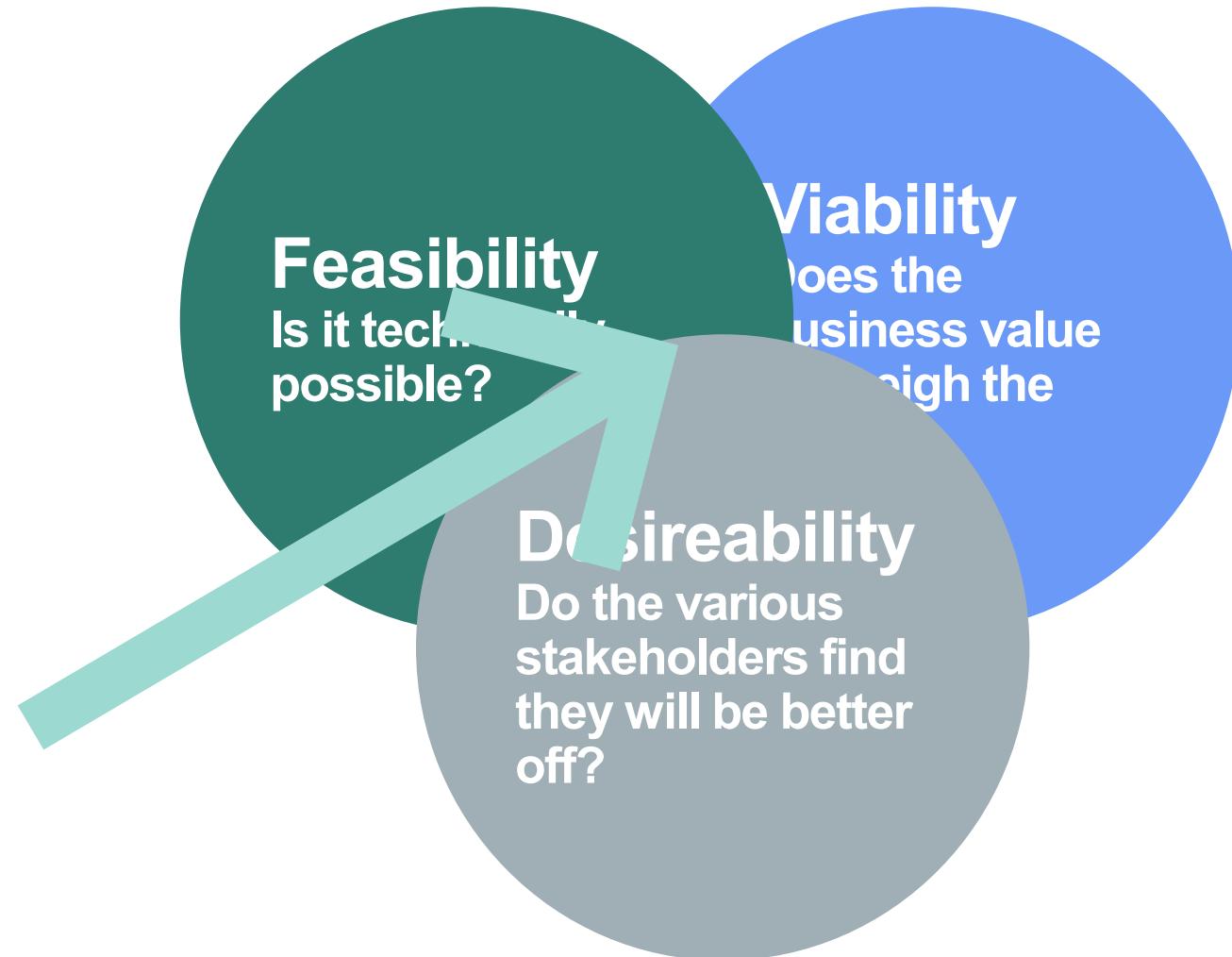
Viability
Does the business value outweigh the costs?

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

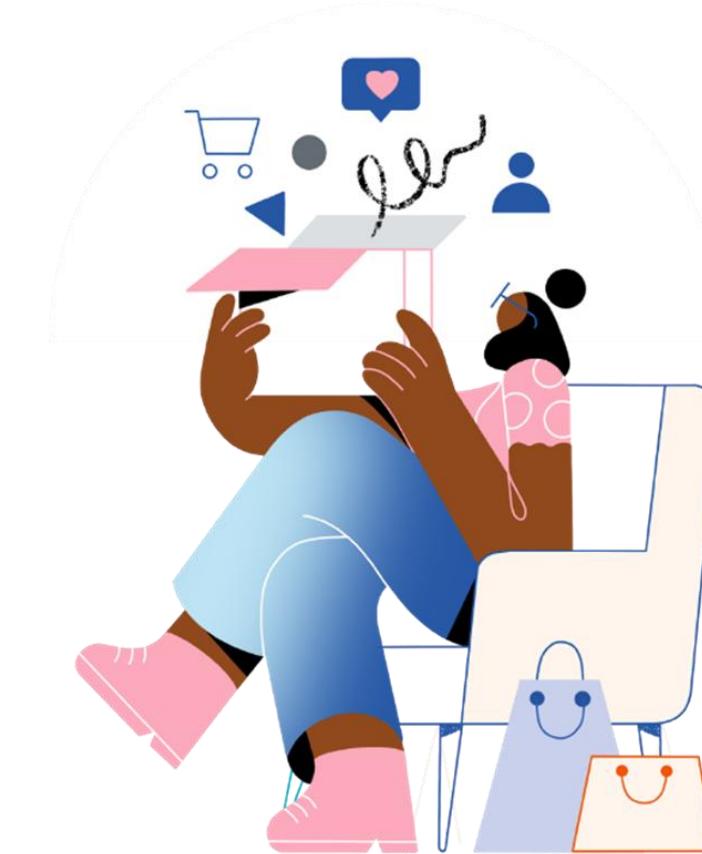
Remember

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

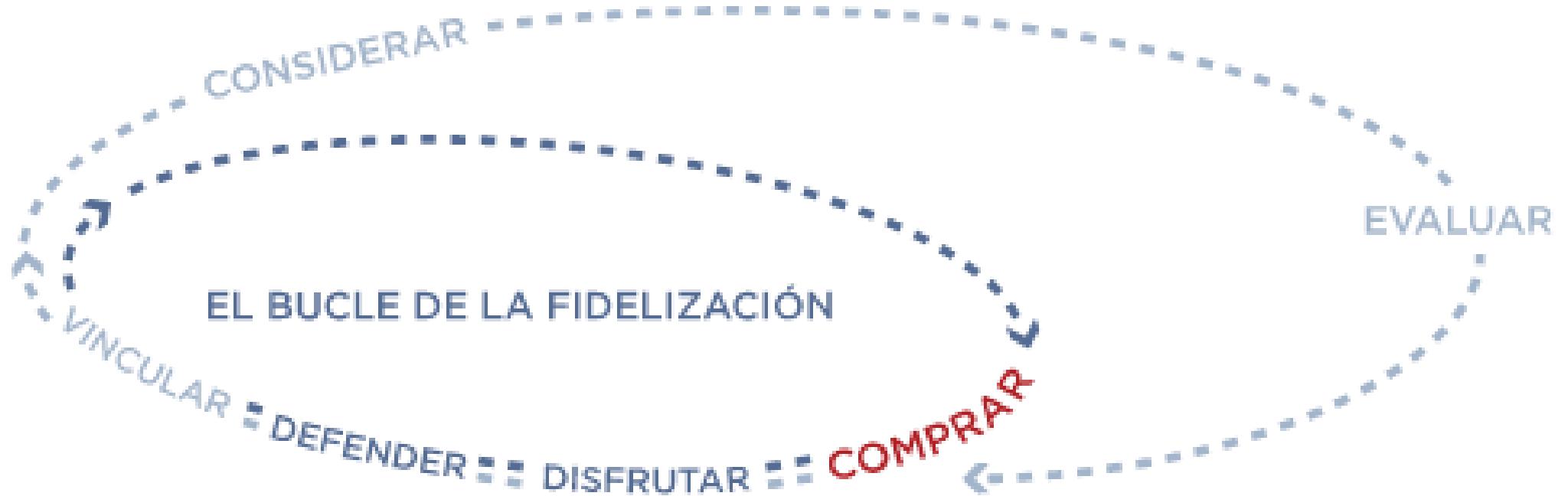


The customer journey is transforming



Source: Harvard ManageMentor

The customer journey is transforming



Source: Harvard ManageMentor

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

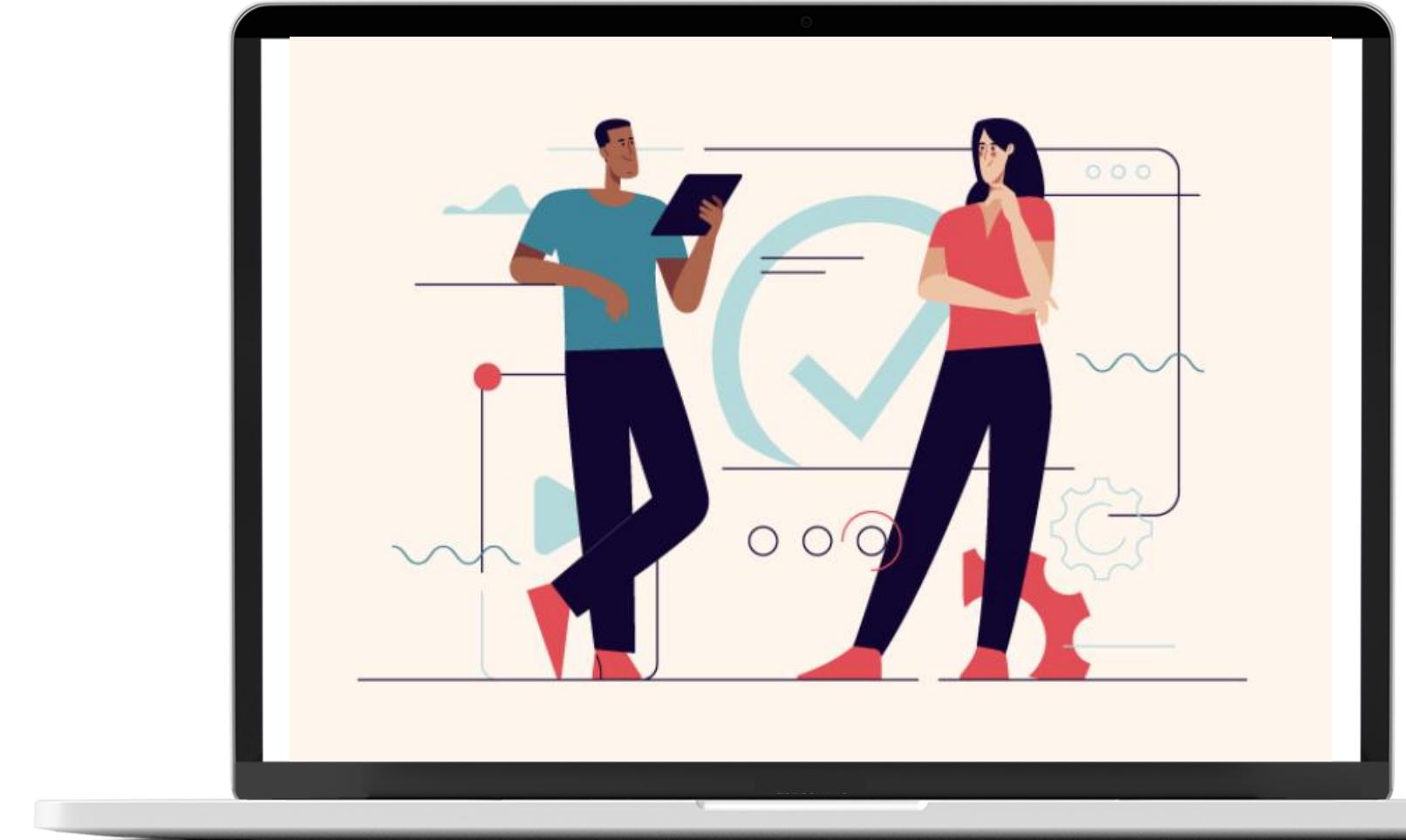


Negotiation



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



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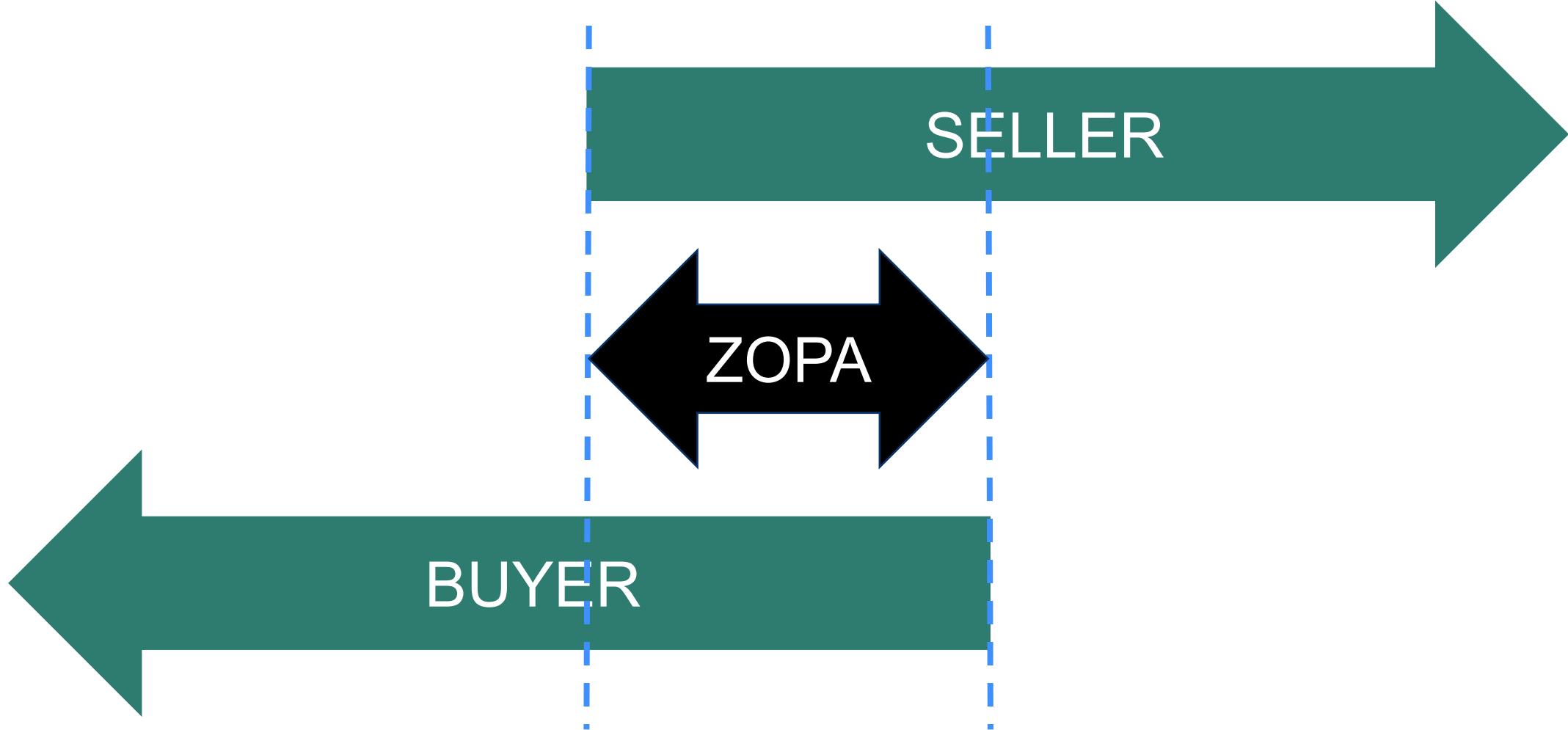


Change the question!

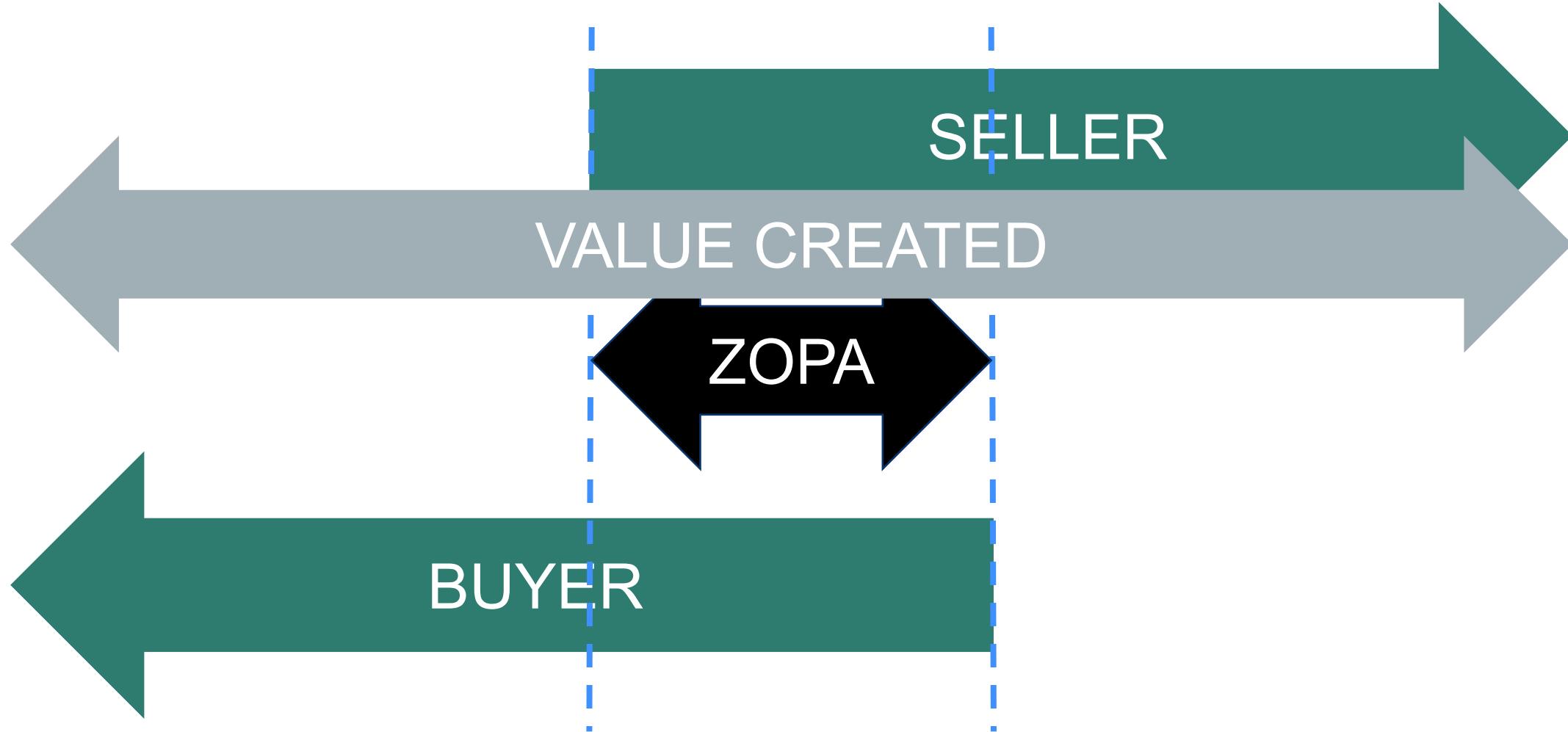
Do you
want “this”?

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



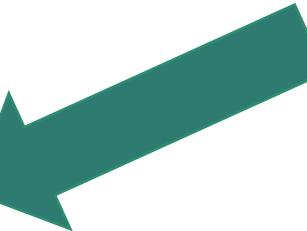
CURIOSITY

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Complacency

Source: Ranjay Gulati slide

**Understanding your customer
and having a mutually loyal
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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



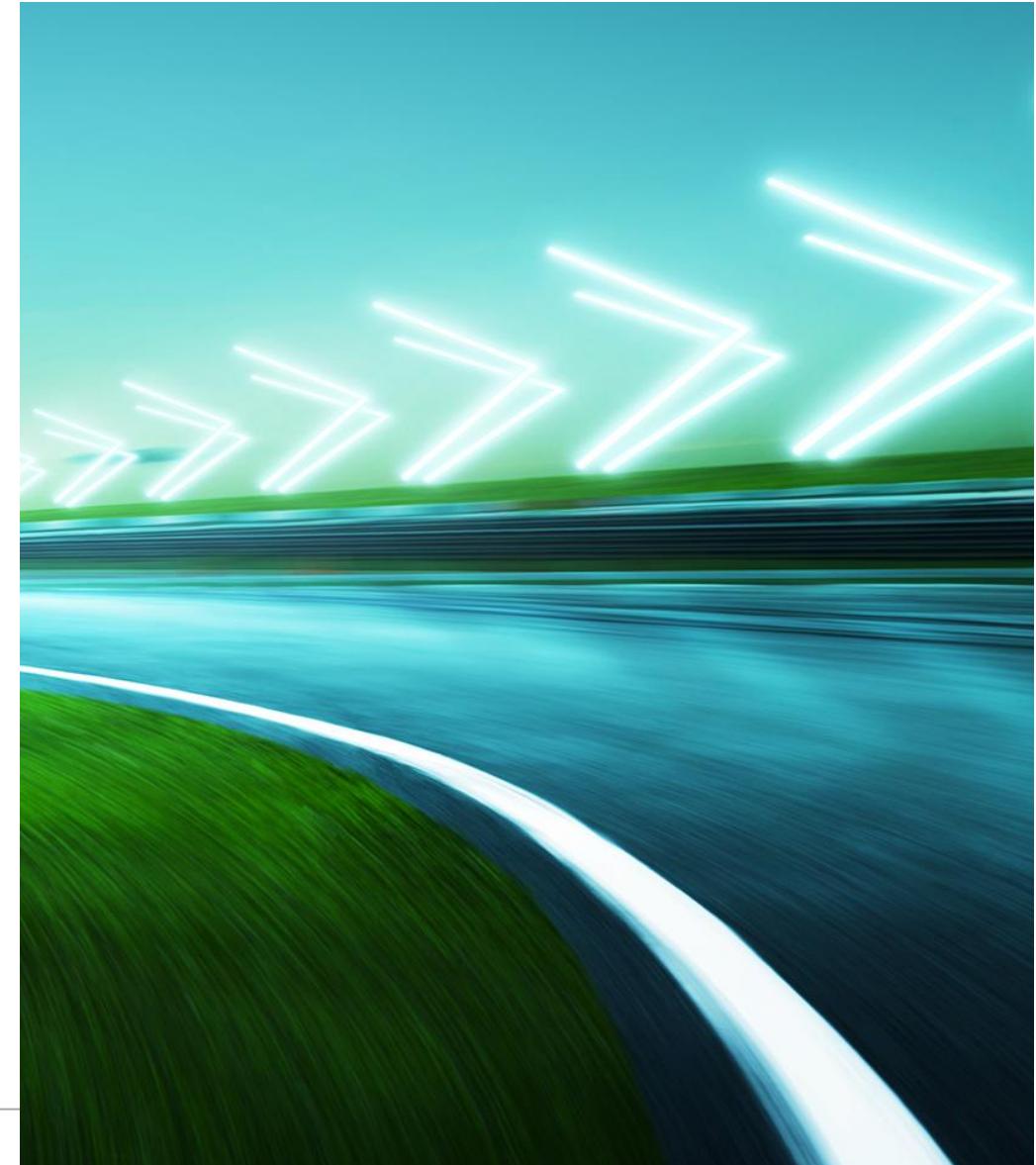
Business is successful externally and internally when there is a basic attitude of collaboration, not competition



The screenshot shows the Harvard Business Review website. At the top, there is a navigation bar with a menu icon, the 'Harvard Business Review' logo, a search bar, and links for 'Subscribe' and 'Sign In'. Below the navigation, the page title 'Collaboration And Teams' and the specific article title 'The Rules of Co-opetition' are displayed. A sub-header 'Collaboration And Teams' is also present. The main article title 'The Rules of Co-opetition' is prominently displayed in large, bold, black font. Below the title, a brief description reads: 'Rivals are working together more than ever before. Here's how to think through the risks and rewards. by Adam Brandenburger and Barry Nalebuff'. A small note at the bottom indicates the article is from 'From the Magazine (January–February 2021)'. The background of the main content area features a photograph of two people in a red dress against a blue sky.

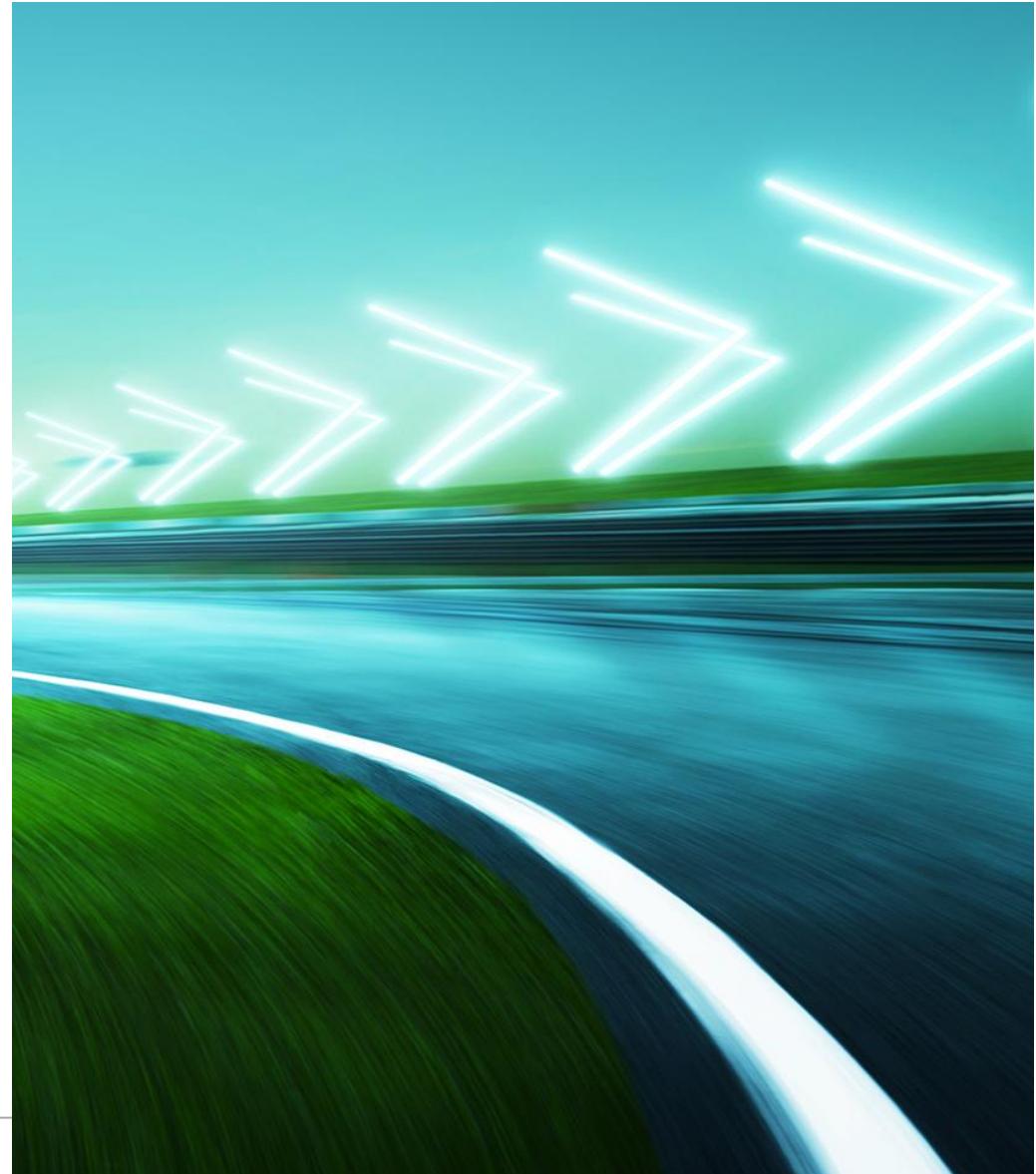
Source: HBR Article

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

harvardbusiness.org

