

A world map with a dark background, overlaid with numerous small, colored dots (blue, green, yellow, orange, red) representing data points. The dots are most densely clustered in North America, Europe, and East Asia, with sparser distributions in South America, Africa, and Australia. The map is centered on the Atlantic Ocean.

Decision-Making in an Uncertain World

More Data, Less BlahBlah

Laurent Perier

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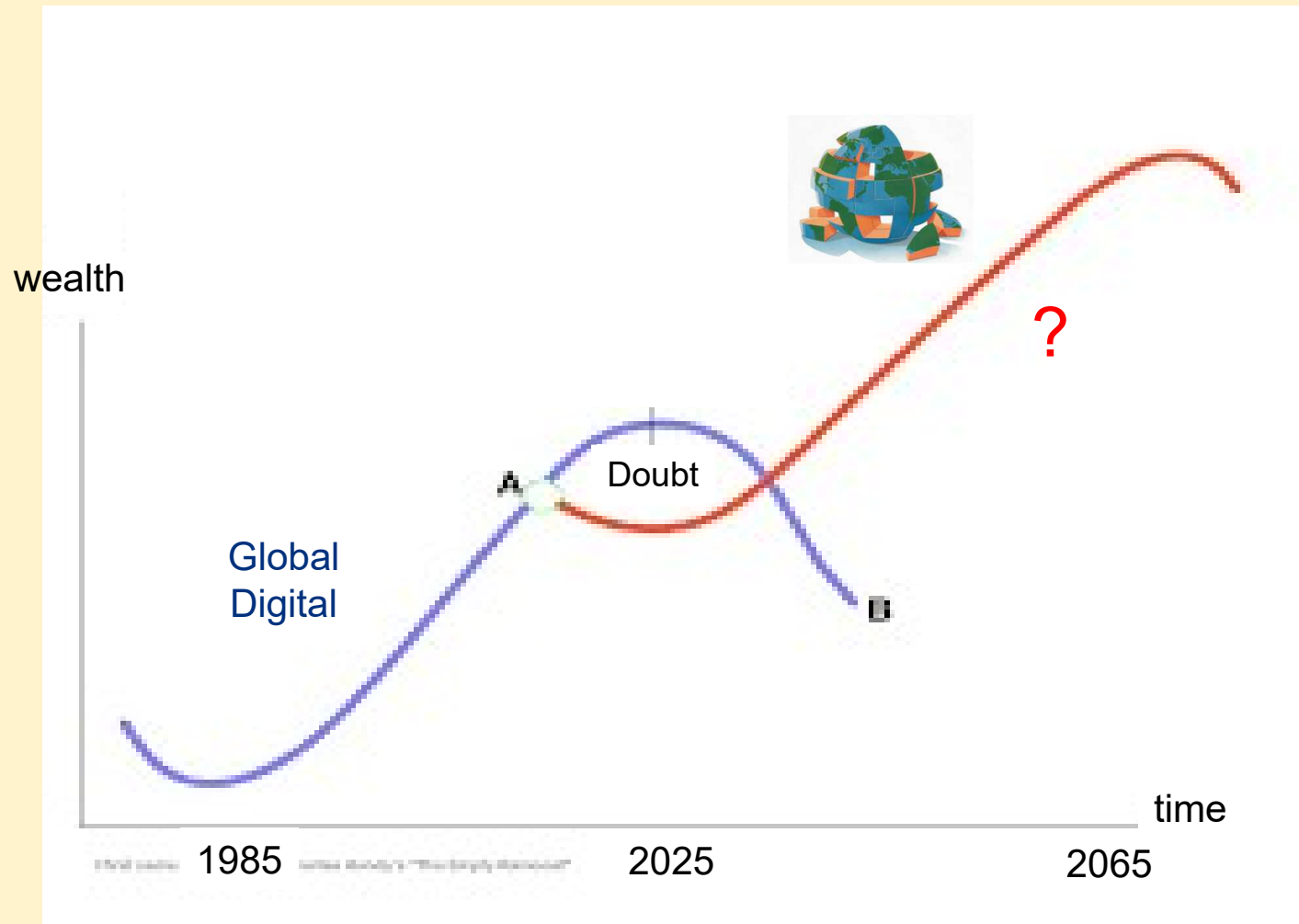
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Change Me & You



If we want things to stay, things have to change (G. Di Lampedusa, *Il Gattopardo*)

Learning Objectives

Problem

- Companies must make market-entry decisions amid rapid changes and uncertain information.

Objectives

- Use data then analysis, explicit assumptions and financial logic to assess expansion options.

Method

- Data → analysis → scenarios → risks → plan

Outcomes

- Build an auditable market–sales–cash model
- Test market opportunity, execution feasibility and risks
- Defend a clear **Go / Conditional Go / No-Go** recommendation

Global Business Strategy Development

Decision-Making in an Uncertain World



- Your Project
- From Quali to Quanti
- The World “New Normal”

Your Team Project

What should management decide?

- Team: 4 people
- Firm: Your Business Unit or Your Start-Up (B2B, B2C, C2C, B2G)
- Target: Introduce a new Product or enter in a new Geography
- Deliverables: Business Development Plan Workbook
 - 15-minute board presentation
 - Your Project.xls (plan, decision, Exec summary, AI report)
- Objective: Get approval for your plan (ends & means)
- Question: Should this company enter this market and why?
- Sources: All (Internet, IA, ...), if not confidential

Project Tool Kit Example

Explicit Decision Process

Example: The Pluto Case

File 1: [ThePlan Pluto-Case Example.xls](#)

Content

- The Plan: Business Plan
- The Decision: Datalog
- The Executive Summary
- Responsible AI Guidelines
- Responsible AI Report
- EULA & Glossary

File 2: Your Project.xls

Your Data File: Your Team Project Case.xls

Explicit Decision Process

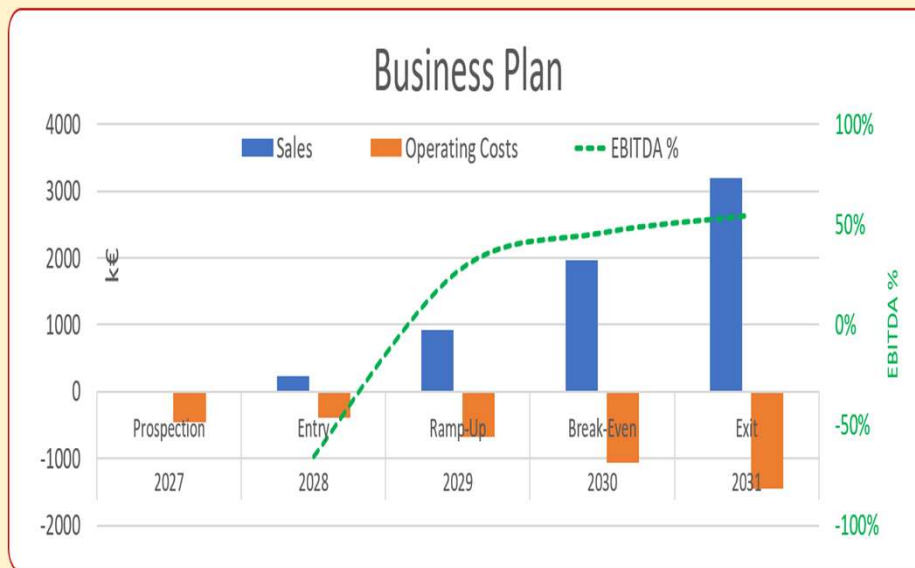
What “good” looks like

Criterion	Good =
Evidence	Numbers are sourced.
Coherence	The plan fits together.
Viability	The economics work.
Risk	Risks are explicit.
Recommendation	The decision is clear.
Communication	The message is concise and credible.

A well-argued No-Go can score higher than a weak Go

Take-Away

Your Project: What you gain



- Business-model reasoning
- Decision discipline
- Responsible AI use

Project / Step 1

Kick-Off

- Teams Set-up
- Project: Company, market, scope (product or geography)
- Decision question: What decision must the team make?

Gate 1: company, market, and initial business scope approved

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Future of Jobs

Key Enabler : Data

- | | | | |
|-----|--|---------------------------------|--|
| 1. |  | IA & Big Data |  |
| 2. |  | Networks and Cybersecurity | |
| 3. |  | Technological literacy |  |
| 4. |  | Creative thinking | |
| 5. |  | Resilience and agility | |
| 6. |  | Curiosity and lifelong learning | |
| 7. |  | Leadership and social influence | |
| 8. |  | Talent management | |
| 9. |  | Analytical thinking |  |
| 10. |  | Systems thinking |  |

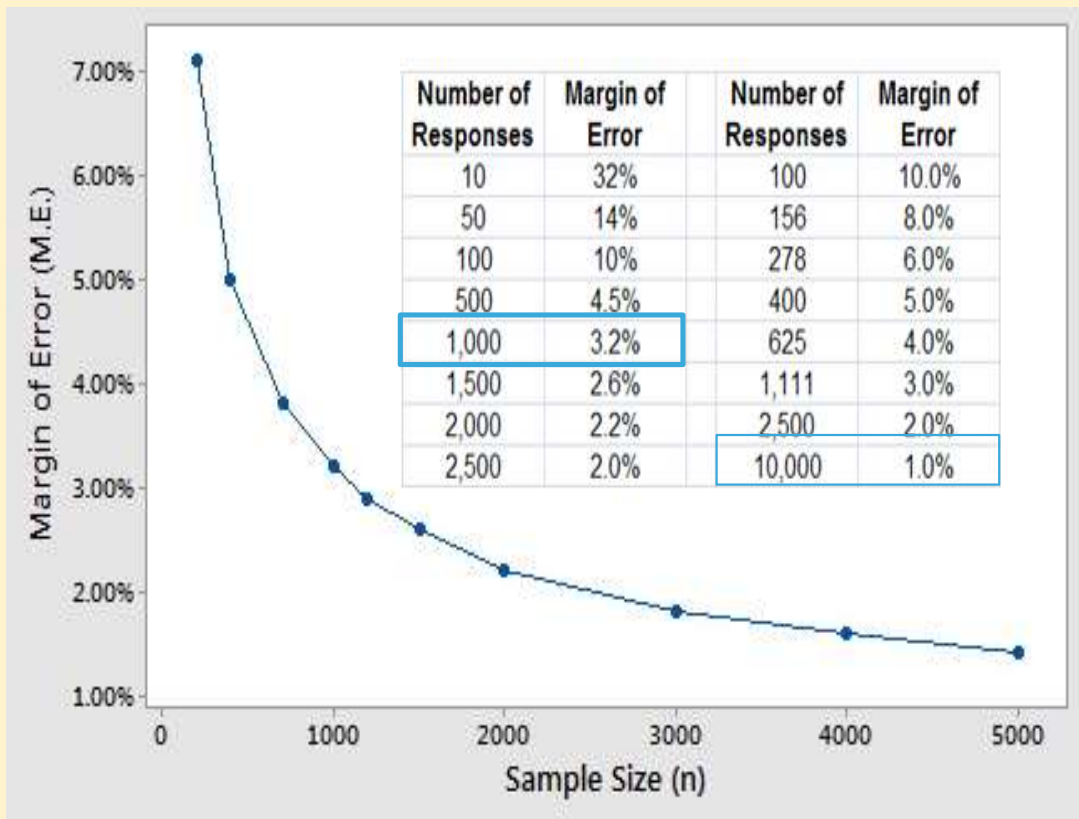
*Source: *The Future of Jobs Report 2025, Forum Economique Mondial*

Data literacy and analytical thinking are now core employability skills.

Add Value to Data

More Data = More Knowledge

$$\text{Uncertainty} \propto 1/\sqrt{n}$$



Sampling error falls with larger sample size
Law of large numbers

Business Intelligence

Acquiring Data

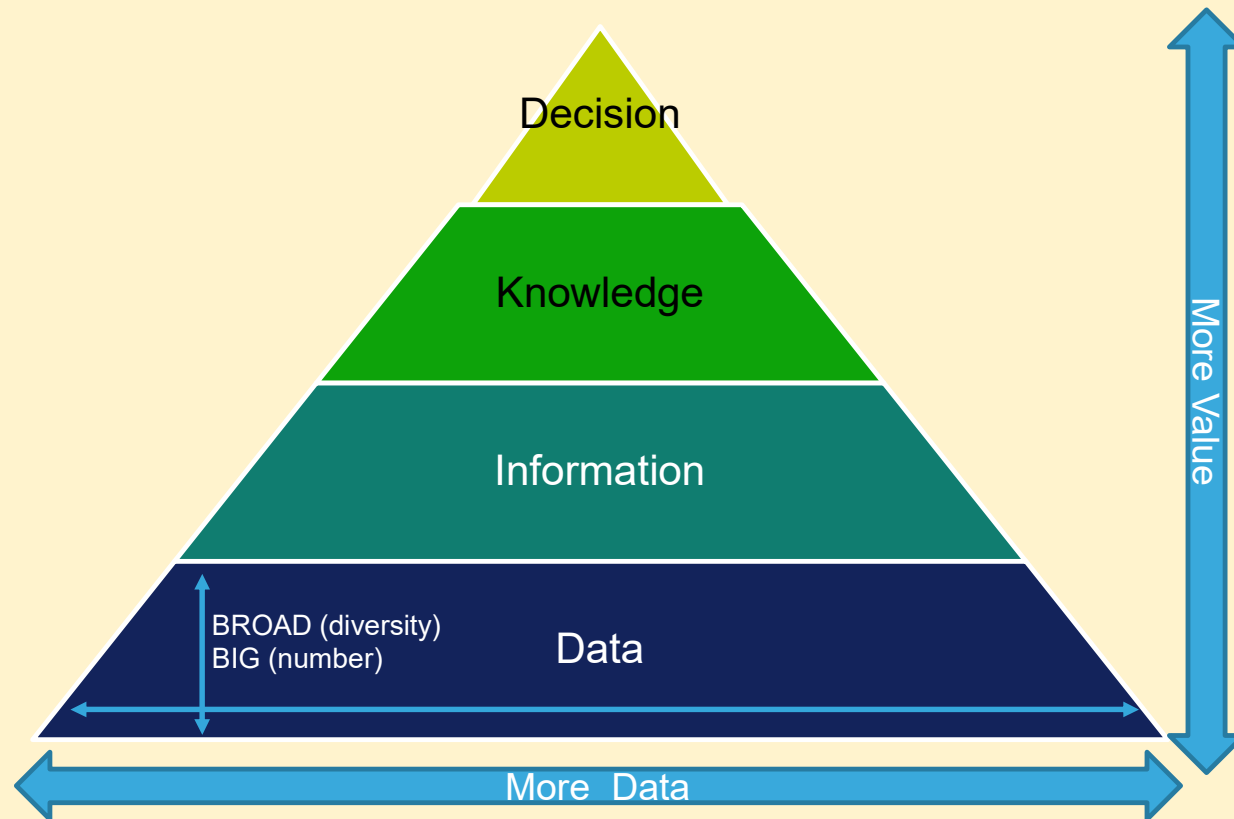


- Collect data
- Analyze information
- Data-driven decisions

Add Value to Data

Internet: Big & Broad

Sales > 300B\$



Data Sources

ECONOMY

MARKETS

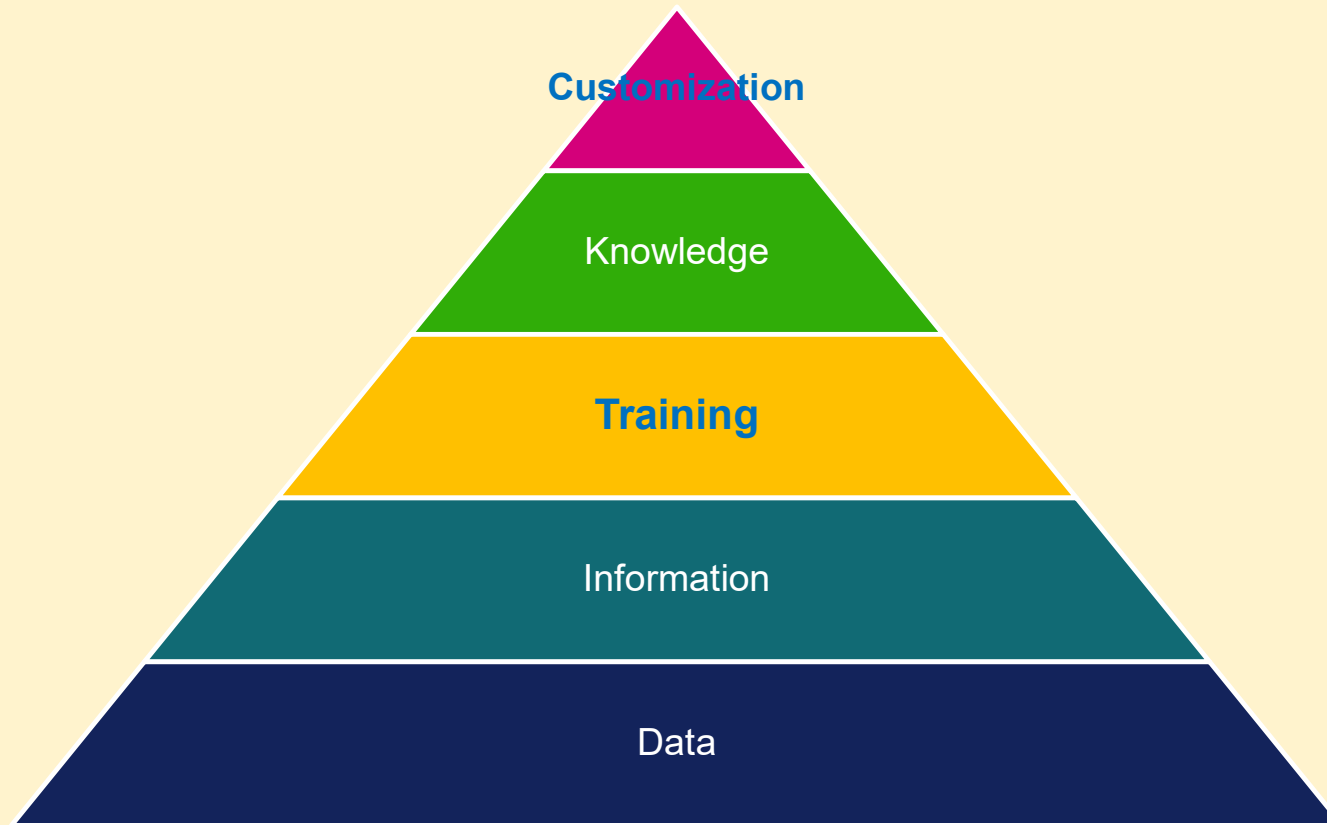
COMPANIES

PRESS



Add Value to Data

Generative AI



High potential but with high governance need

Responsible Practice

Unleash the Potential of AI

Transparency (Usage)

- Preparation
- Production
- Evaluation

Accountability (Response)

- Tools
- Sources
- Verification

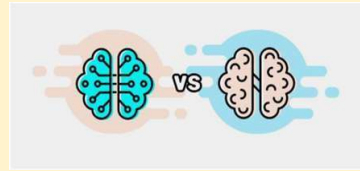
Safety (Data)

- Private
- Confidential
- Copyrights

Energy (Tasks)

- Classification
- Extraction
- Generation

Use AI only when transparency, accountability, safety, and task fit are explicit.



Augmented Intelligence

Critical Thinking

Using AI: without, with, or by?		
No AI	1	Forbidden
	2	Not Used
Research	3	Preparation
	4	Exploration
Content	5	Production
	6	Evaluation
Replacement	-	Forbidden

From S. Perkins, Furze, Roe & MacVaugh (2024). *The AI Assessment Scale*

Disciplined AI

Slow down before you prompt

AI can improve productivity, competitiveness, and innovation.

But it must be managed critically. Watch for :

- **lost context**
- **hallucinations**
- **incomplete work**
- excessive agreement
- unnecessary complexity

Use a disciplined workflow:

- **add human judgement gates**
- select the right tool for each task
- document AI use through rules and records

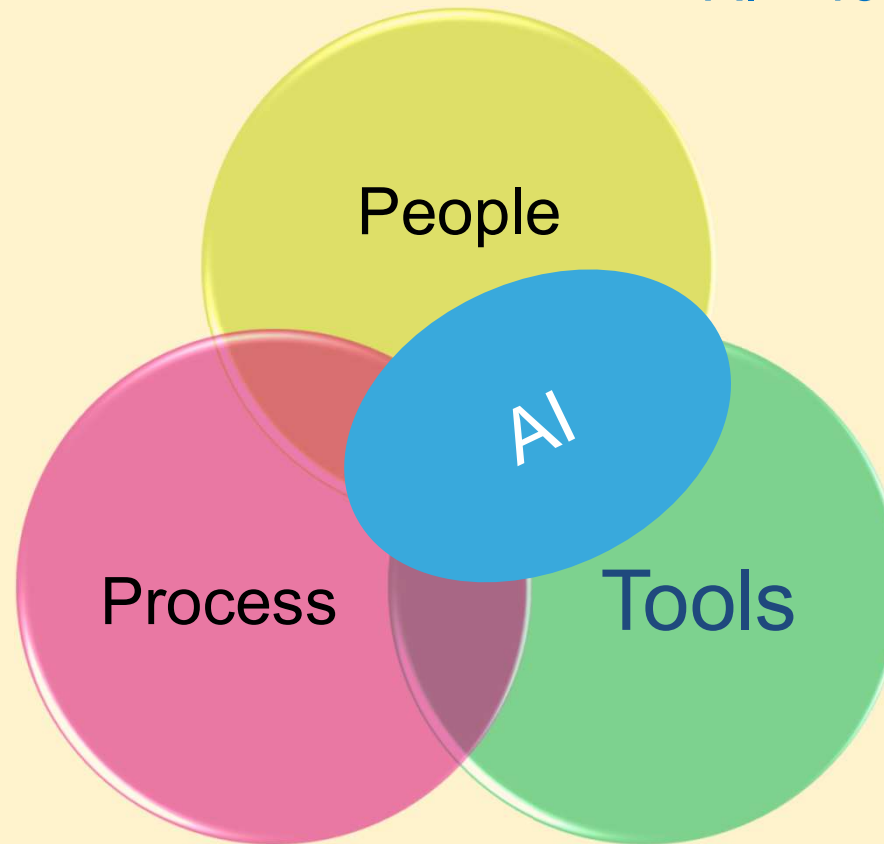
Robust AI Principles

Design then Verify

- Traceability: Document data sources, assumptions, AI tools and significant prompts.
- Verification: Check important claims, calculations and AI outputs against reliable evidence.
- Transparency: Clearly distinguish facts, estimates, assumptions and AI-generated suggestions.
- Confidentiality: Do not upload confidential, personal or sensitive information into unapproved AI systems.
- Human accountability: Students remain responsible for the final analysis, recommendations and decisions.

Managing AI

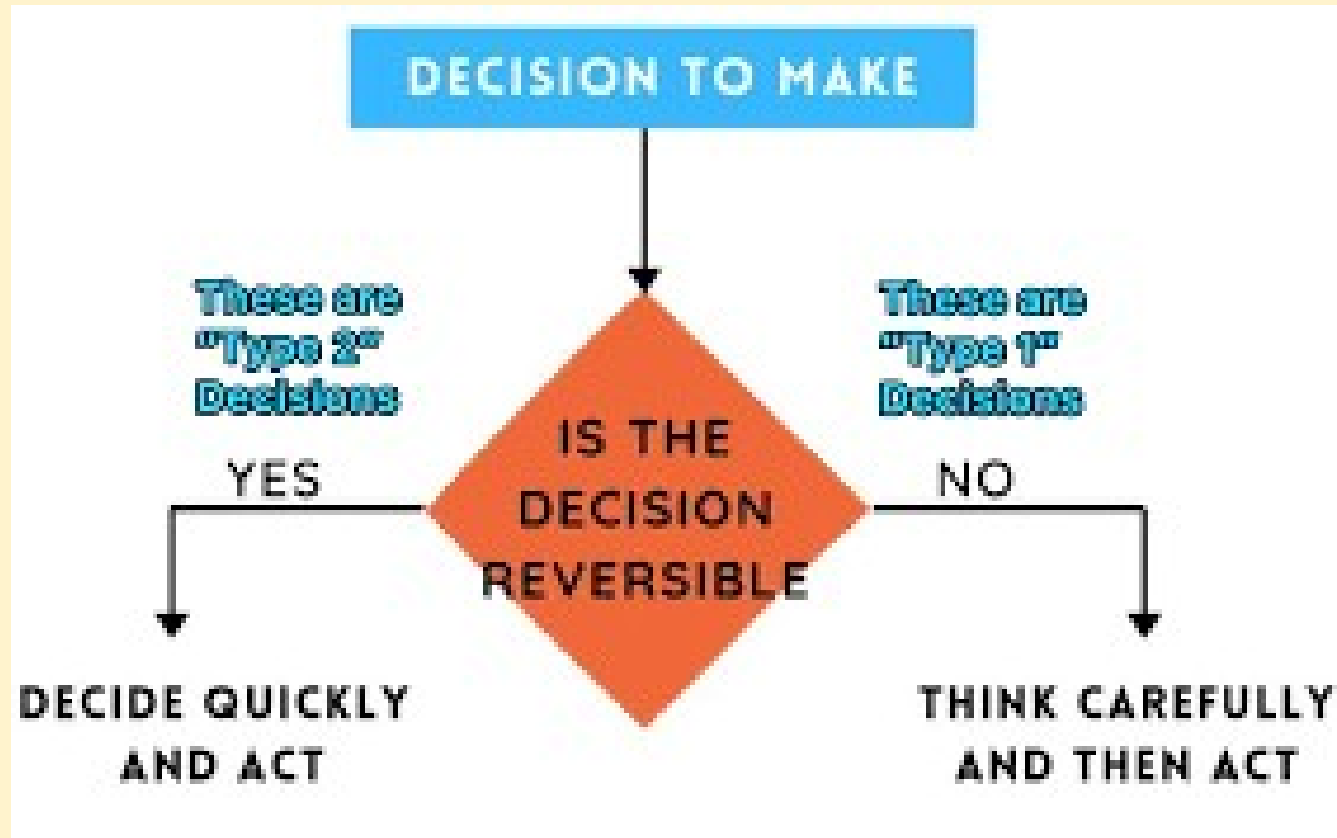
AI = Tool + Process + Colleague



AI must be designed into the workflow, not added at the end.

Working with AI

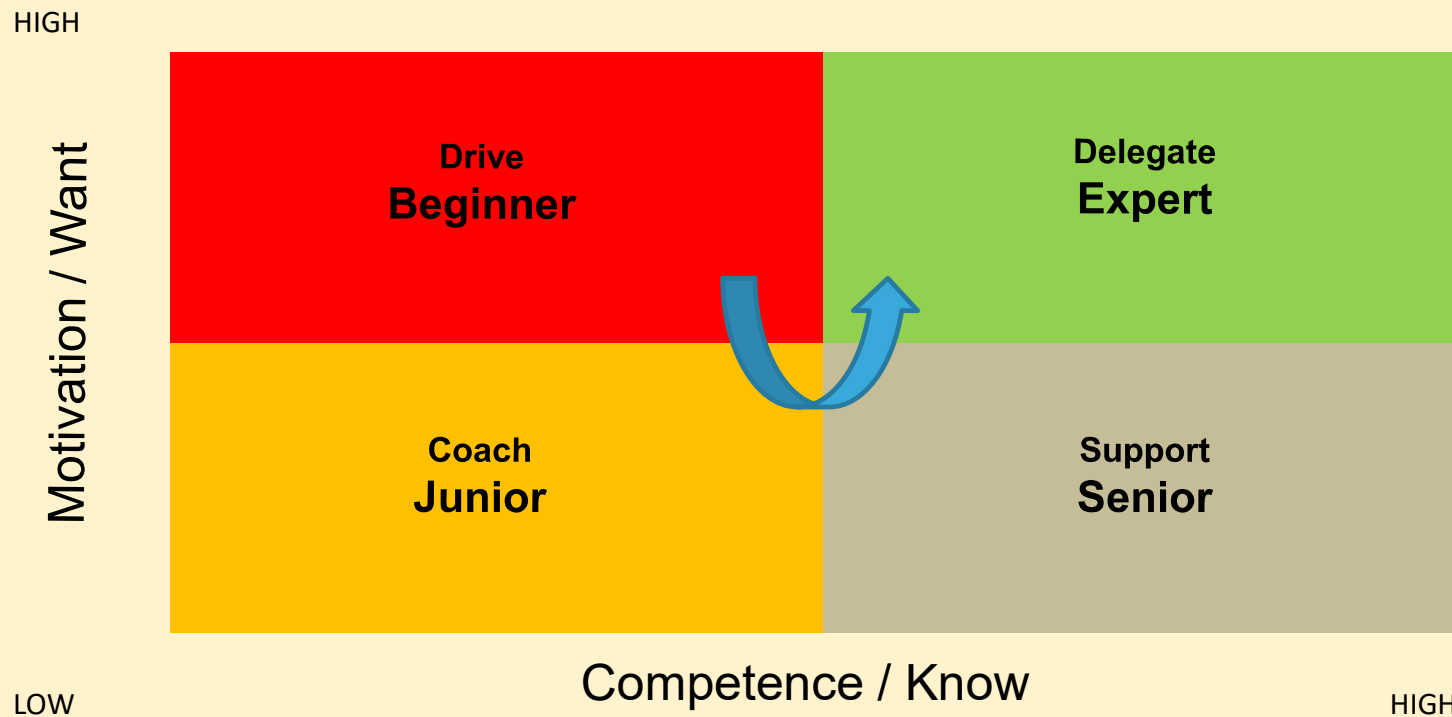
Delegation & Control



Delegate fast, review at the right cadence.

Situational Leadership

Adapt to your Counterpart

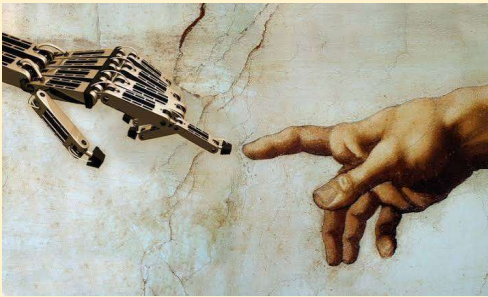


Paul Hersey and Ken Blanchard

The human **controls**: guides, challenges, decides and **delegates**.

Take-Away

Data Analytics



- GIGO: Garbage-In, Garbage-Out
- AI: Skilled and tireless colleague
- Management: Delegation & Control
- Communication: Clear questions lead to better answers
- Best Usage: Clean data, measurable gains, explicit steps

Project / Step 2

Data Management

Decision question: What do we know, assume or not know?

Define an evidence and sources register

- Suggested format: start from example: *ThePlan_Pluto-Case_Example (The Plan)*
- **Responsible AI guidelines**
- Suggested format: start from example: *ThePlan_Pluto-Case_Example (AI guidelines)*

Identify critical project unknowns

Gate 2 — framework for data, source log; AI-use; critical unknowns

File Analysis : *ThePlan_Pluto-Case_Example*

Responsible AI guidelines

ThePlan_Pluto-Case_Example

- Part 1 / Do : Actions (doing the work)
- Part 2 / Check : Tests (checking the work)
- Part 3 / Trace : Governance & Auditability (traceability & responsible use)

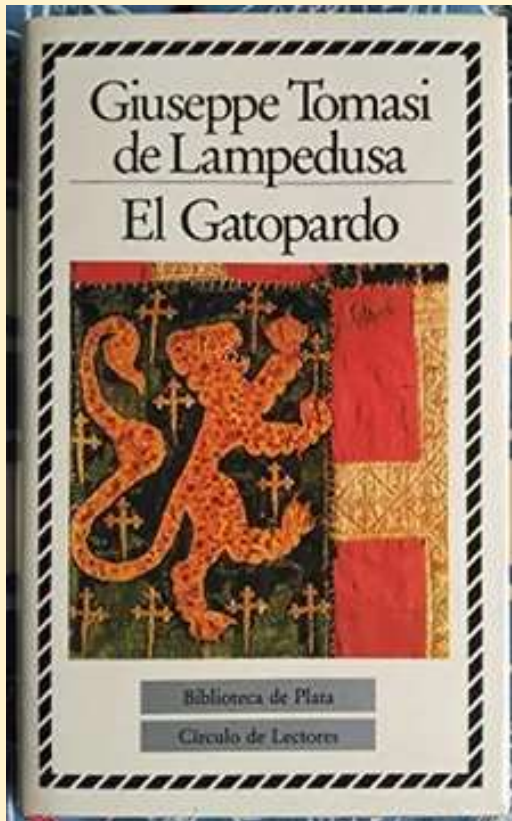
Global Business Strategy Development

Decision-Making in an Uncertain World



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Managing under Uncertainty



Gatopardo : Guépard : Cheetah

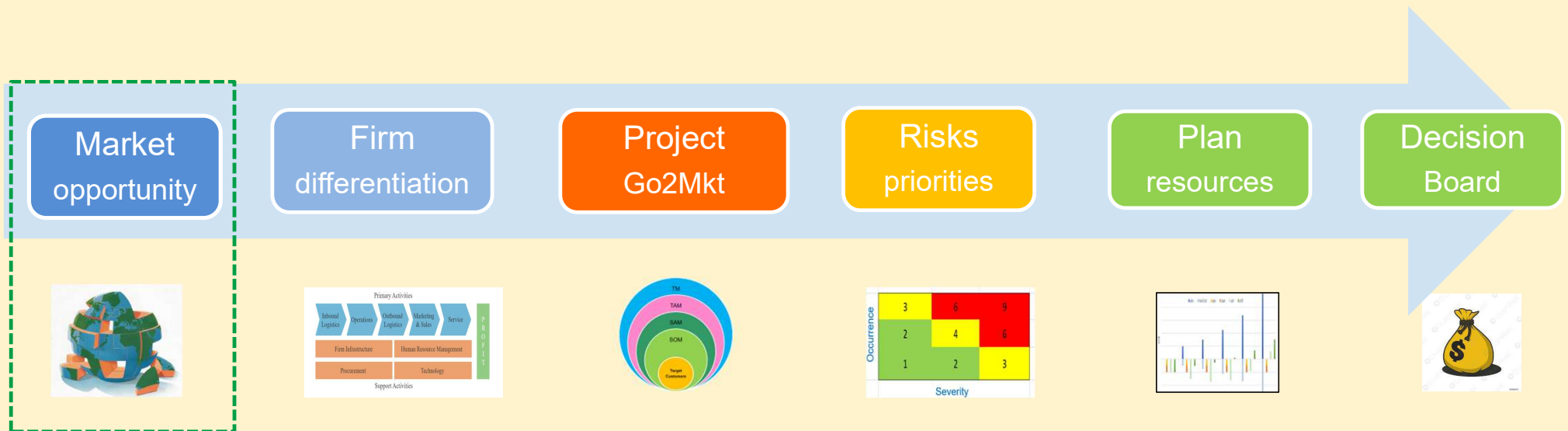
“If we want things to stay as they are,
things will have to change.”

Giuseppe Tomasi di Lampedusa

Status-quo is never an option

Decision-Making in an Uncertain World

More Data, Less BlahBlah



A New World in Construction

Asia: Demography + Economy + ... Distrust



September 2025 : 20 Heads of State meet in China

Climate Change

Facts are stubborn



July 2026 : France Gironde Fires / Carefreeness of Ignorance

The return of the Predators

The end of an innocent age



Post-WW2 America-led, rules-based order is Challenged

It was not perfect but it brought peace and stability to the world



Wealth #1
Innovation
Aggressive



Wealth #3
Largest Market
Prey or Hunter ?



Wealth #2
Mao saved by McKinsey
Dictatorship

International Governance Obsolete

From Perception to Data

True Size Africa



The African continent has a land area of **30 million sq km**, enough to fit in the: U.S.A., China, India, Japan, Mexico, and many European nations combined.

<https://www.visualcapitalist.com/map-true-size-of-africa/>

Data + AI

True, False, Uncertain ?



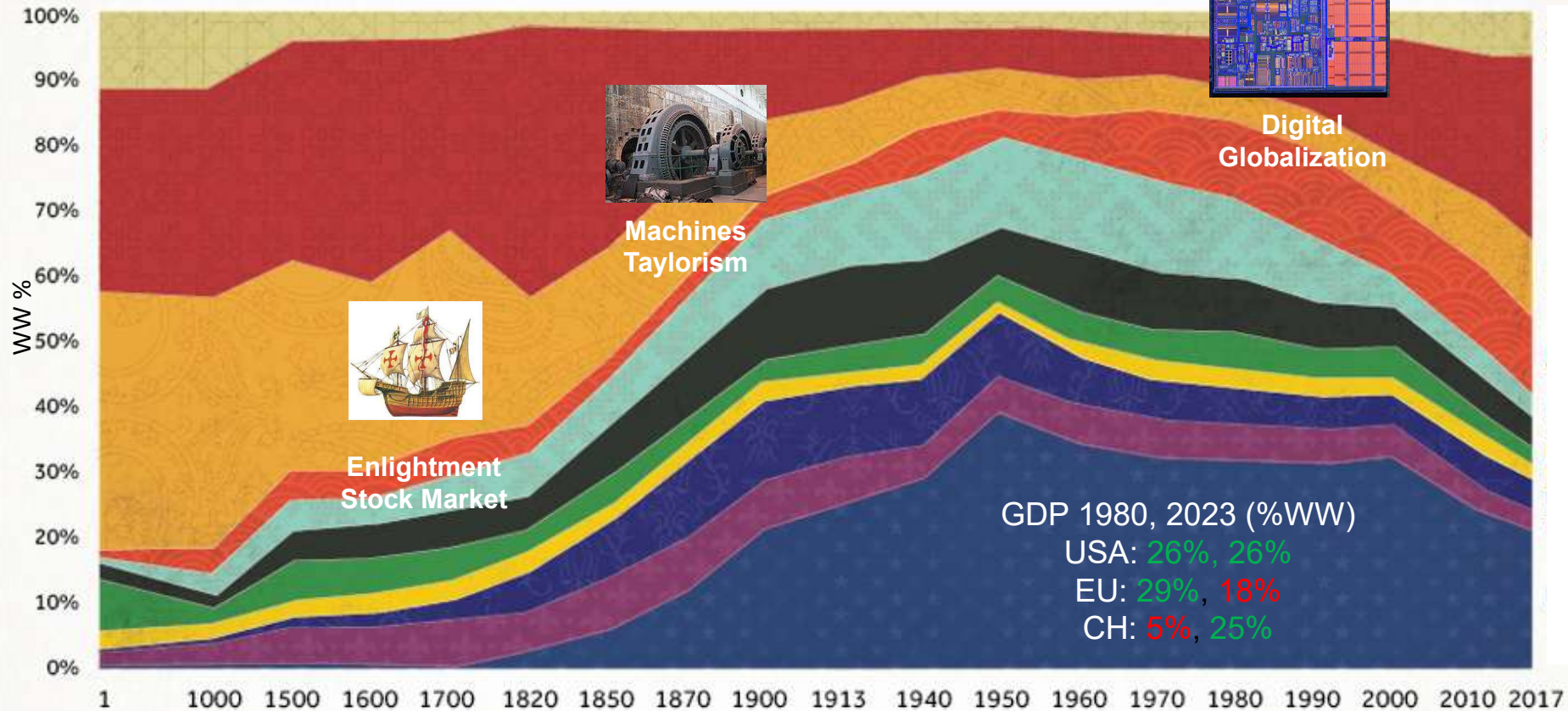
August 2025 : European leaders meeting with Trump

Change

Technology + Organization

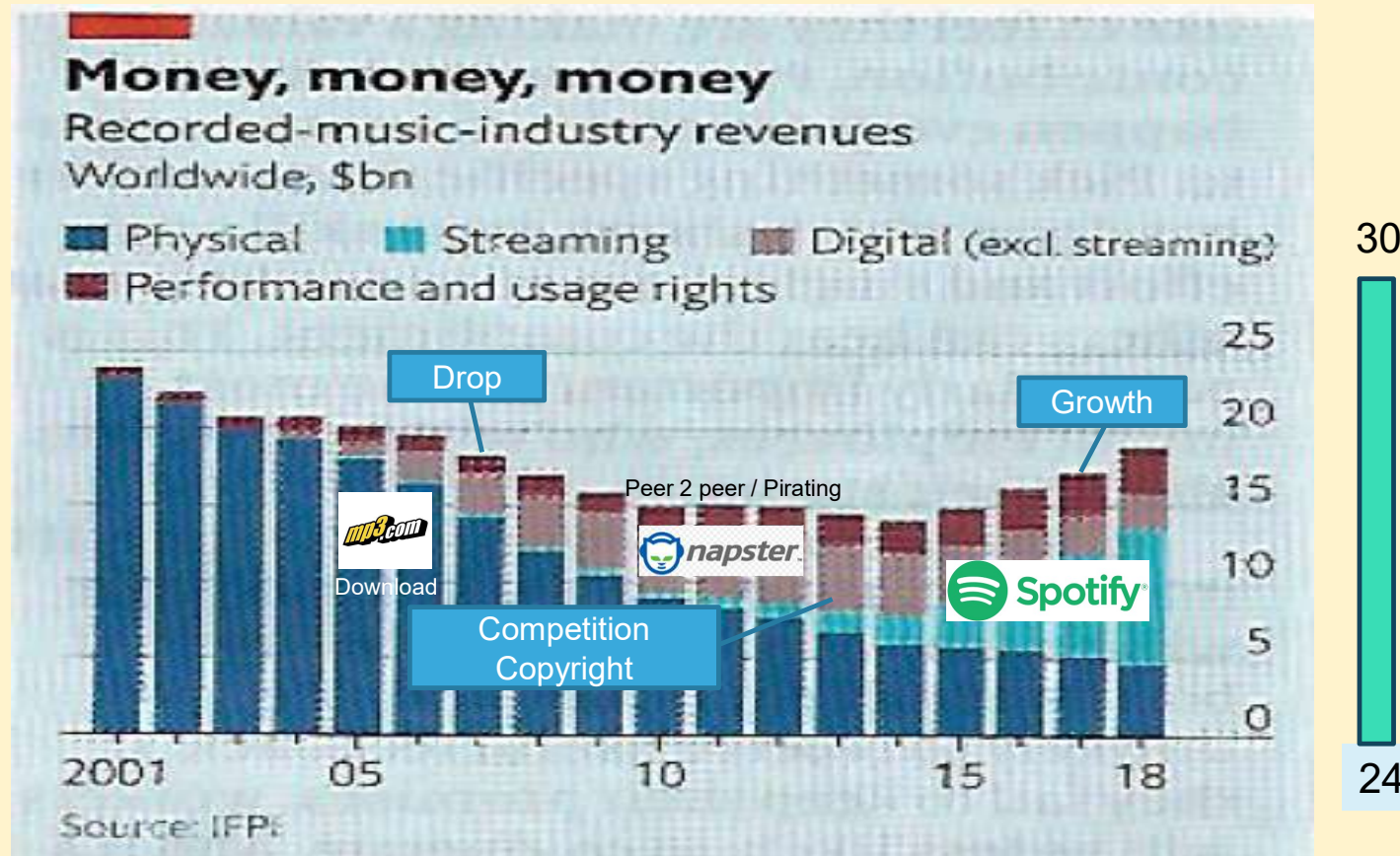
GDP: Gross Domestic Product

SHARE OF GDP (WORLD POWERS)



Source: Angus Maddison

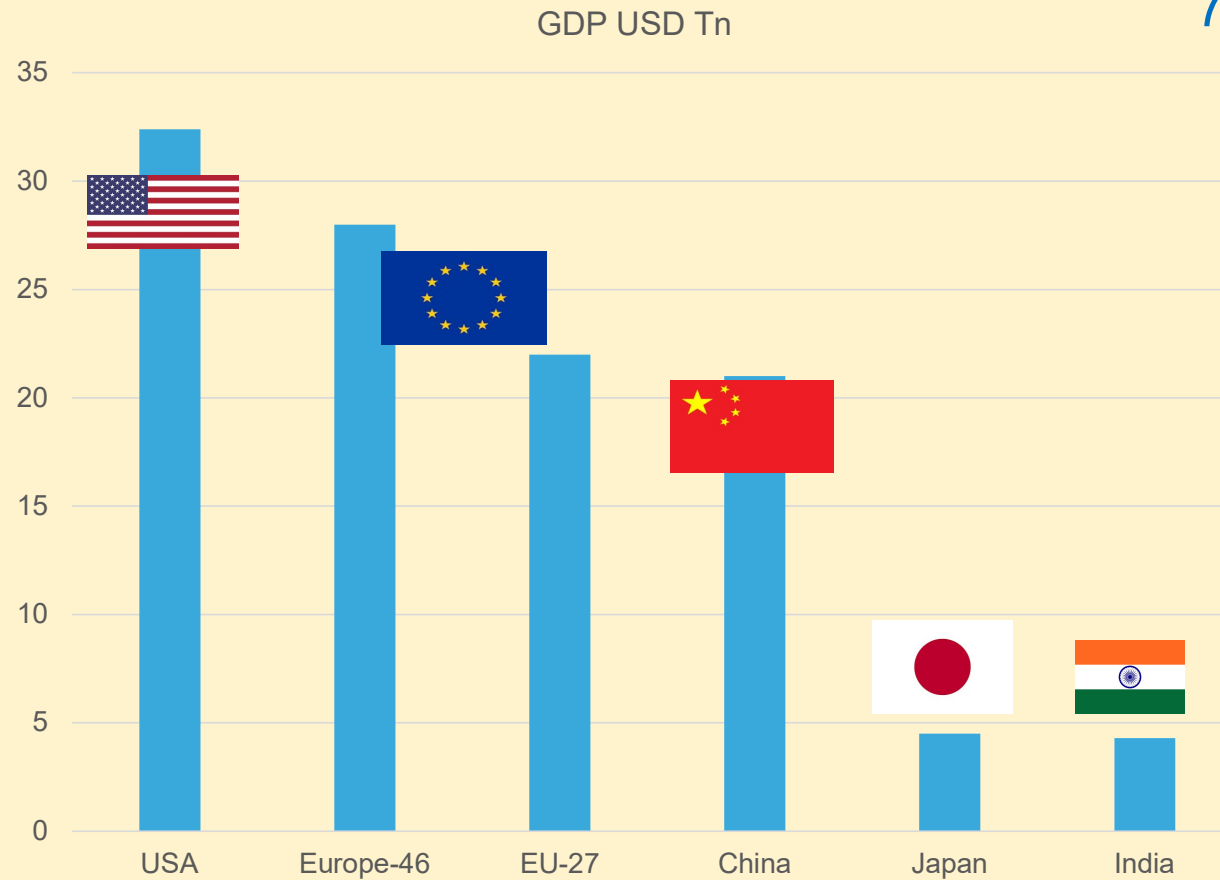
Innovation Creative Destruction



Disruption (Power Law) → Market decline → New growth

Global Wealth Top 5

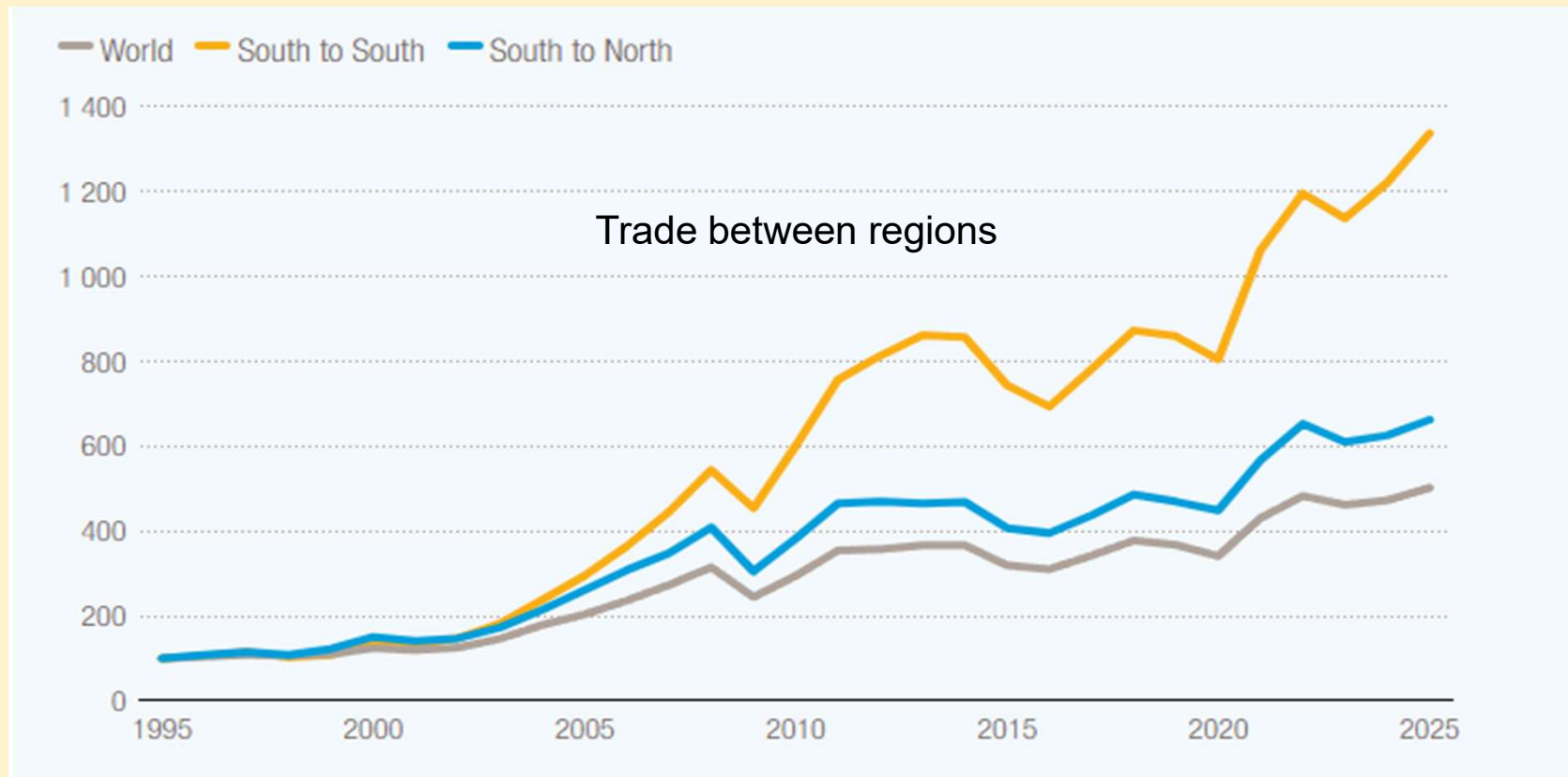
75% WW (2025)



Strategic choices depend on exposure to USA, China, and EU

Trade

A New World Order in Construction



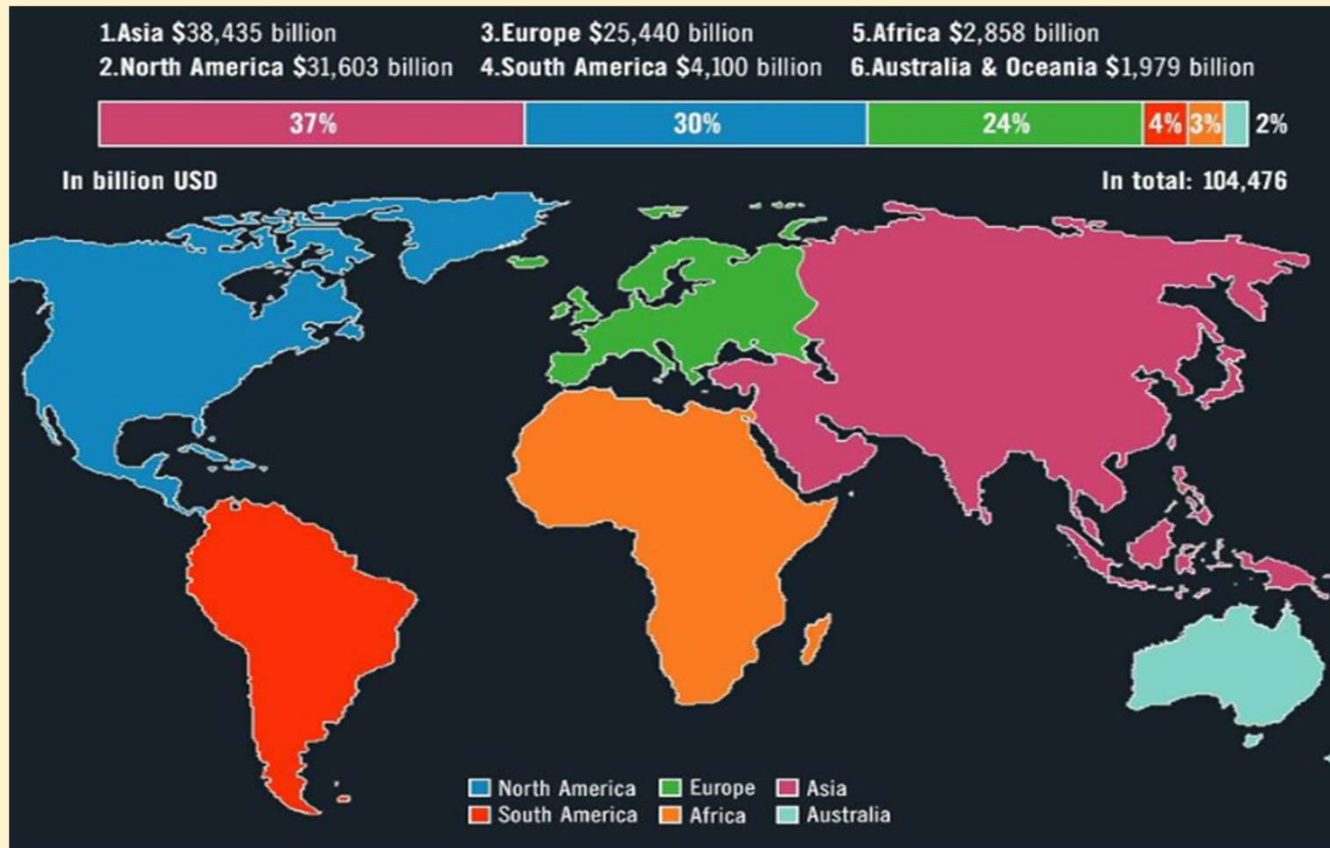
Source: UNCTAD

TRADE
2x GDP growth
+15 trade agreements

My project: Trade & Supply chain risk ?

Global Wealth

GDP 2024



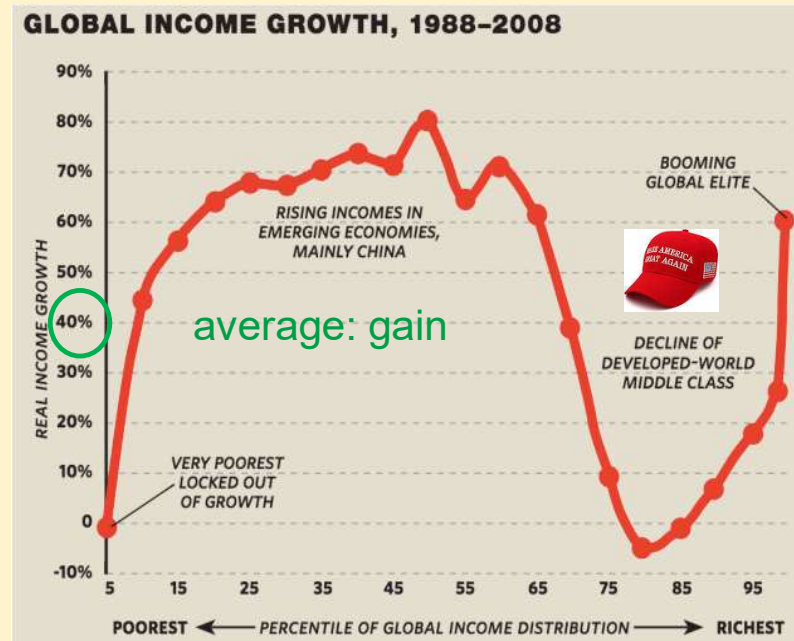
My project: Impact Asia rise (demand, supply) ?

GDP: Gross Domestic Product

Income inequality

Unbalanced Growth

Milanovic “Elephant in the Room”



1% wealth : 50% population

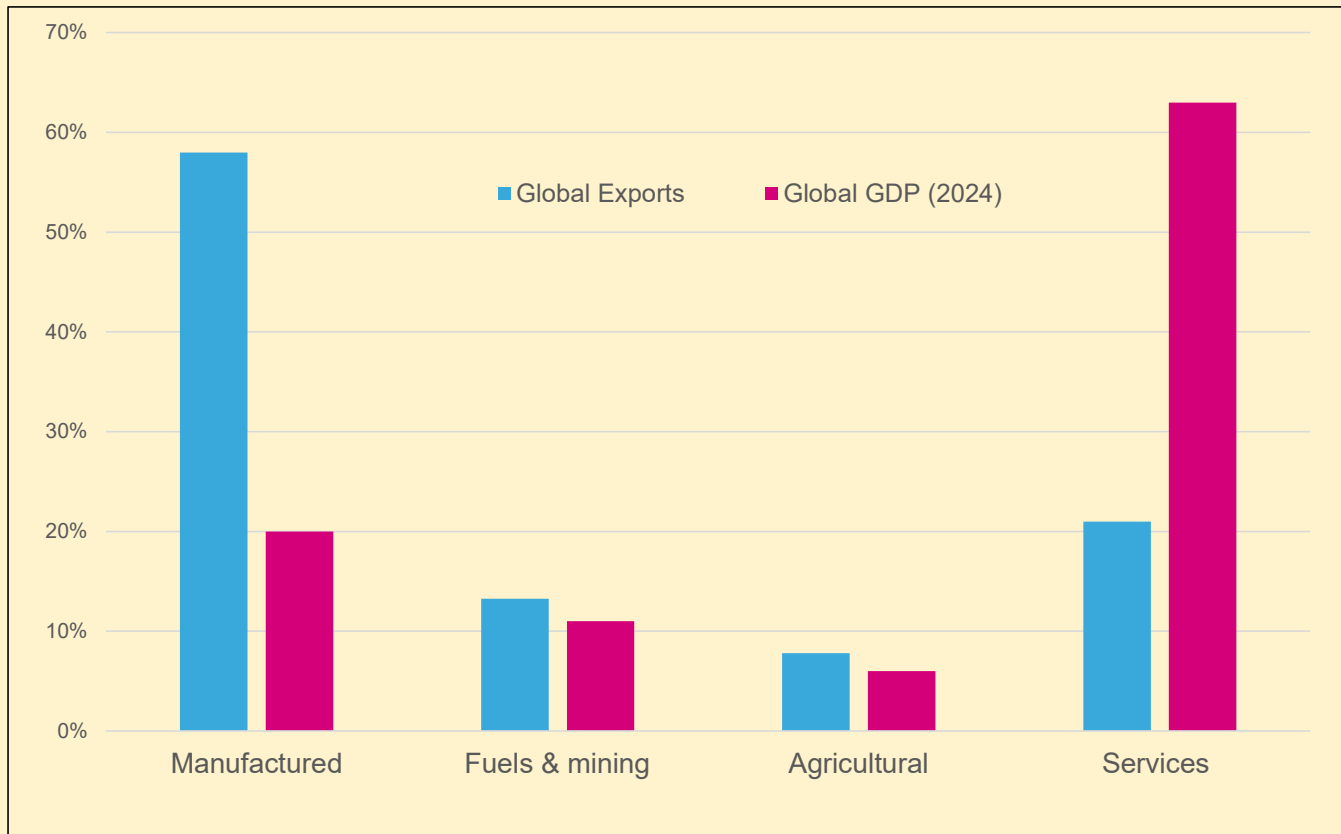
50% wealth : 50% population

50% wealth : 1% population

My project: Demand or political risk in target market ?

Global Wealth & Trade

Goods & Services Unbalance



Services: 75%

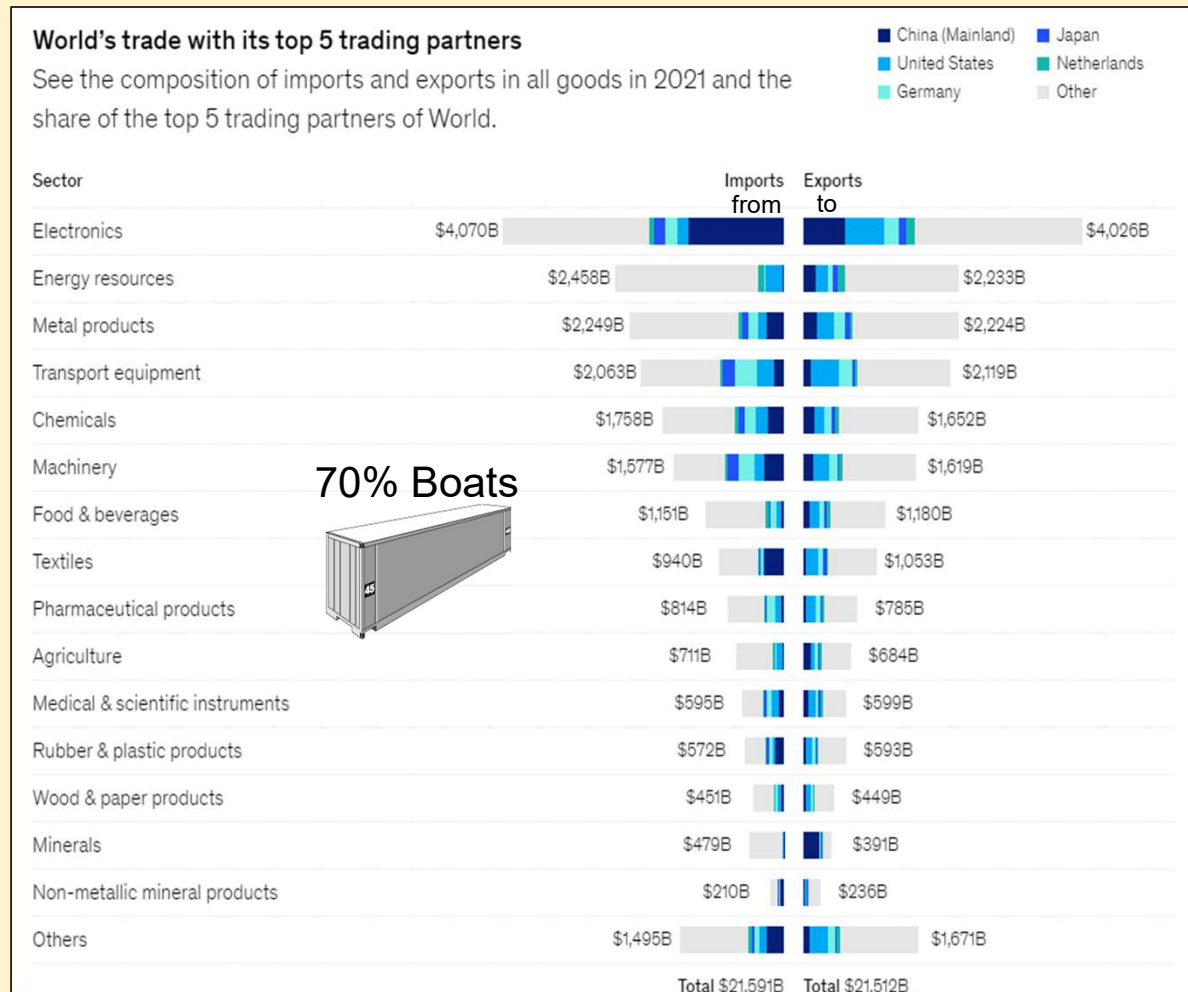
Finance/Insurance,
Travel/Transport, Health,
IT/Telecom, Education, Culture

Goods: 25%

Agriculture, Extraction, Industry

My project: goods, services, or both ?

Global Trade Top Goods

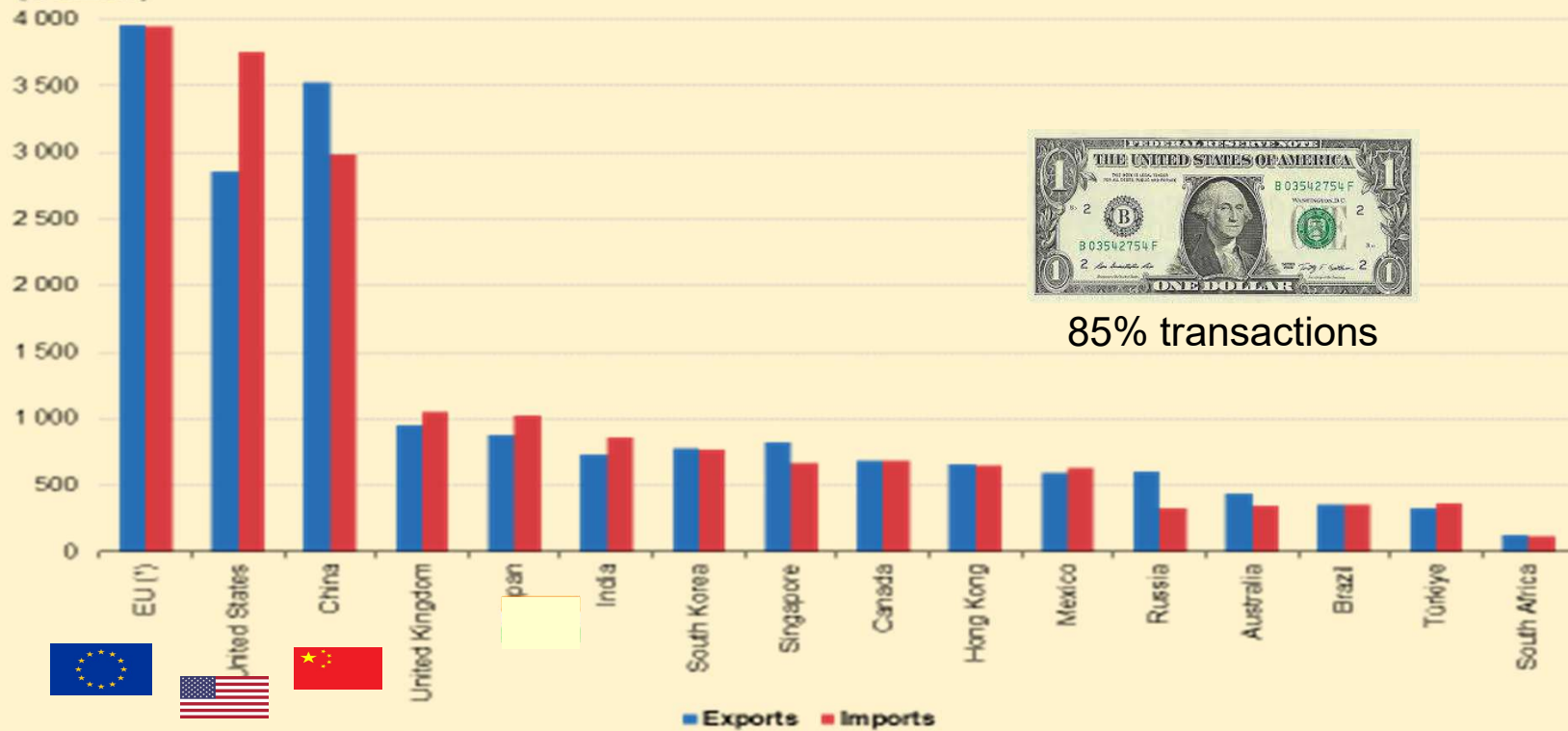


Global Trade

Top Countries

Value of international trade in goods and services, selected countries, 2022

(€ billion)



Note: ranked on the total value of exports and imports.

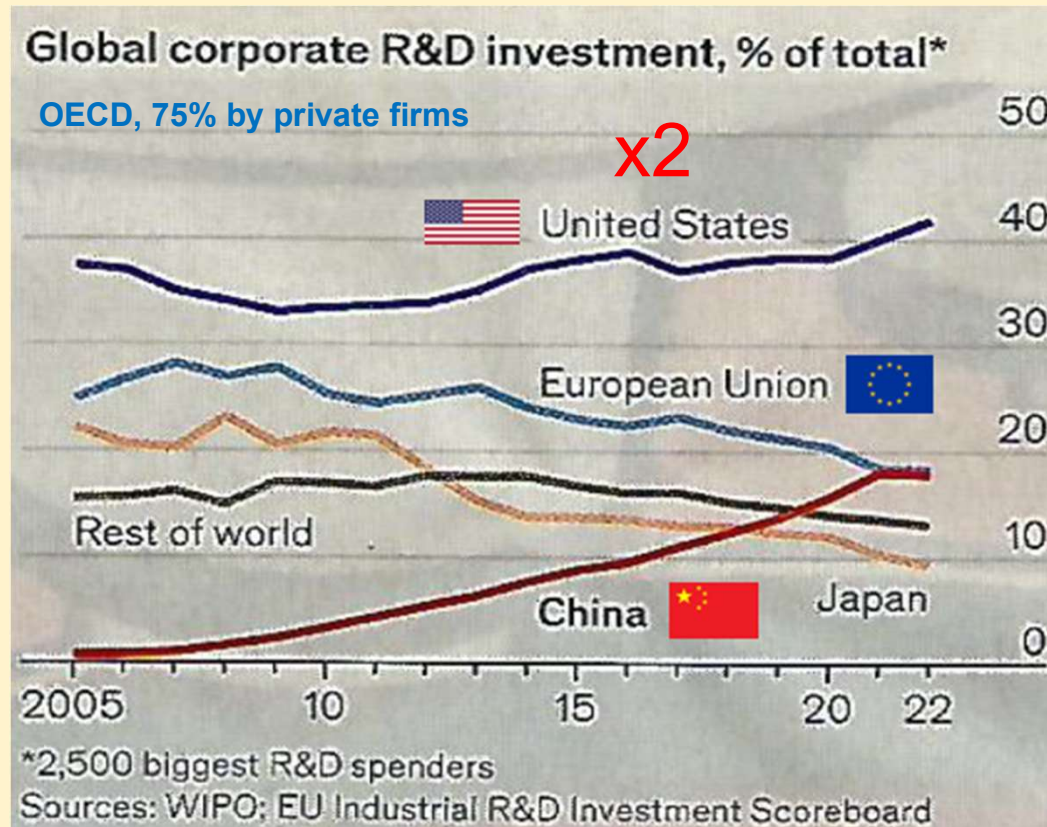
(*) Extra-EU trade.

Source: Eurostat (online data code: bop_eu6_q) and International Monetary Fund (Balance of Payments and International Investment Position Statistics)

eurostat

Technologies

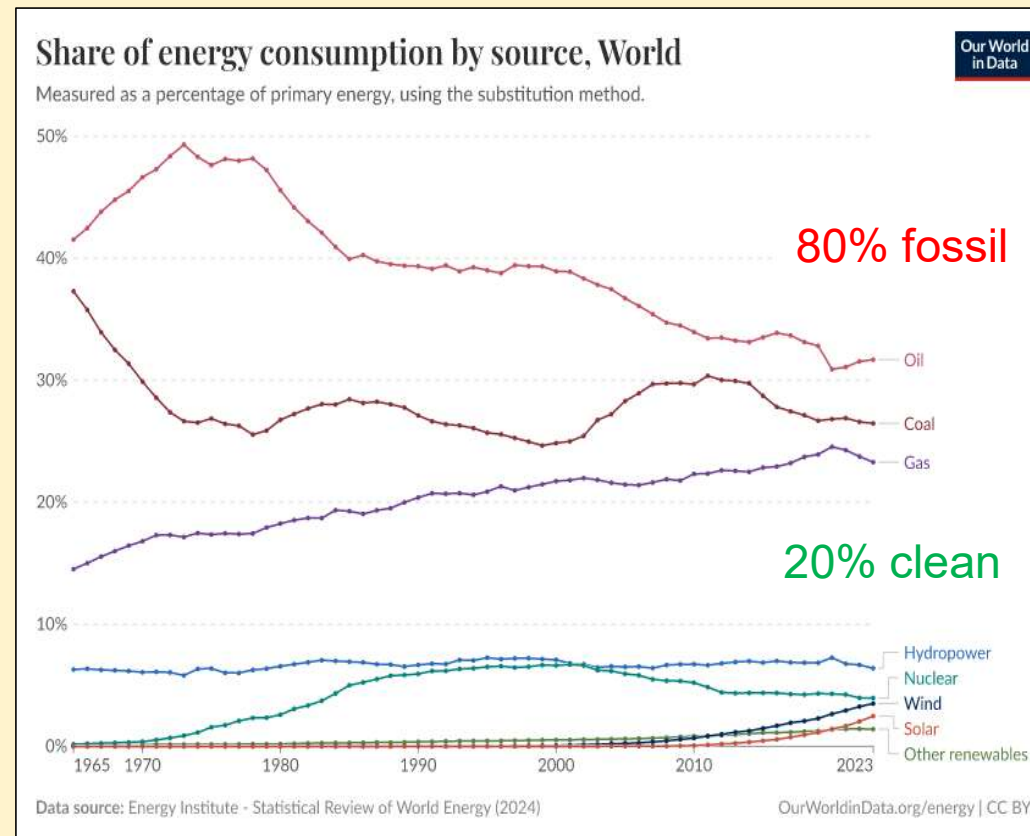
Long Term Wealth



R&D/GDP 2024 : Israël >6% ; Corée du Sud >5% ; États-Unis 3,4% ; Chine 2,7% ; UE-27 2,1% (wipo.int).

Environment

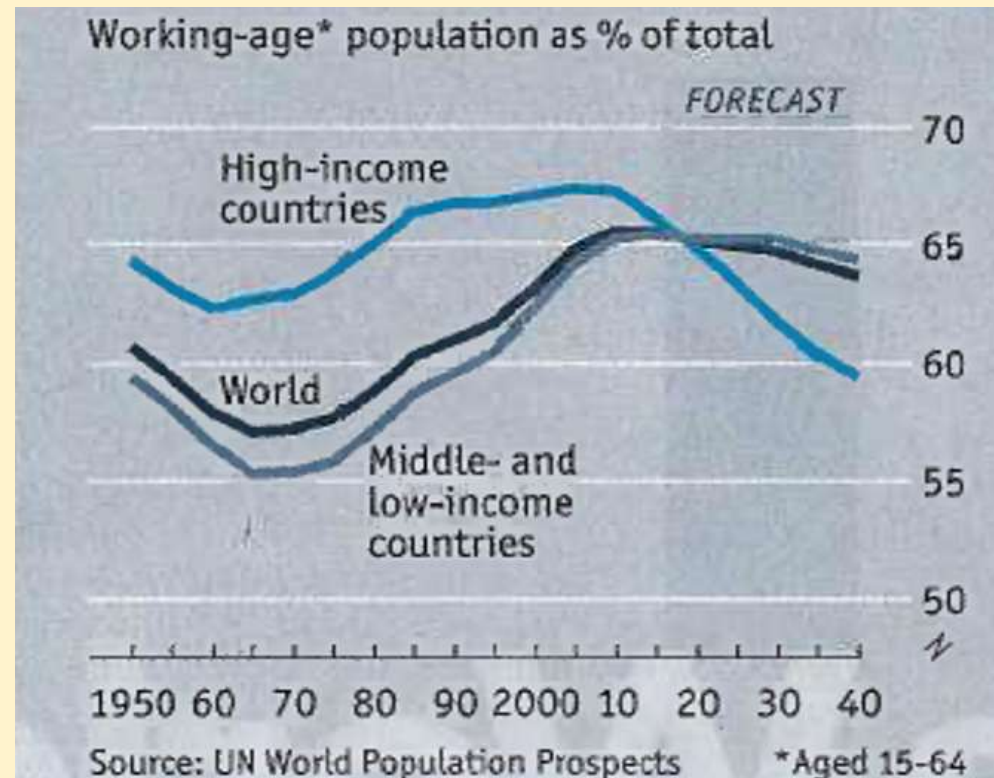
Dirty Growth Sustainable ?



My project: Climate change impacts (Regulation, cost, consumer, supply-chain, ..) ?

Demography

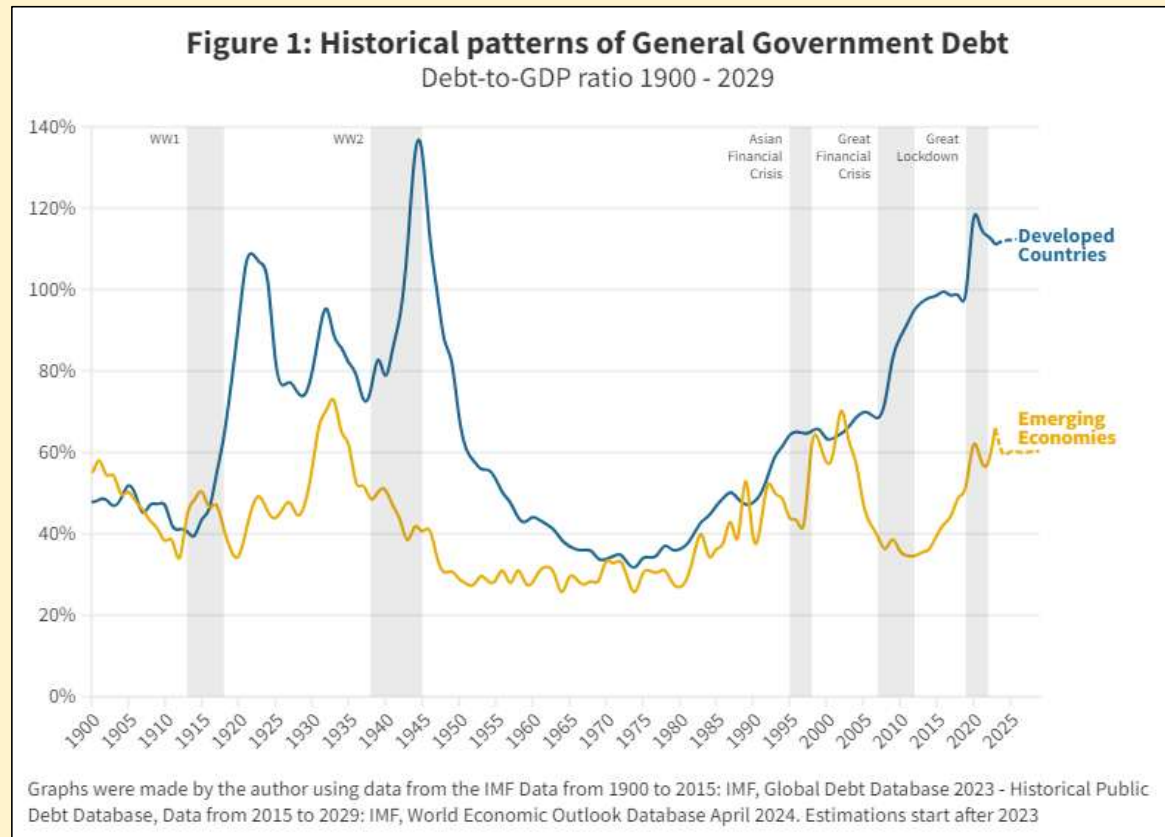
Aging World



2 Billion people > 60 years old in 2050
My project: Impact market demand or labor supply?

Debt: A Model out of Breath

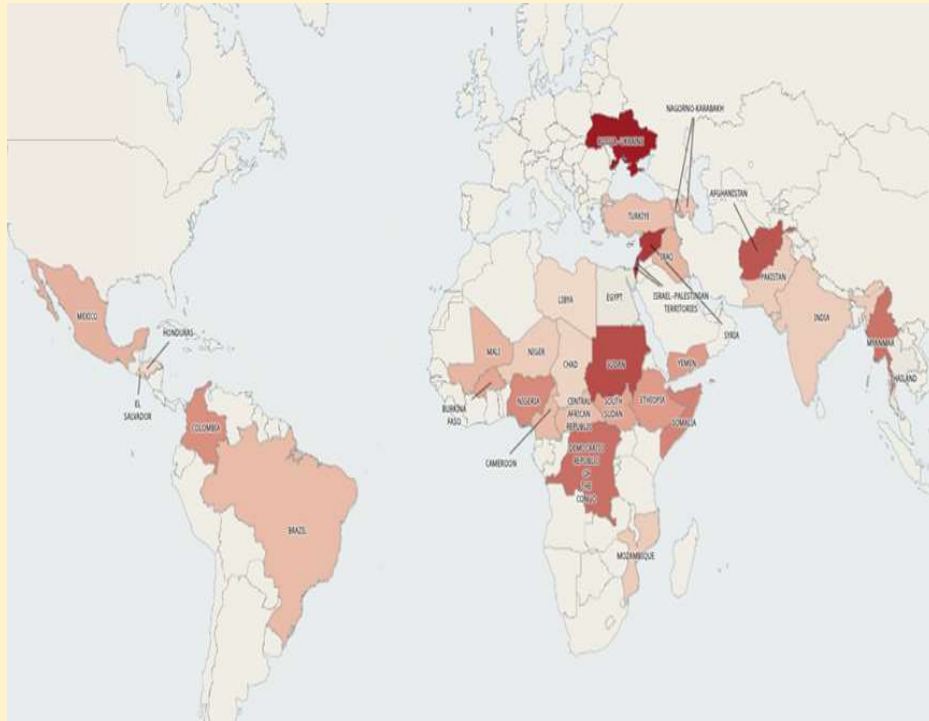
Less Means for More Needs



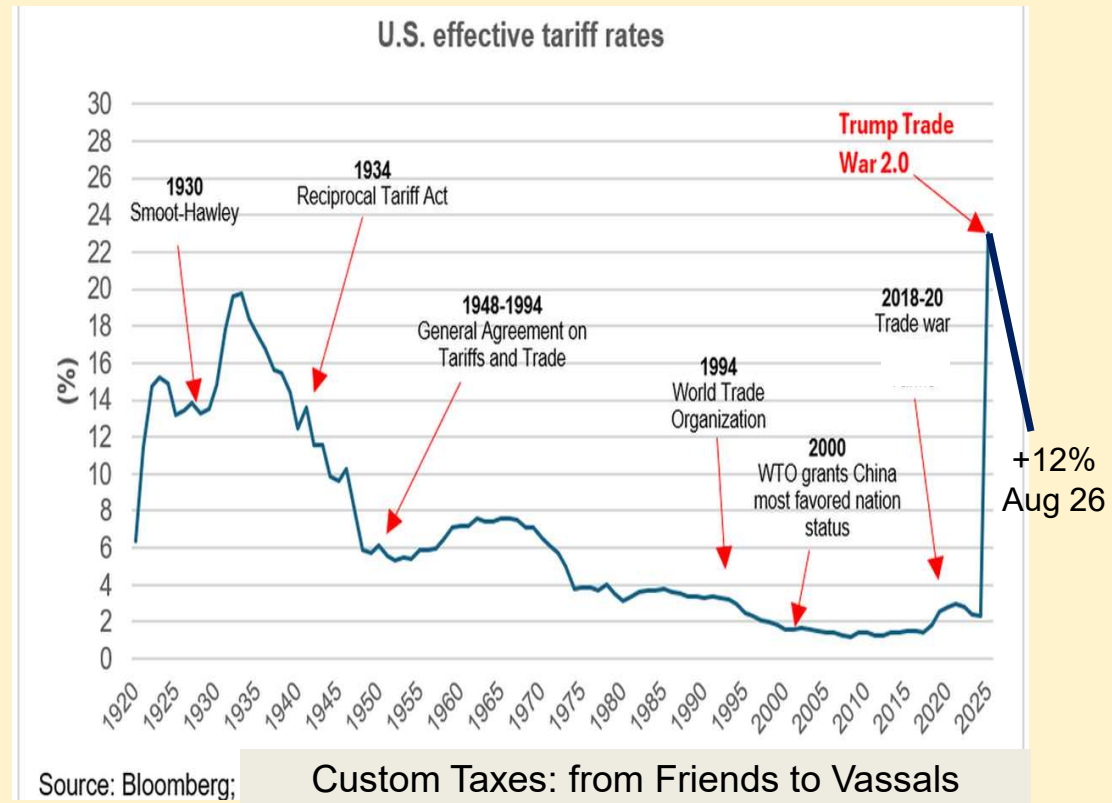
Debt service : #1 Budget

My project: public funding or private business model?

Legal Force > Law



Conflicts: One in six people live in an actively conflicted area.



My project: Trade, regulatory or compliance risks ?

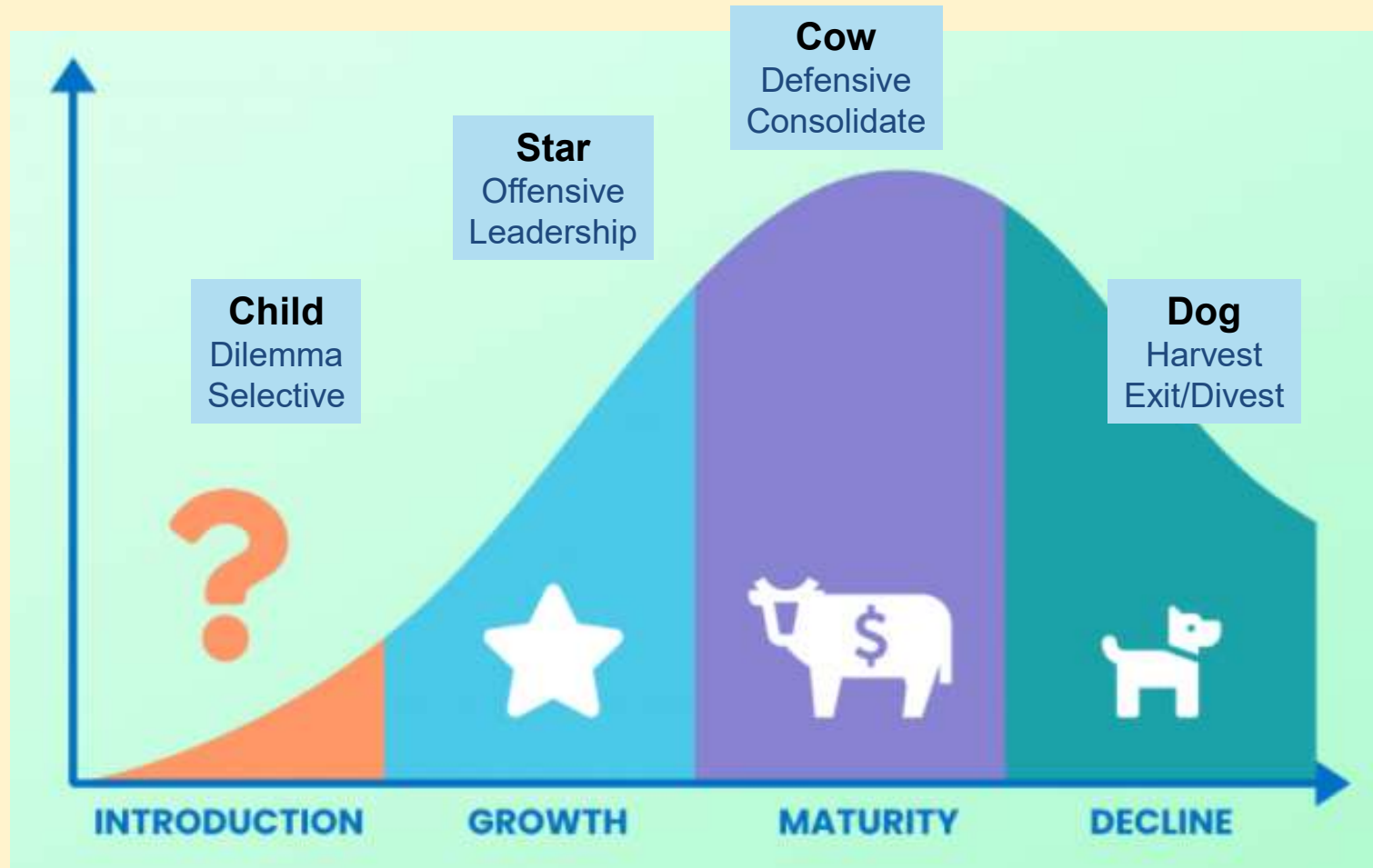
Market Analysis Tool

Ecosystem Dynamics

P	E	S	T	E	L
Political	Economical	Social	Technological	Environmental	Legal
Explore: • Government stability • Health service readiness • Current taxation policy • Future taxation policy • The current and future political support • Grants, funding and initiatives • Trade bodies • Effect of wars or worsening relations with particular countries • Election campaigns	Explore: • National debt levels • Strength of consumer spending • Current and future levels of government spending • Ease of access to loans • Current and future level of interest rates, inflation and unemployment • Specific taxation policies and trends • Exchange rates • Overall economic situation	Explore: • Lifestyle trends • demographics • consumer attitudes and opinions • media views • law changes affecting social factors • brand, company, technology image • consumer buying patterns • fashion and role models • major events and influence • Inner city pandemic trends	Explore: • Relationship to flexible working • Relationship to remote working • Sector technology demand • Relevant current and future technology innovations • The level of research funding • The ways in which consumers make purchases • Intellectual property rights	Explore: • Relationship with global warming • Relationship with recycling and global fight against waste • Relationship with global fight against plastic usage • The level of pollution created by the product or service • Attitudes to the environment from the government, media and	Explore: • Legislation in areas such as employment, competition and health & safety • Environmental legislation • Future legislation changes • Changes in European law • Trading policies • Regulatory bodies • Working environment • Future Pandemic legal sensitivities

Market Cycles Analysis

BCG Matrix



Wealth Projection

Top Countries

World's largest economies (measured in USD)

Ranking	1980	2000	2022	2050	2075
1	United States	United States	United States	China	China
2	Japan	Japan	China	United States	India
3	Germany	Germany	Japan	India	United States
4	France	United Kingdom	Germany	Indonesia	Indonesia
5	United Kingdom	France	India	Germany	Nigeria
6	Italy	China	United Kingdom	Japan	Pakistan
7	China	Italy	France	United Kingdom	Egypt
8	Canada	Canada	Canada	Brazil	Brazil
9	Argentina	Mexico	Russia	France	Germany
10	Spain	Brazil	Italy	Russia	United Kingdom
11	Mexico	Spain	Brazil	Mexico	Mexico
12	Netherlands	Korea	Korea	Egypt	Japan
13	India	India	Australia	Saudi Arabia	Russia
14	Saudi Arabia	Netherlands	Mexico	Canada	Philippines
15	Australia	Australia	Spain	Nigeria	France

Source: Goldman Sachs Global Investment Research

My project: Is it well positioned to benefit from the trend ?

Take Away Market



- Geopolitics: Current Model Obsolete
- Change: Technology & Organization
- Wealth: Asia & Services
- Market: Prey **or** Hunter

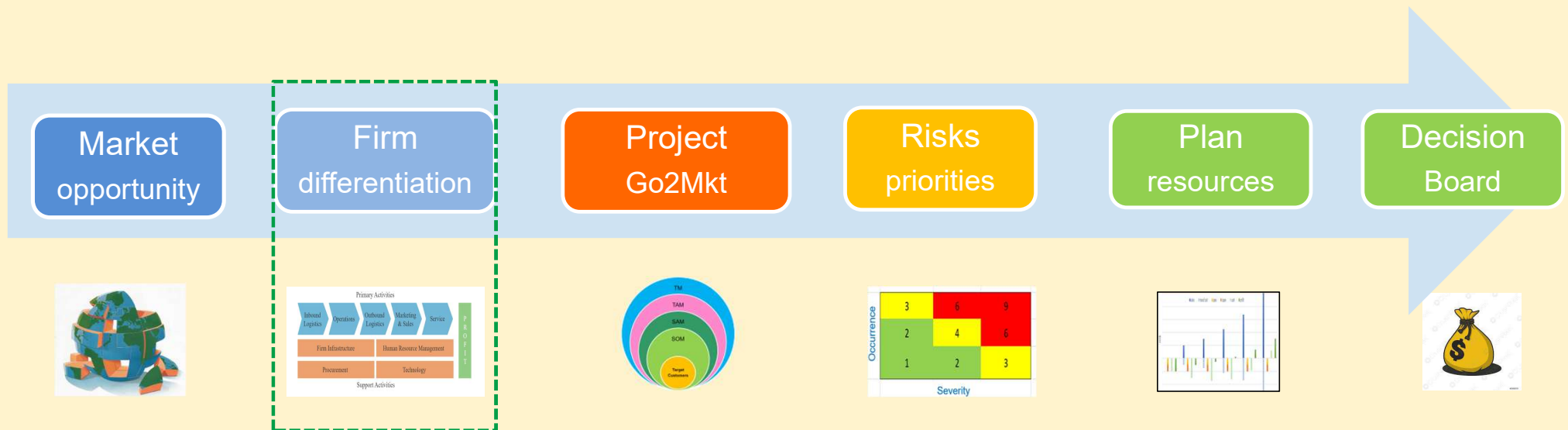
Decision question: Which market and segment are attractive?

- Market trends
- Target segment
- Decision criteria

Gate 2: market attractiveness and target segment approved.

Decision-Making in an Uncertain World

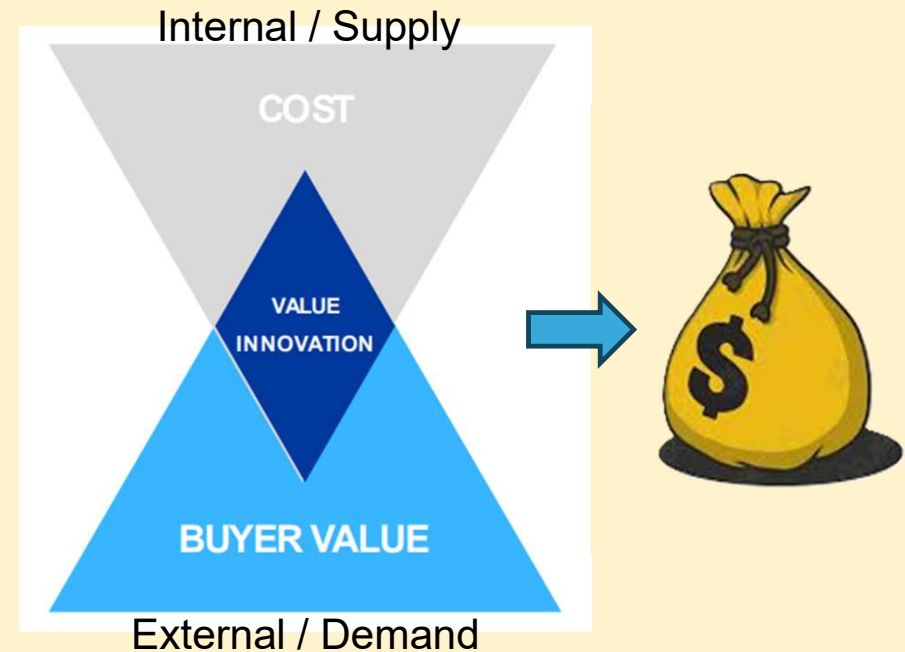
More Data, Less BlahBlah



Business

Objective: Profit

High-performing companies generate more **profit** through a **unique** positioning, made possible by **differentiated** processes and presenting the highest economic **value**.



Stellantis: ~5.5M vehicles sold, market cap ~US\$15bn — Ferrari: ~14k cars sold, market cap ~US\$100bn
Volumes: FY2025; market capitalization: 20 August 2026

Company & Change

Future in the Rear-View Mirror ?

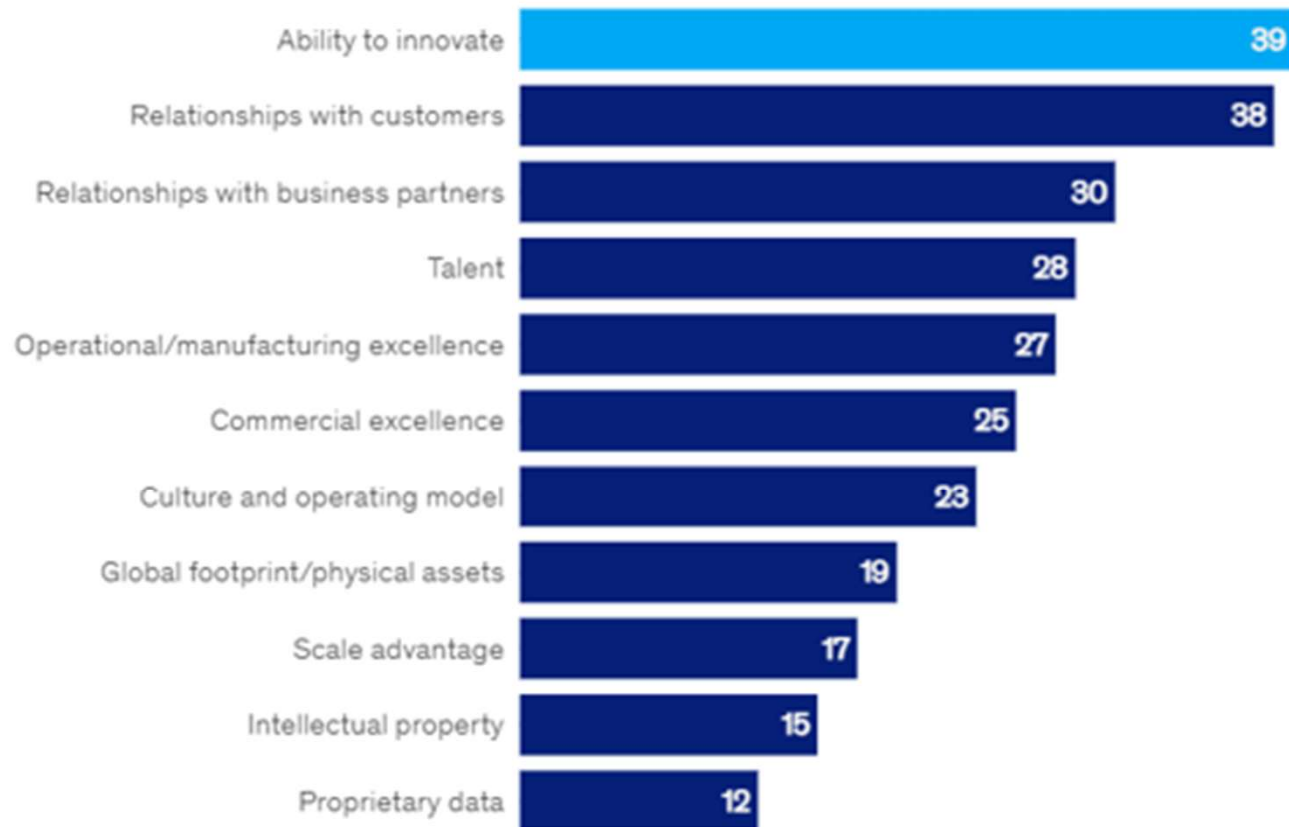
Top 10 World Firms Market Cap Value	1960	1980	2000	2024 TOP 10: 19% total valuations (155 TUS\$, 11.261 companies)	
1	AT&T	IBM	Microsoft	NVIDIA	
2	General Motors	AT&T	General Electric	Apple	
3	Dupont	Exxon	Cisco	Alphabet (Google)	
4	Exxon	Eastman Kodak	Walmart	Microsoft	
5	General Electric	General Motors	Exxon Mobil	Amazon	
6	IBM	Sears Roebuck	Intel	Meta (Facebook)	
7	Texaco	Procter & Gamble	Lucent	Broadcom	
8	Union Carbide	General Electric	IBM	TSMC	
9	Eastman Kodak	Amoco	Citigroup	Saudi Aramco	
10	Sears Roebuck	Chevron	AOL	Tesla	

XXI century technologies
XX century technologies

Top firm value has shifted from industrial scale to technology platforms and semiconductor
My project: Is it well positioned to benefit from the technology trend ?

Wealth Creation

Sustainable Competitive Advantages

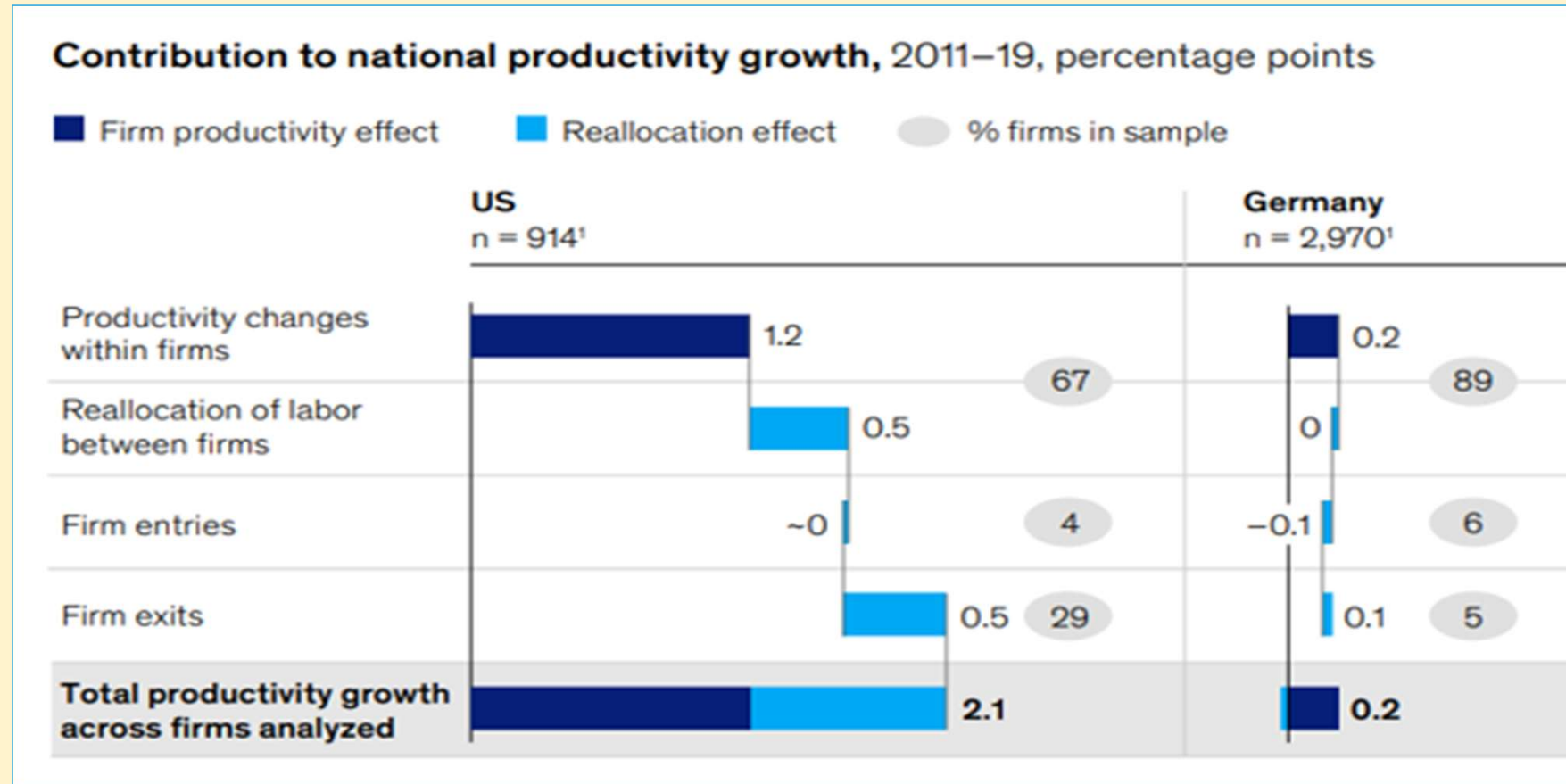


Note: Respondents were able to select more than one factor. Average includes industries not shown.
Source: McKinsey 2024 Strategic Growth and Innovation Survey, Feb 2024 (n = 1,039)

McKinsey & Company

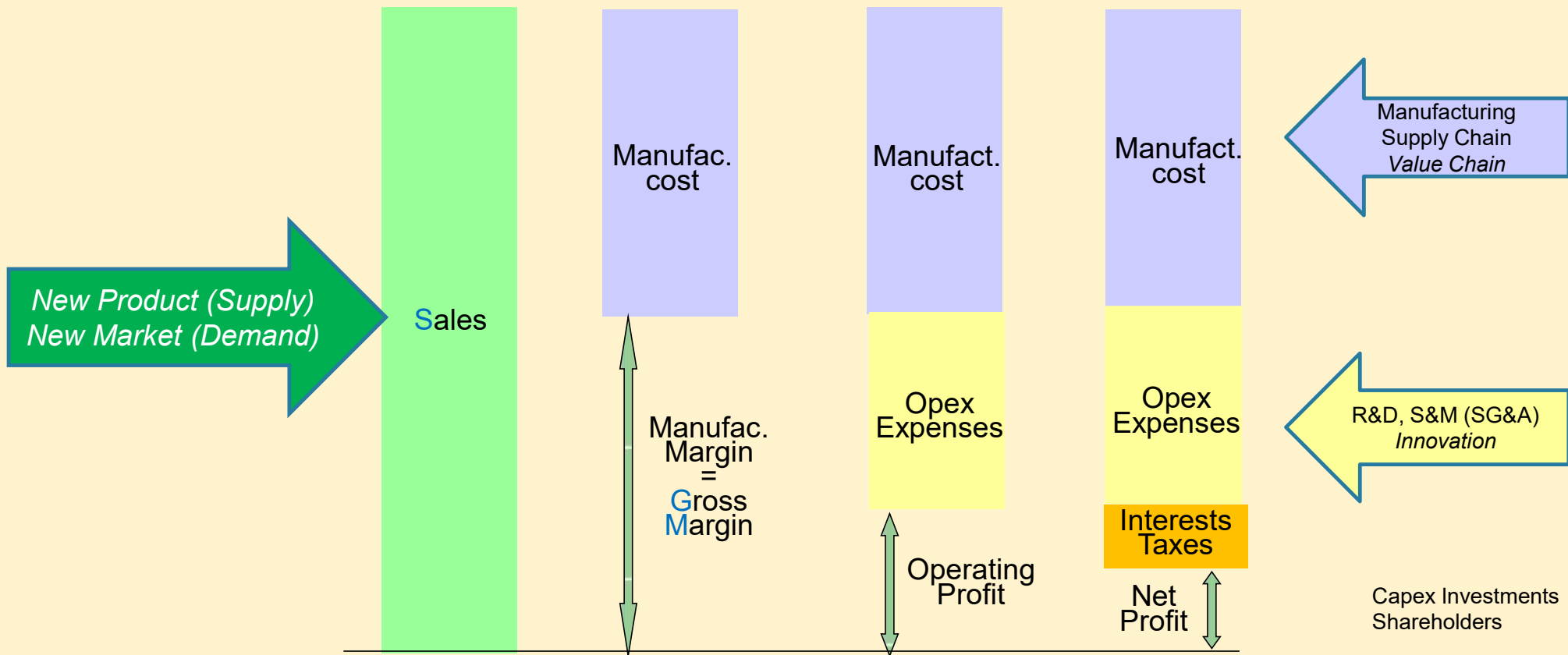
Wealth Creation

Productivity



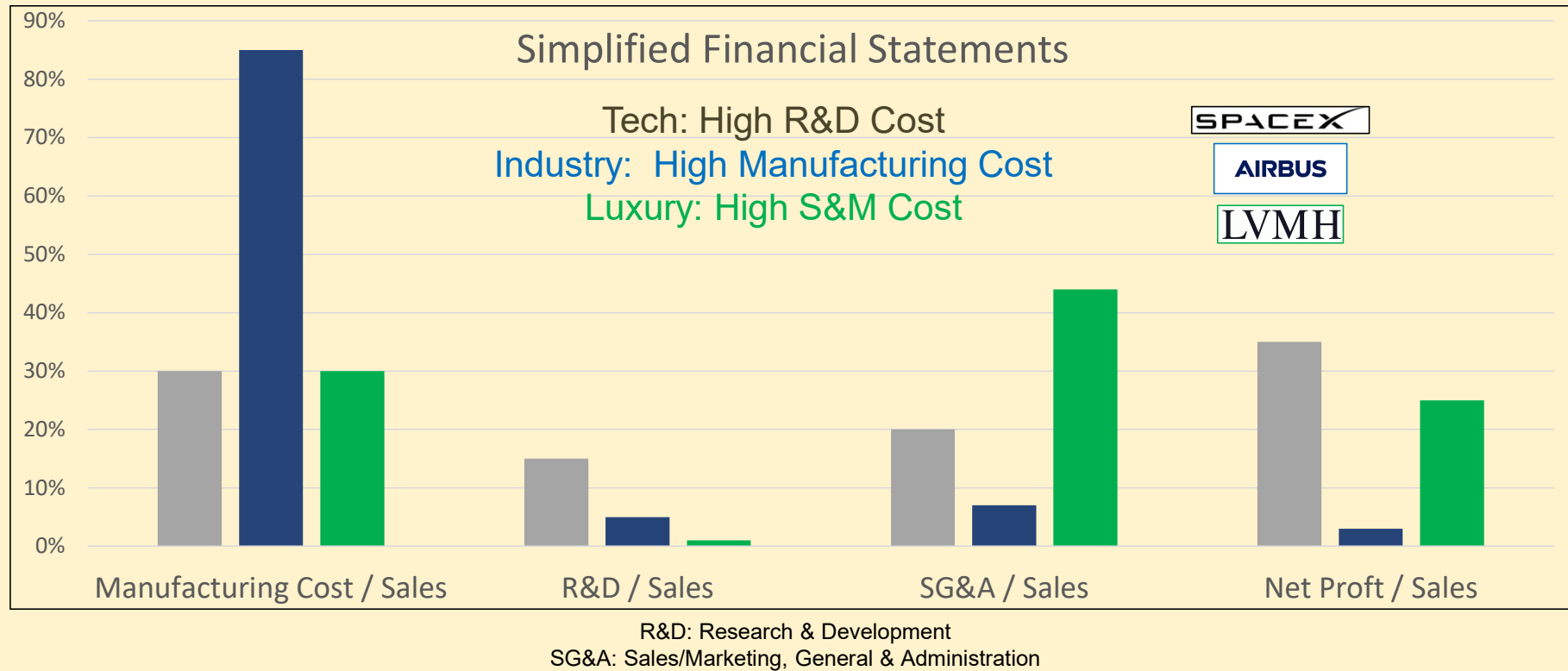
Financial Model

Objective: Profit



Financial Ratios

Market Driven



Source (simplified data): <https://www.macrotrends.net/stocks/charts/XOM/exxon/financial-statements>

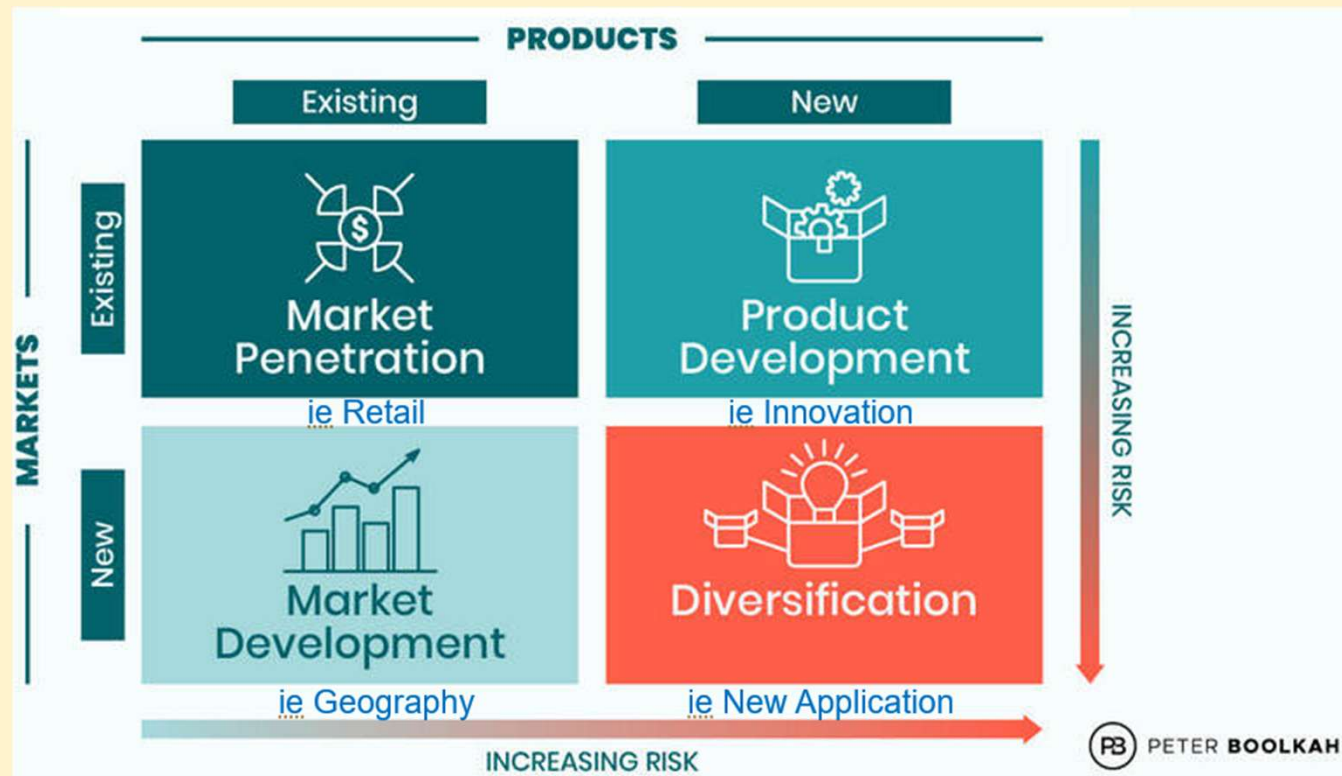
My project: In my segment which are its typical financial ratios ?

Growth Strategies

Ansoff Matrix

Supply

Demand

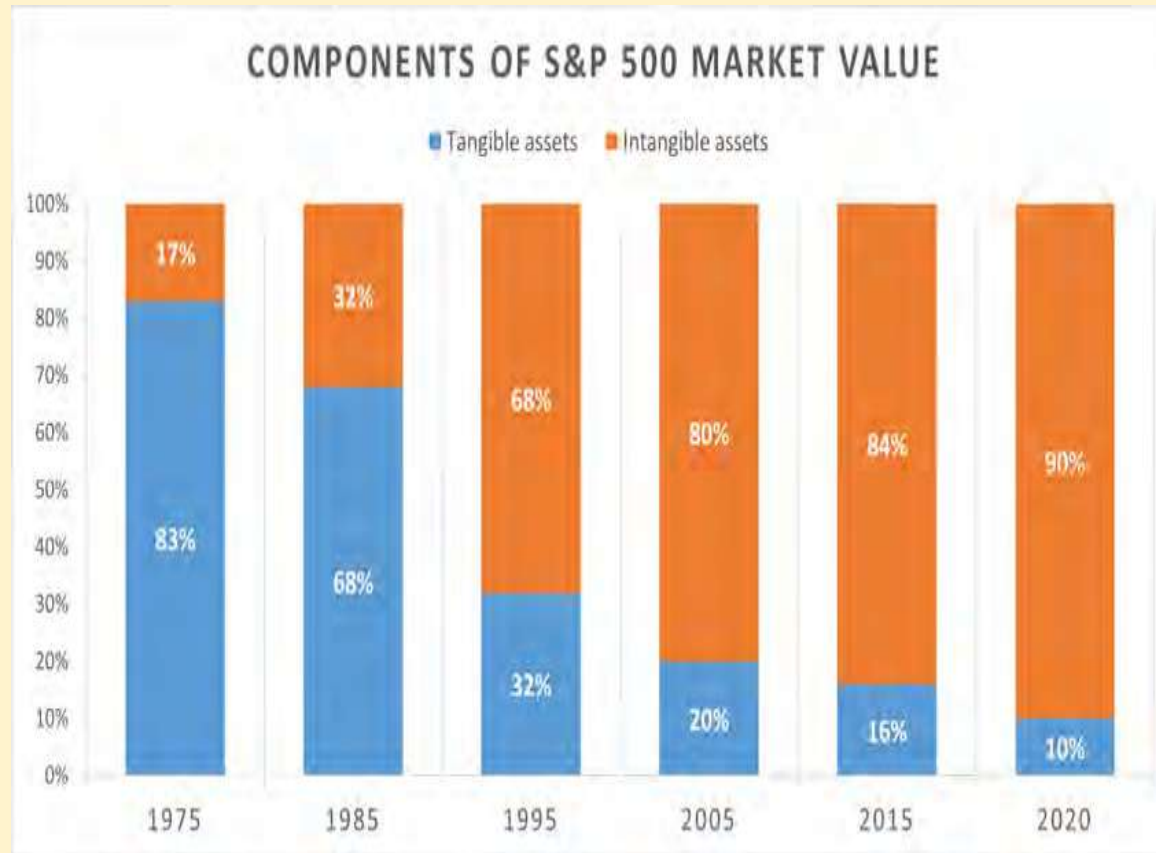
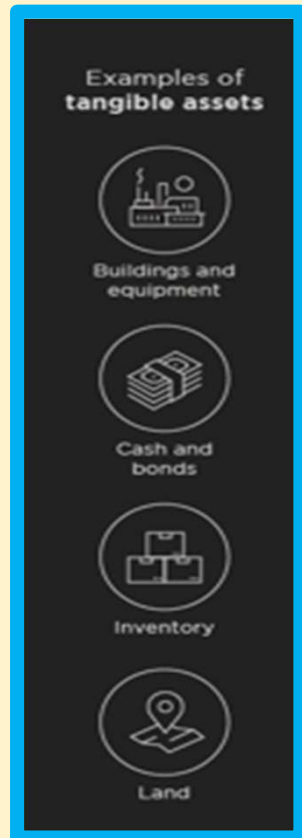


My project: Which is my growth strategy ? Risk level ?

Pricing Power for Market Value

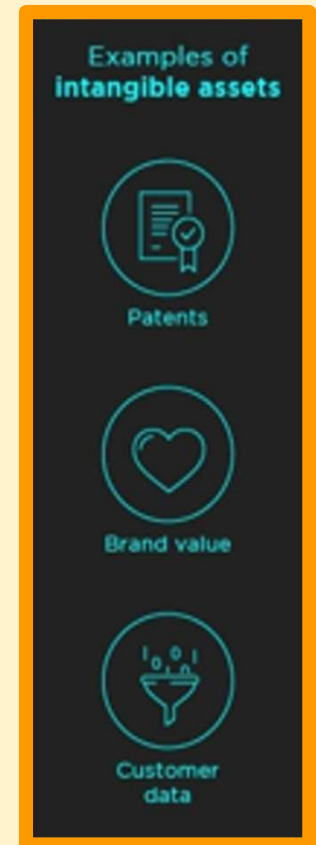
from Tangibles to Intangibles

Hard (Mortal)
Machine, Goods



Intangible assets increasingly drive valuation and pricing power.
My project: Which are my financial assets ?

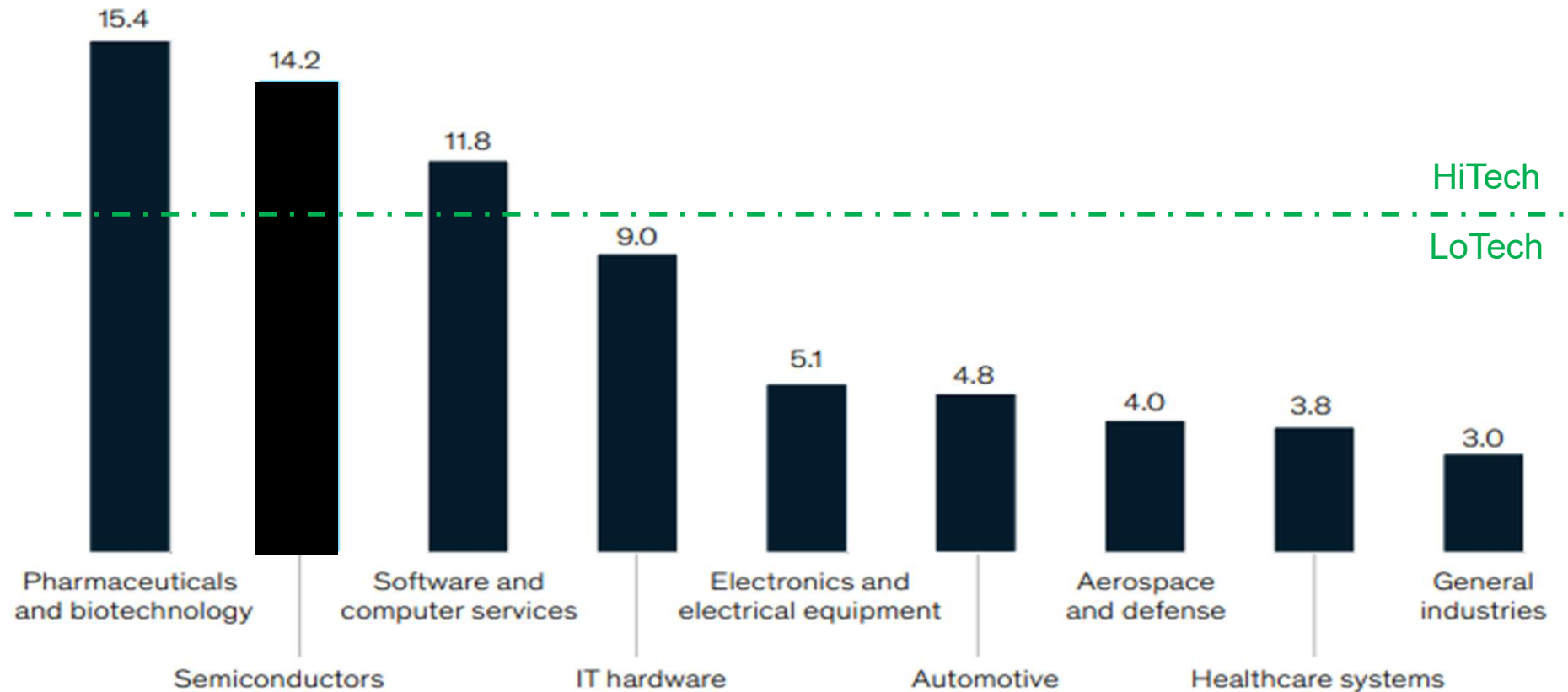
Soft (Click)
Services, Innovation



R&D intensity by sector

A Race for \$scale

Average R&D spending intensity in 2020, % of sales

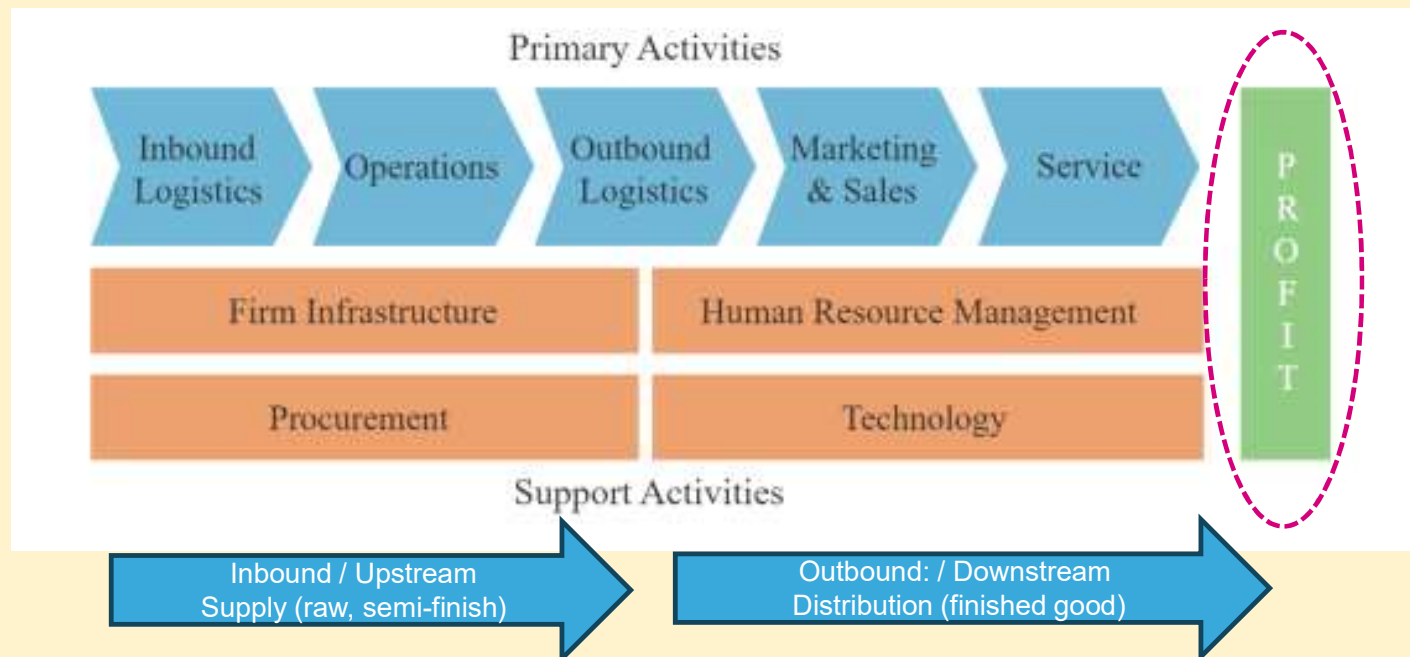


Source: EU Industrial R&D Investment Scoreboard; IC Insights

My project: How are my R&D investment compared to my Top segment competitors ?

Company Value Chain

Porter Model: Make or Buy



Make or Buy Criteria: Cost, Scale, Innovation, Market

My project: what should we make, buy, and outsource?



Amazon Business Models



Profit # 135 B\$
Sales # 775 B\$
Market Cap # 2.9 T\$

Retail drives scale, AWS growth and advertising profit

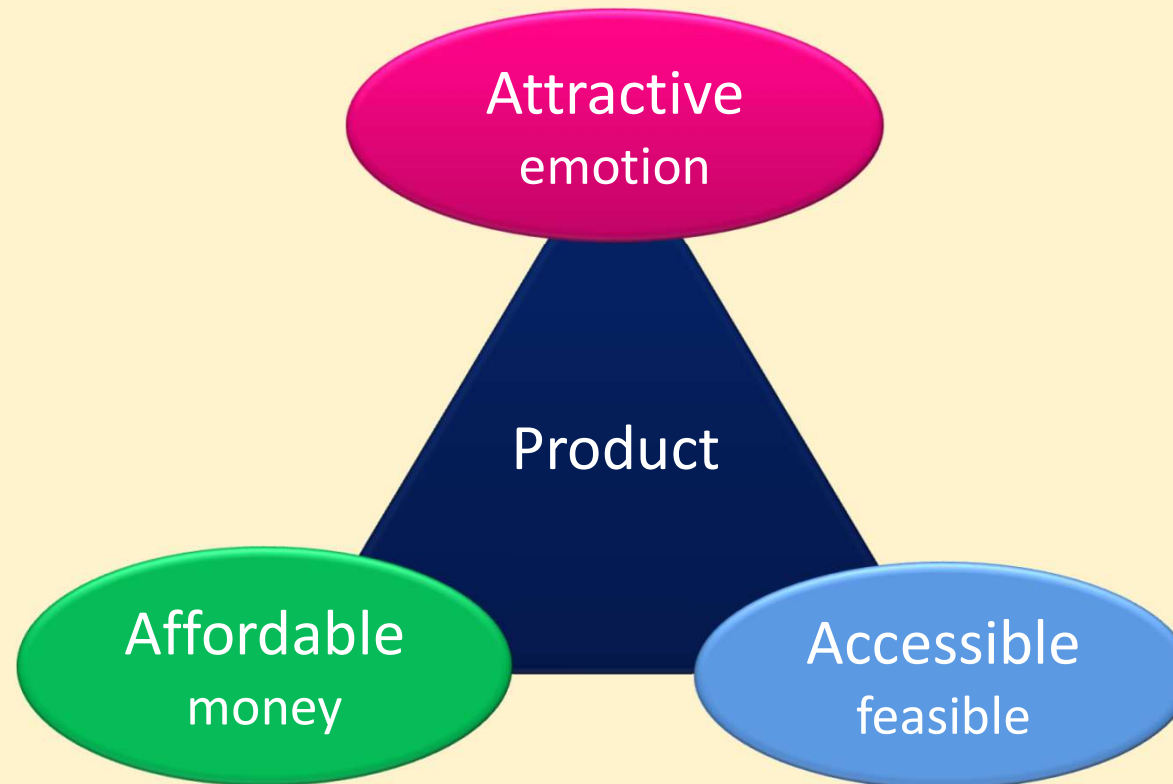
Differentiation SWOT



- S => O : Utilize organization strengths to exploit external opportunities
- W => O : Rectify organization weaknesses so that external opportunities can be exploited
- S => T : Use organization strengths to reduce vulnerability to external threats
- W => T : Prevent organization weaknesses from being highly vulnerable to external threats

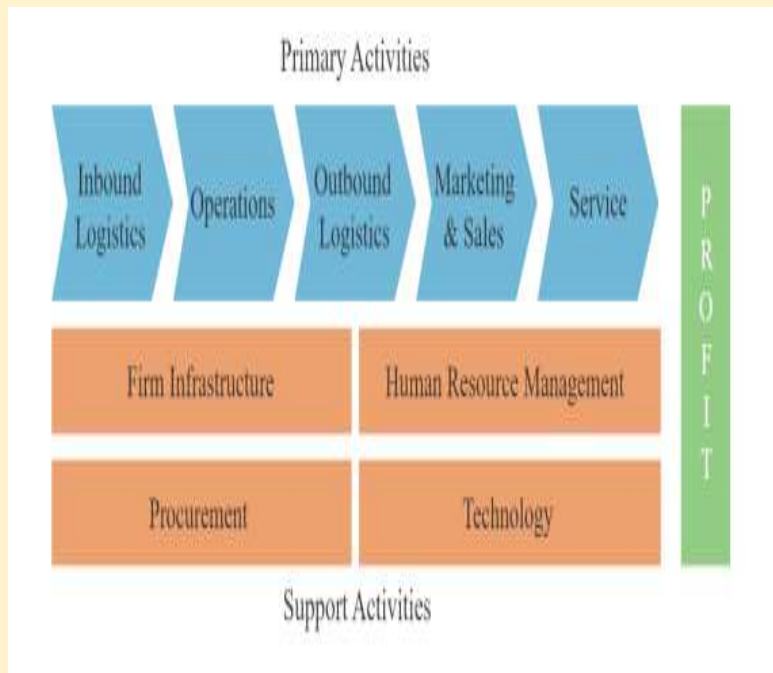
Differentiation

Product Centric



Take Away

Firm Differentiation



- Differentiation: Unique & Valuable
- Innovation: Means @ \$scale
- Value Chain: Make or Buy

Project / Step 4

Strategy / Differentiation

Decision question: Why would a target customer choose our offer?

Company metrics: sales, growth, profitability

Target segment attractiveness

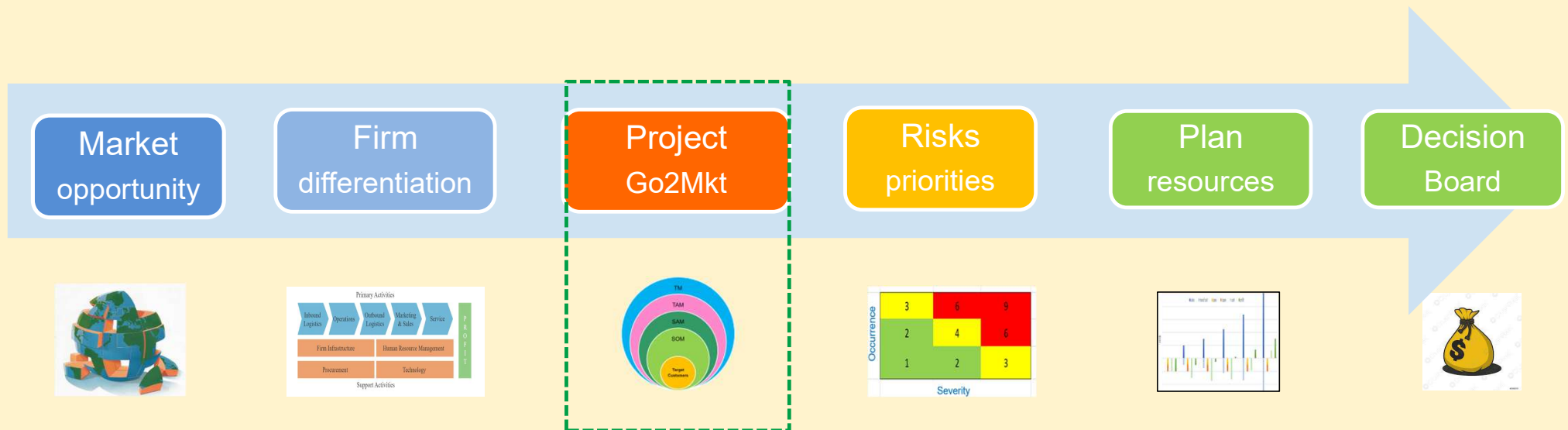
Differentiation: Value proposition; competitor comparison

Decision criteria hypothesis

Gate 4: market logic, value proposition challenged

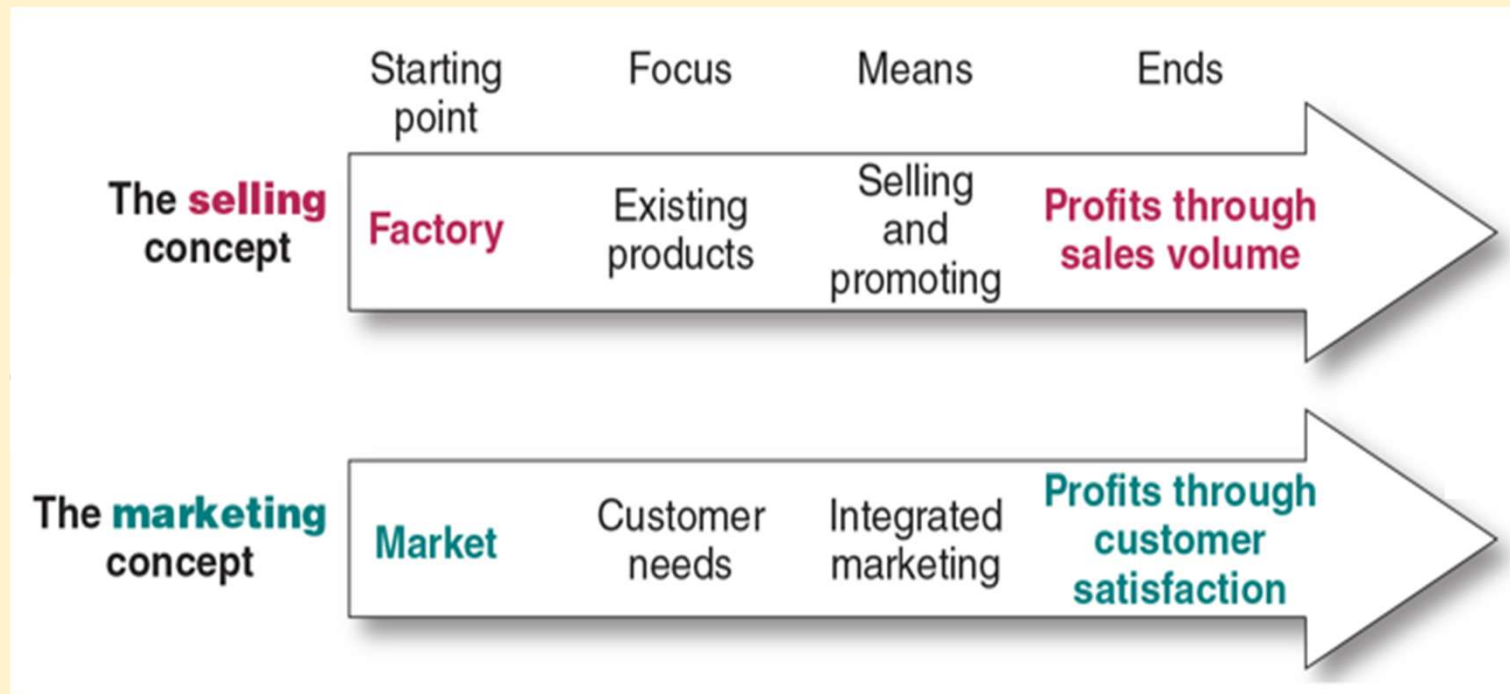
Decision-Making in an Uncertain World

More Data, Less BlahBlah

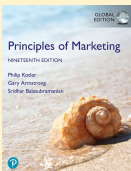


Selling or Marketing

Top Line or Bottom Line



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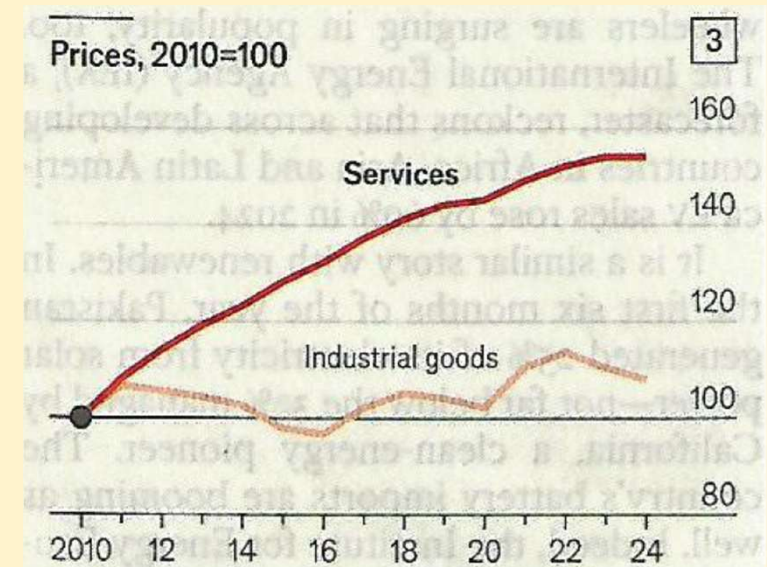
Marketing starts with customer needs, not product promotion

Product Revenue Model

From Goods (one time) to Service (recurrent)

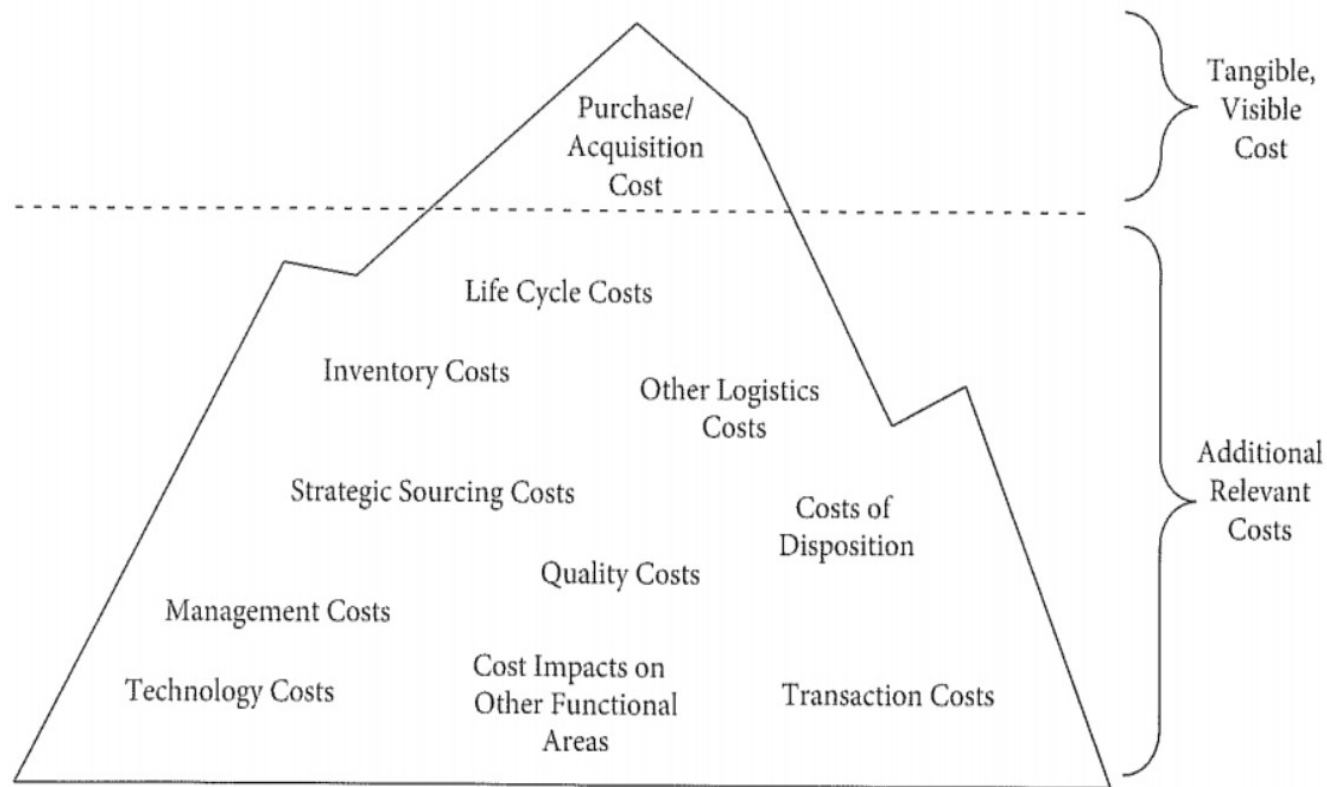


Goods: Low entry price or subsidized entry
+
Service: Premium price Enhanced/Refill/Complementary



Price Trend
Services > Industrial Goods

Price & Total Cost

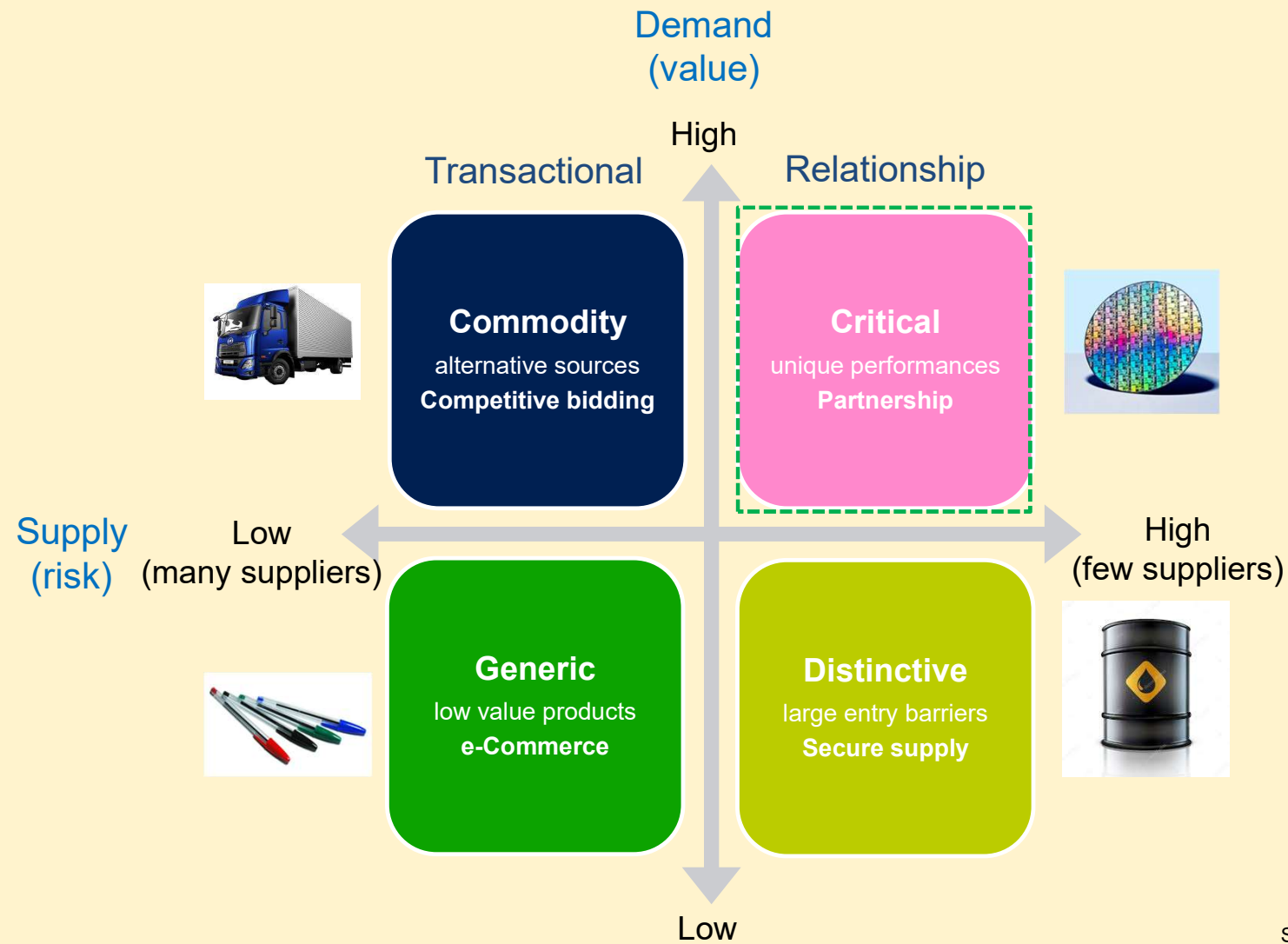


My project: Is it integrating and leveraging hidden costs ?

Source: ESSCA Gizem ERBOZ

Pricing Power

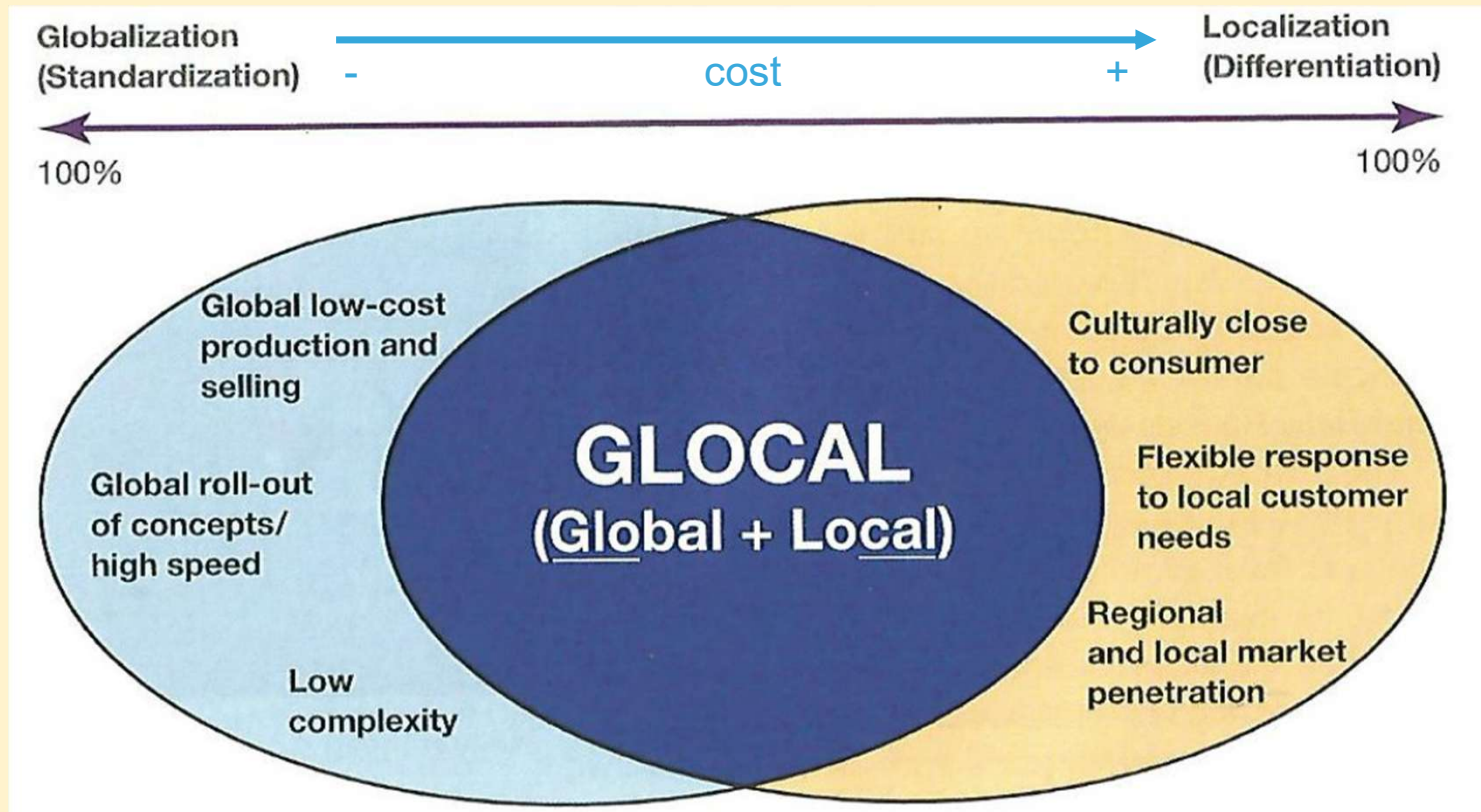
Price & Risk



Source: ESSCA Gizem ERBOZ

Place Adaptation

Think Global, Act Local

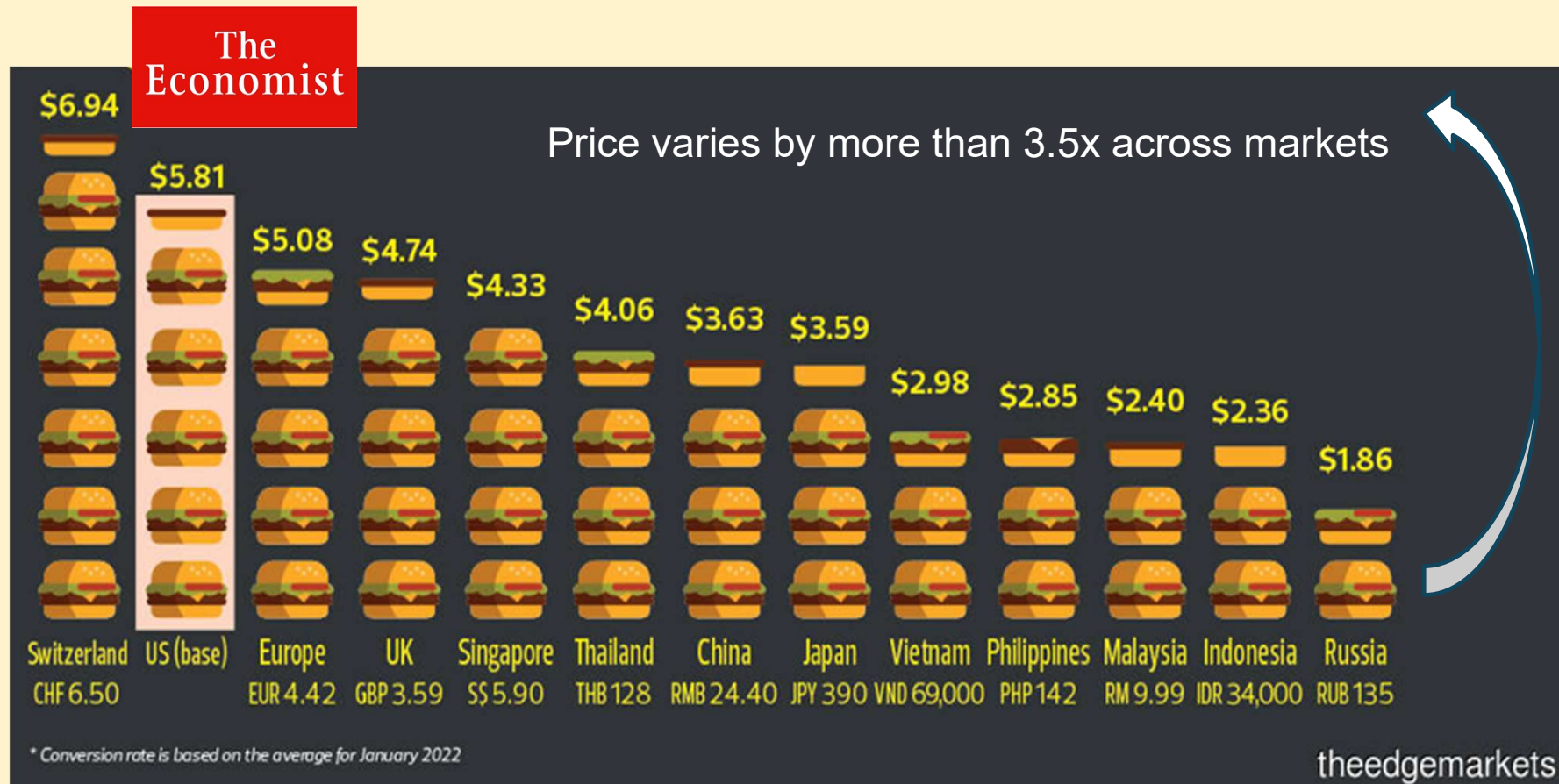


Source: Global Marketing



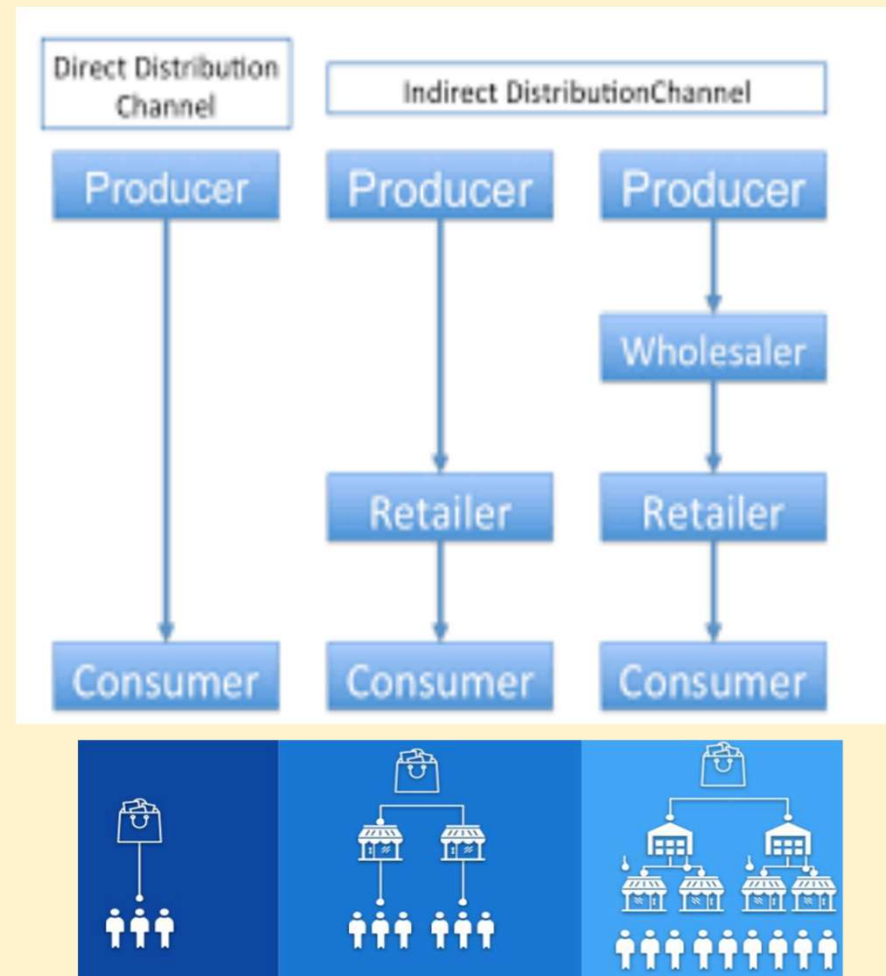
Price Adaptation

Local vs Global



Partners

Distribution Channel



Deduct the Distribution Margin Mark-Up from your Market Size

Partners

Distribution Margin

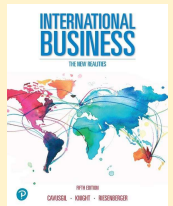
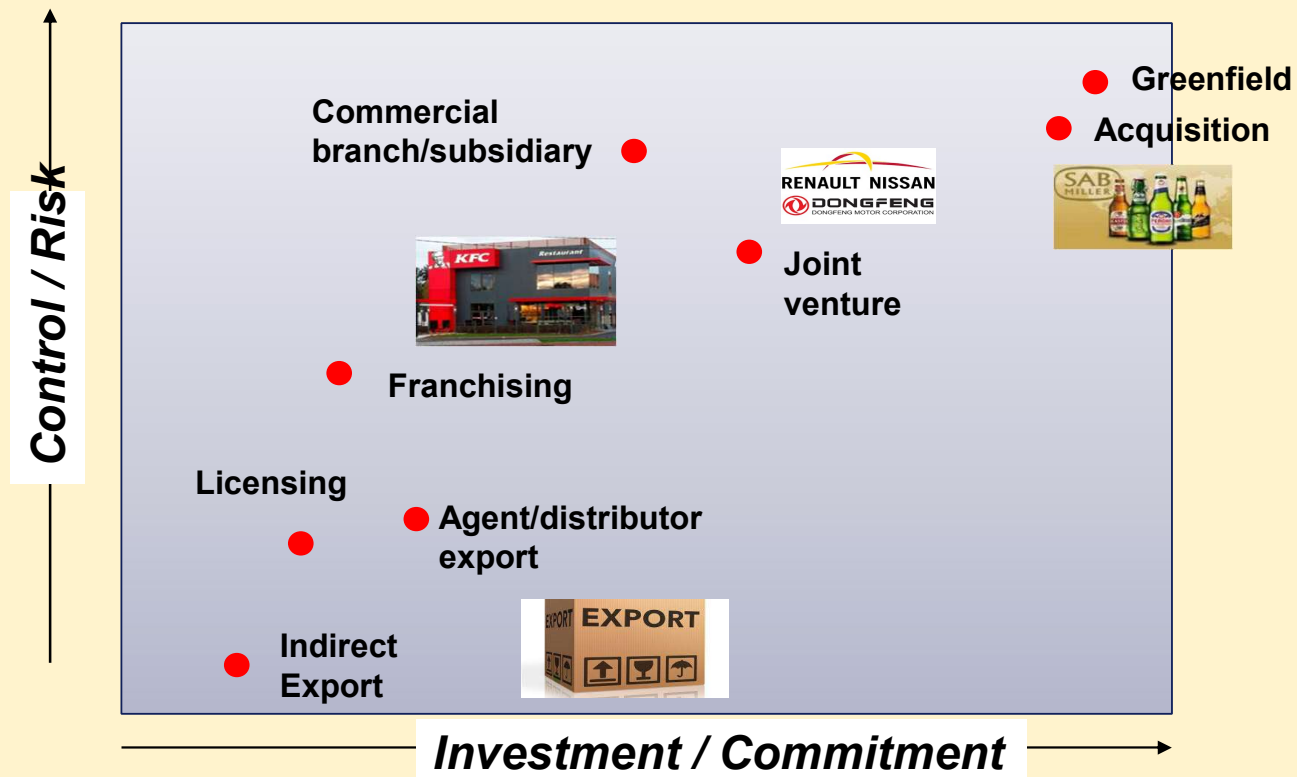
channel B2C shop	cost	multiplier	price	x
Manufacturer (your market)	10.0	1.25	12.5	
Wholesaler B2B	12.5	1.3	16.3	
Retailer B2C (total market)	16.3	1.5	24.4	1.95

channel B2C e-commerce	cost	multiplier	price	x
Manufacturer (your market)	10.0	1.25	12.5	
market place (total market)	12.5	1.3	16.3	1.30

channel B2C supermarket	cost	multiplier	price	x
Manufacturer (your market)	10.0	1.25	12.5	
distributor B2C (total market)	12.5	1.05	13.1	1.05

Deduct the Distribution Margin Mark-Up from your Market Size

Partners Entry Mode

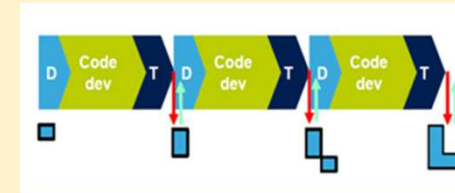


- **Foreign direct investment (FDI)**: Build or buy operations in another country.
- **Joint venture (JV)**: Create a shared company with a partner.
- **Licensing**: Let a partner use your technology or brand for a fee.
- **Franchising**: Let a partner run your business model under your brand

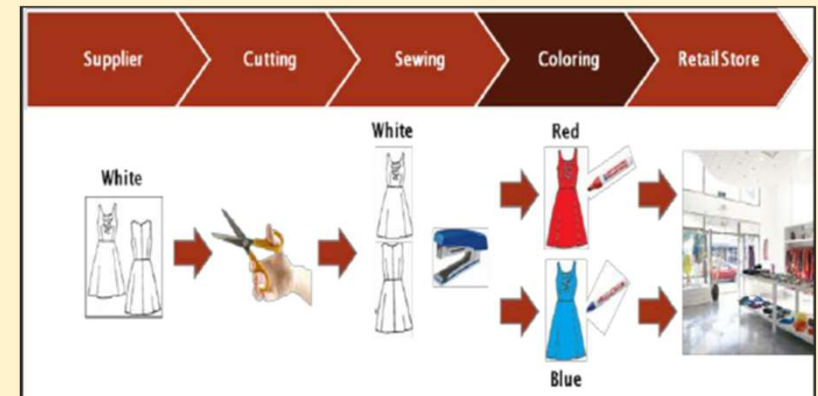
Organization LEAN or AGILE ?



LEAN: Simplify
Stable / Repetitive / Optimization



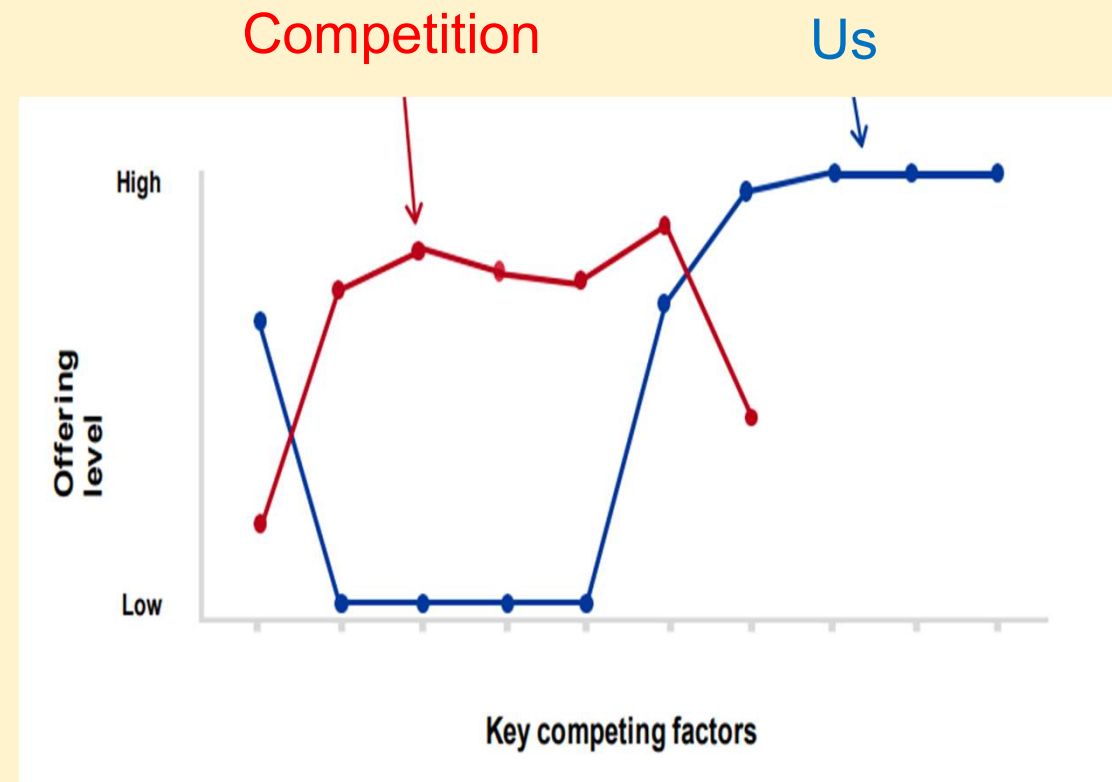
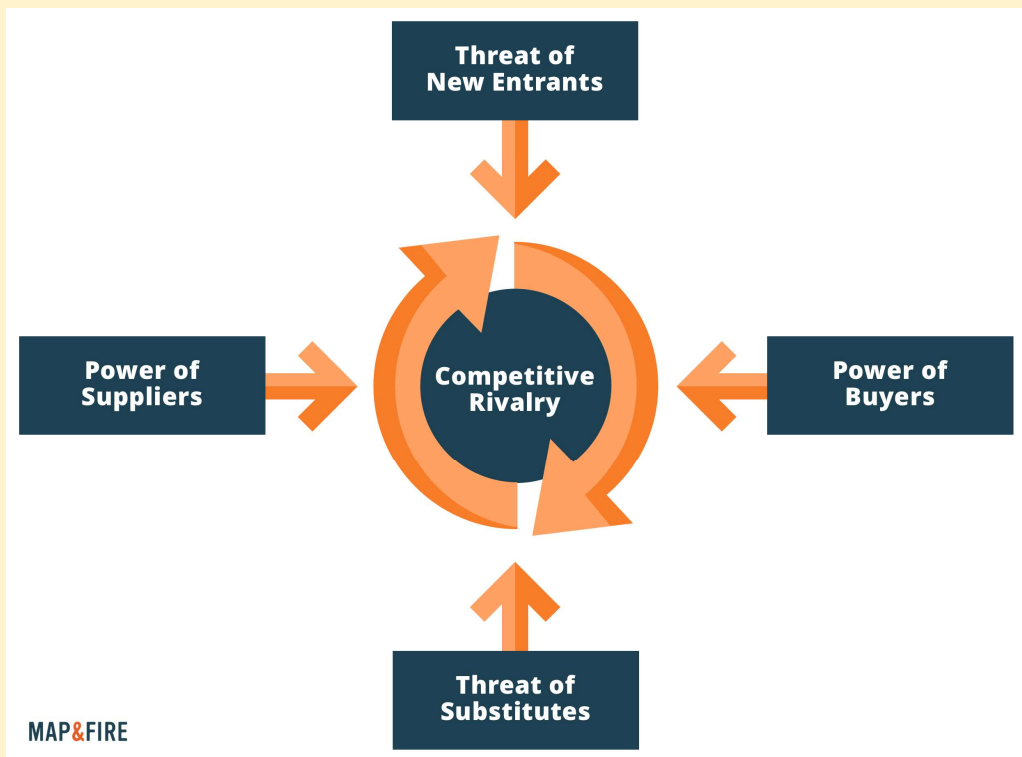
AGILE: Flexible
Volatile / Customized / Innovation



Rethink the process: Challenge every step. Remove what adds no value. Simplify, automate.

Competition Benchmark

Porter 5 Forces



No Competitors : No Market ?

Go2Market

4P / Marketing Mix



Proof of Concept (PoC)

Test Hypothesis

Sample

Prototype

Tests

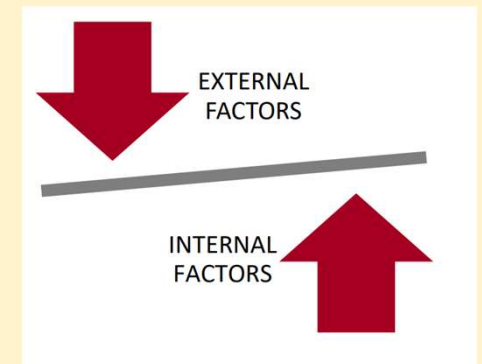
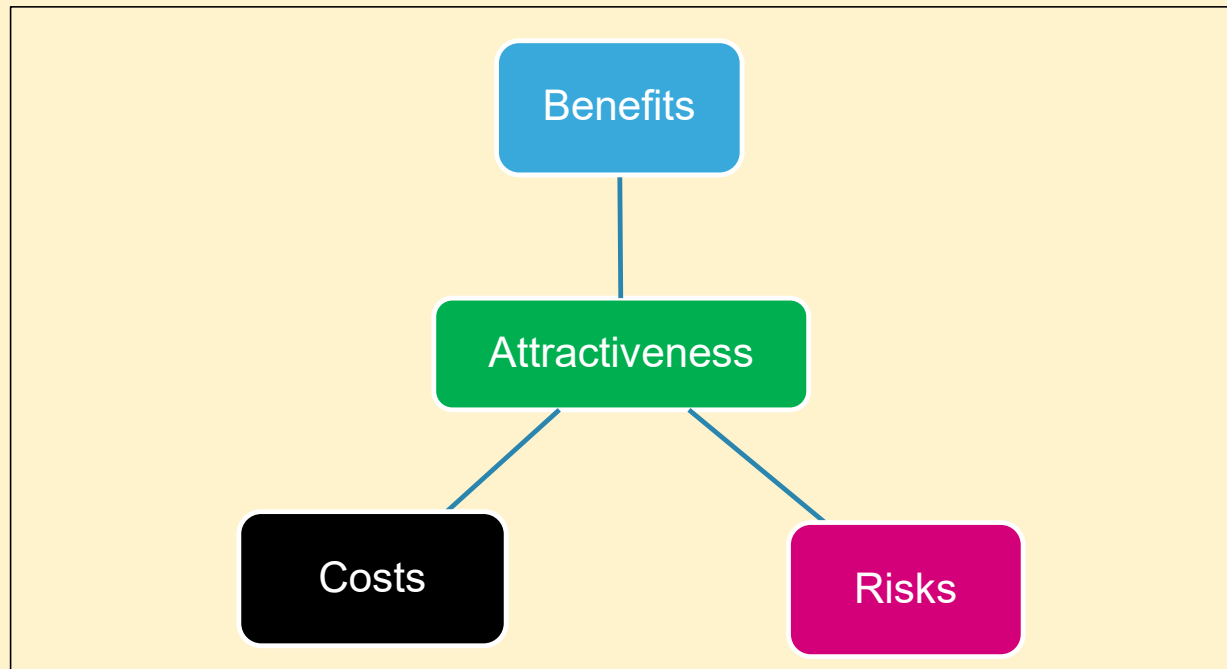
Adjust



Source: Laura Dewitt

Test with early adopters before scaling: Stage 1 PoC (beta-test), Stage 2: Minimum Viable Test (MVT-launch)

Scenarii Selection Criteria

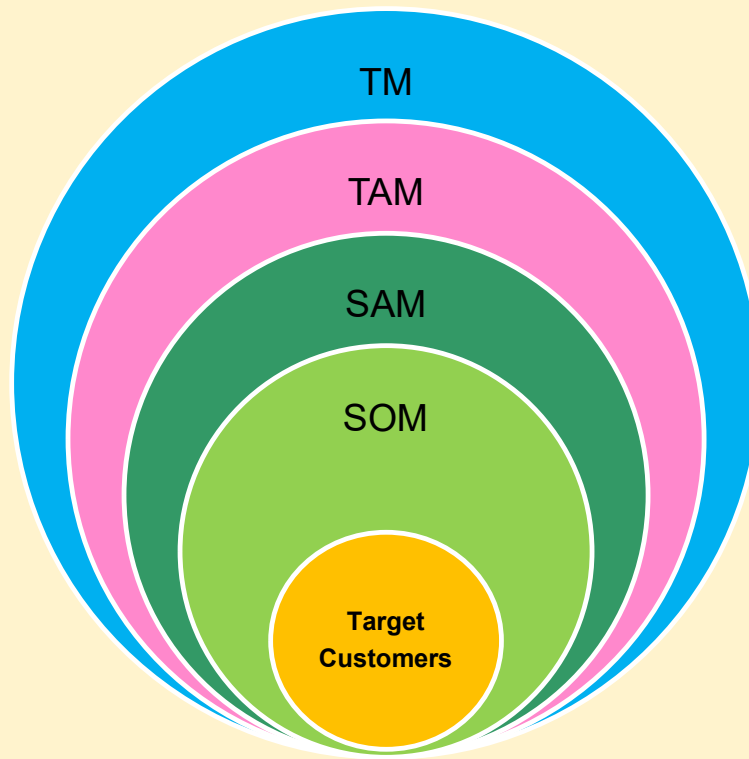


Source: PrimeTarget T.Miron

Balance External benefits (new market access) & Internal factors (economy of scale)

Market Size

Accessible Segment



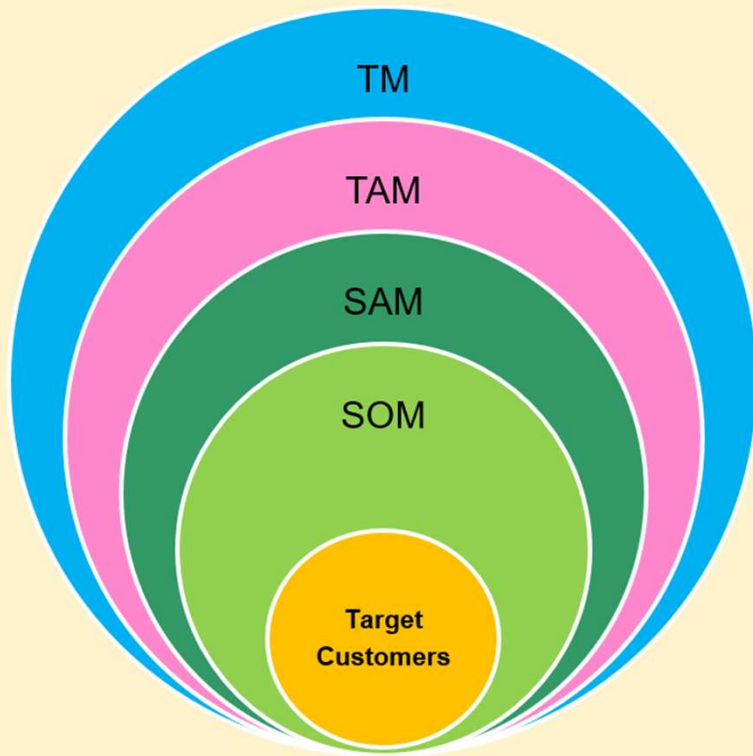
Top Down: Market Size
Broad Industry size x % Share of this market



Bottom Up: Market Size
Nb Customers x Average Revenue per customer

- TM: Total Market (global market demand)
TAM: Total Addressable Market (local market demand: Target Market)
SAM: Serviceable Available Market (your business segment: Target Segment)
SOM: Serviceable Obtainable Market (your products potential share, removing distribution margin Markup)

Take Away Go2Market



- Differentiation: Customer Value
- Adaptation: Global vs Local
- Validation: Proof Of Concept

Decision question: How can the firm reach and win customers?

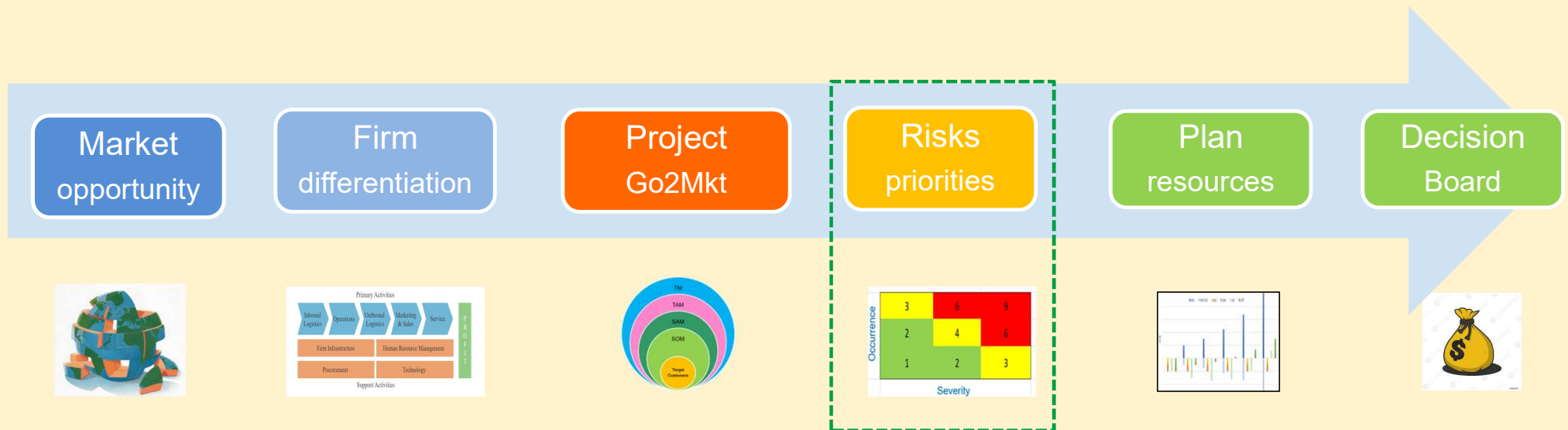
- Focus: Product, country, segment
- Size: TAM/SAM/SOM
- Value proposition, competitor analysis
- Entry mode: channels; partner; marketing mix, PoC
- Key Decision factors

Gate 5: go-to-market challenged.

Your Data File: Your Team Project Case.xls

Decision-Making in an Uncertain World

More Data, Less BlahBlah



Risk Mindset

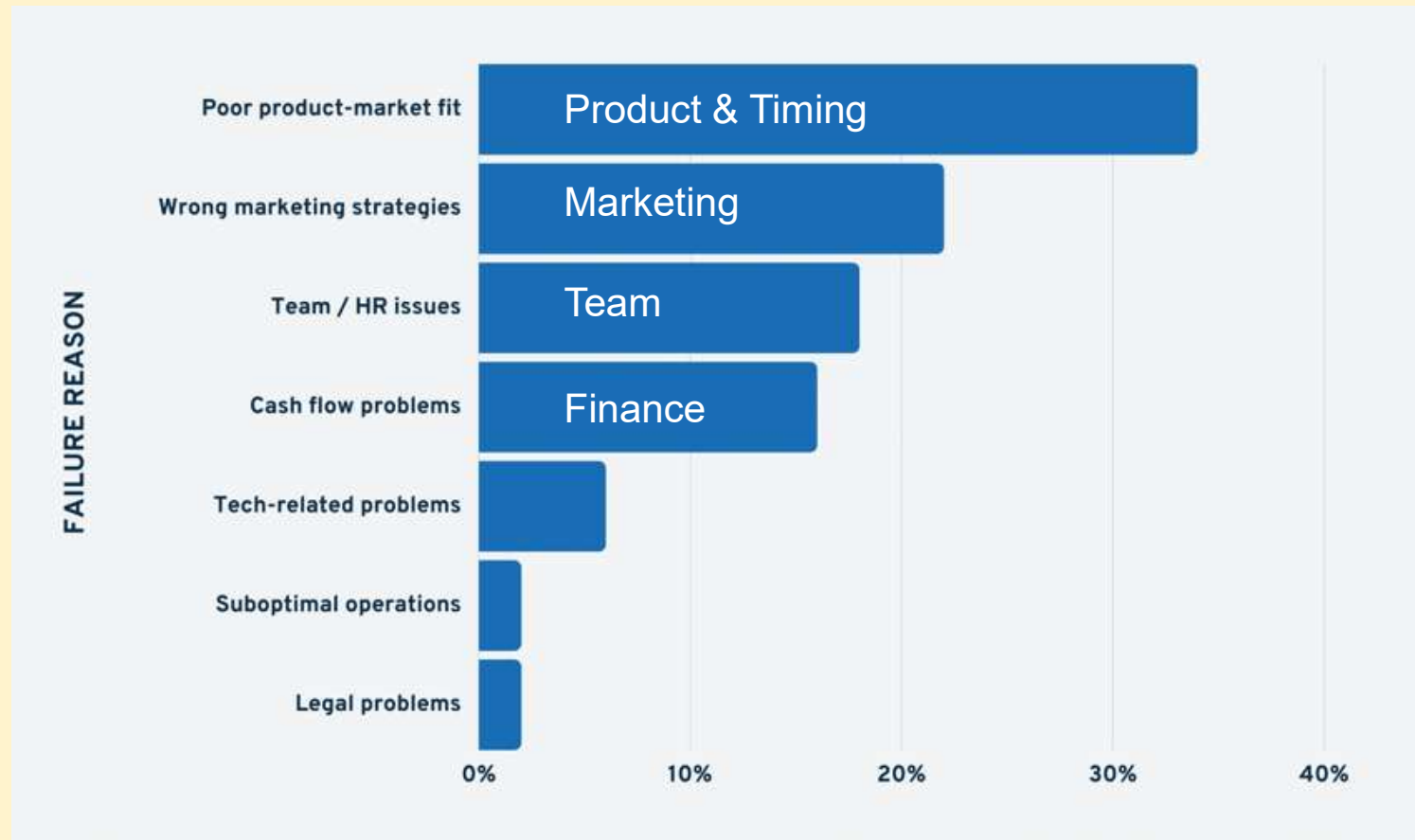
A chain is as strong as its weakest link



Over-optimistic assumptions and under-estimated constraints lead to unrealistic plans and often failures

Business Development

Typical Errors



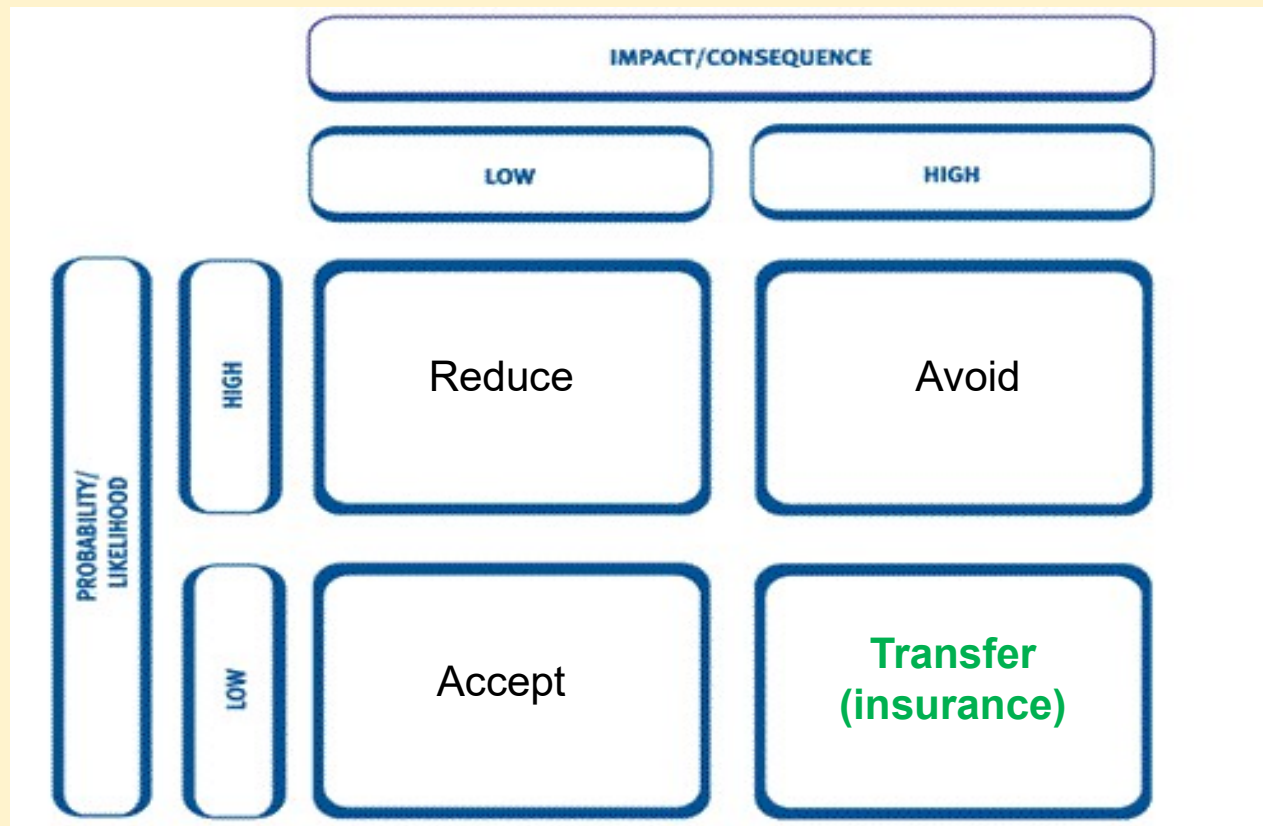
Only the paranoids survive

Risk Ranking Matrix & Priorities

Frequency	high	3	3	6	9
	medium	2	2	4	6
	low	1	1	2	3
			1	2	3
			low	medium	high
			Impact		

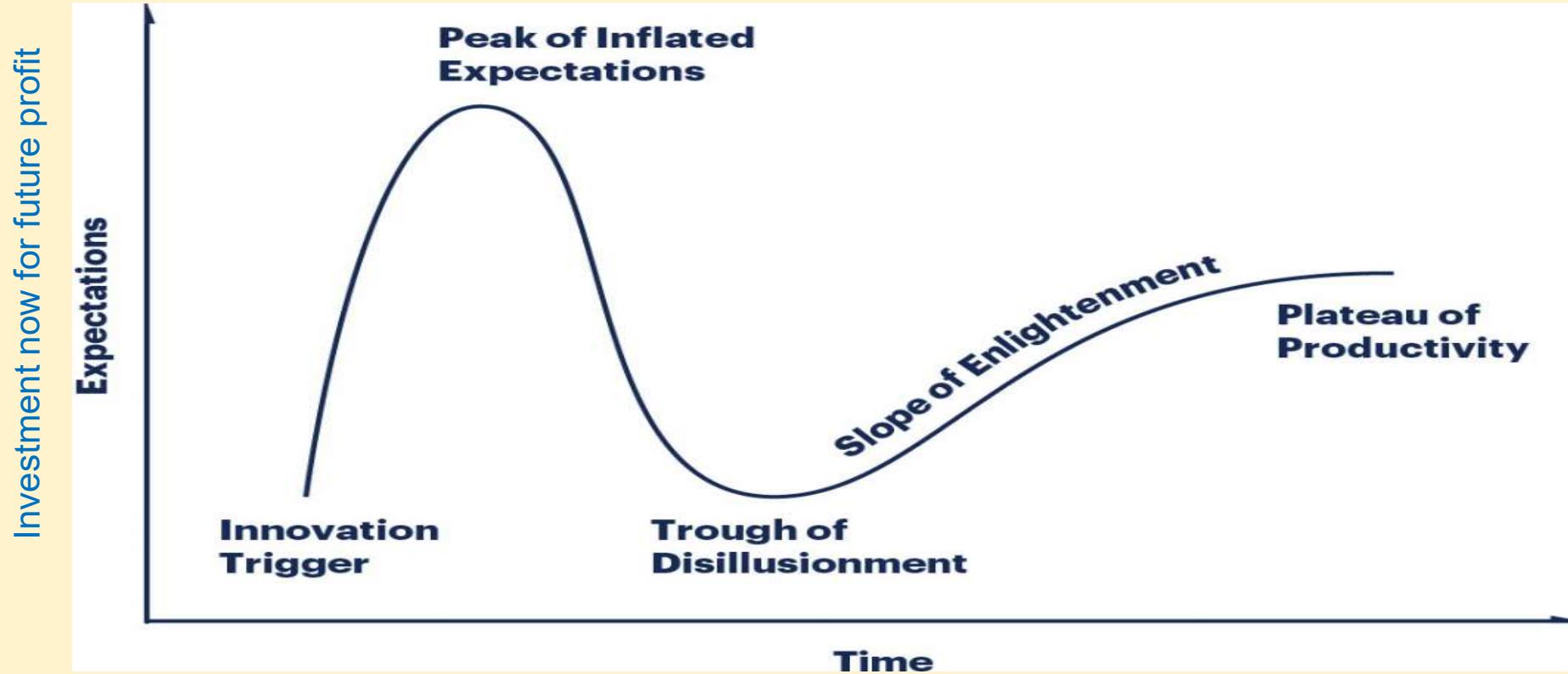
green = monitor, yellow = mitigate, red = act now

Risk Mitigation



Market Cycle Risk

Gartner Hyper Cycle Model



Align investment timing & innovation adoption

162 COUNTRIES UNDER THE MAGNIFYING GLASS

A UNIQUE METHODOLOGY

- Macroeconomic expertise in assessing country risk
- Comprehension of the business environment
- Microeconomic data collected over 70 years of payment experience

BUSINESS DEFAULTING RISK



UPGRADES



DOWNGRADES

A1

VERY LOW

A2

LOW

A3

SATISFACTORY

A4

REASONABLE

B

FAIRLY HIGH

C

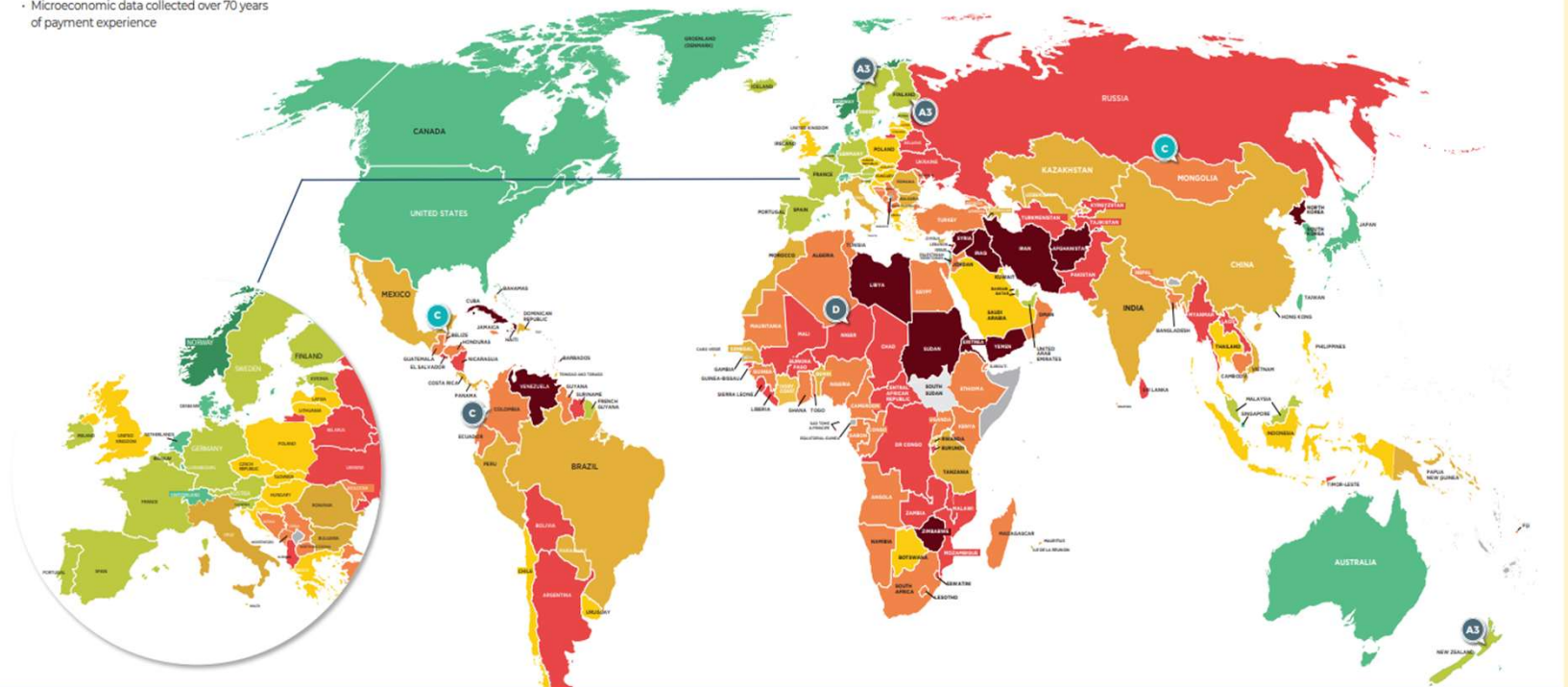
HIGH

D

VERY HIGH

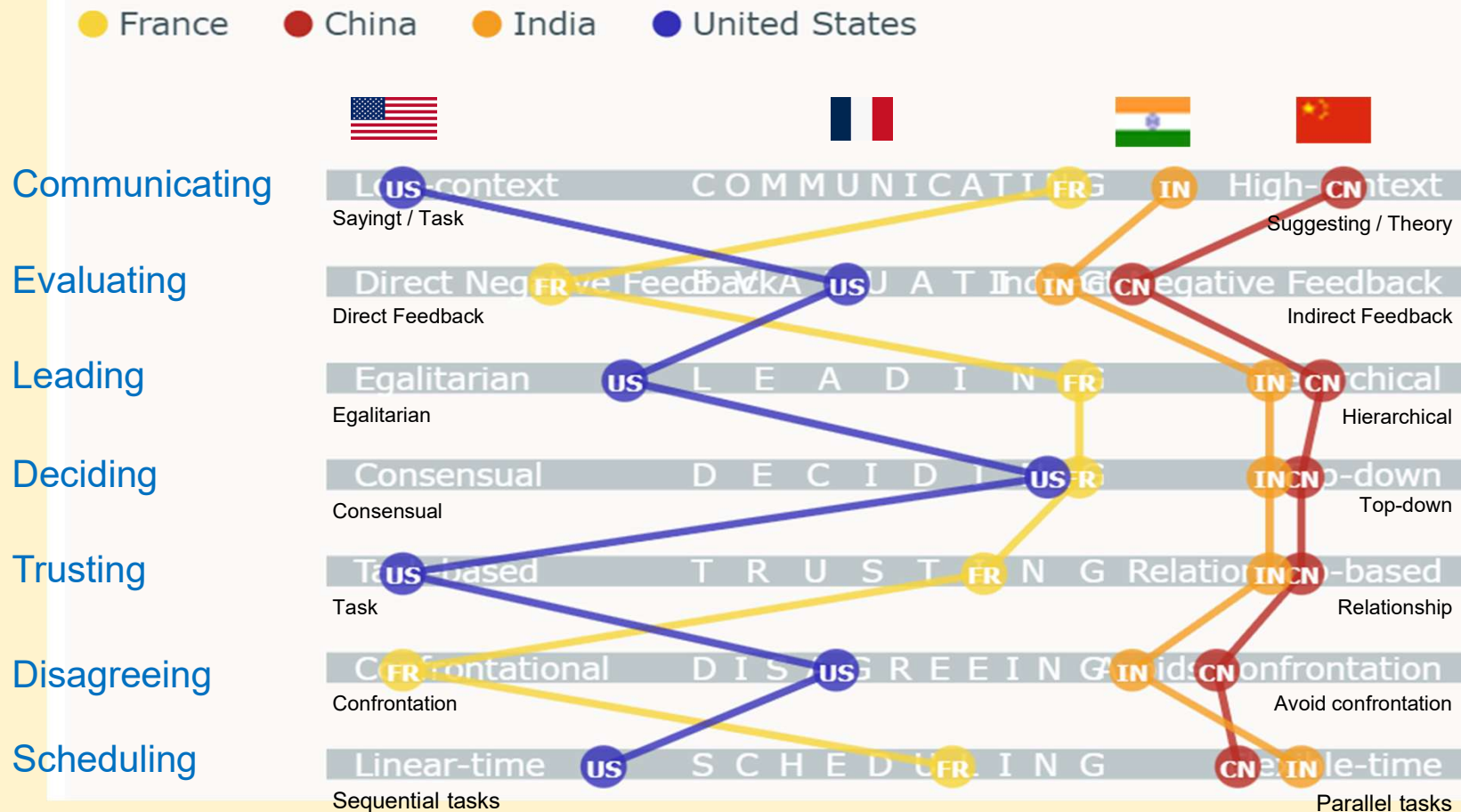
E

EXTREME

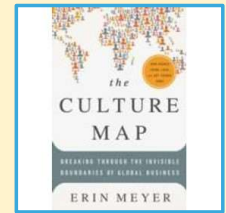


Country risk is monitored by many independent organizations

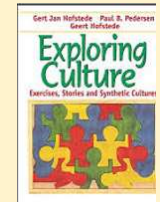
Different Cultures Lost in Translation



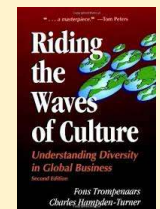
source : <https://www.hofstede-insights.com/>
<https://www.theculturefactor.com/country-comparison-tool>



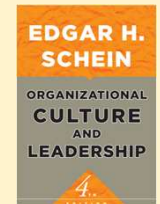
Erin Meyer



Geert Hofstede



Fons Trompenaars



Edgar Schein

Take Away Risks

3	6	9
2	4	6
1	2	3

- Assess Gain vs Risk trade-off
- Rank Risks : Frequency x Impact
- Define priorities and mitigations

Project / Step 6

Project Risks

Decision question: What could go wrong with this plan ?

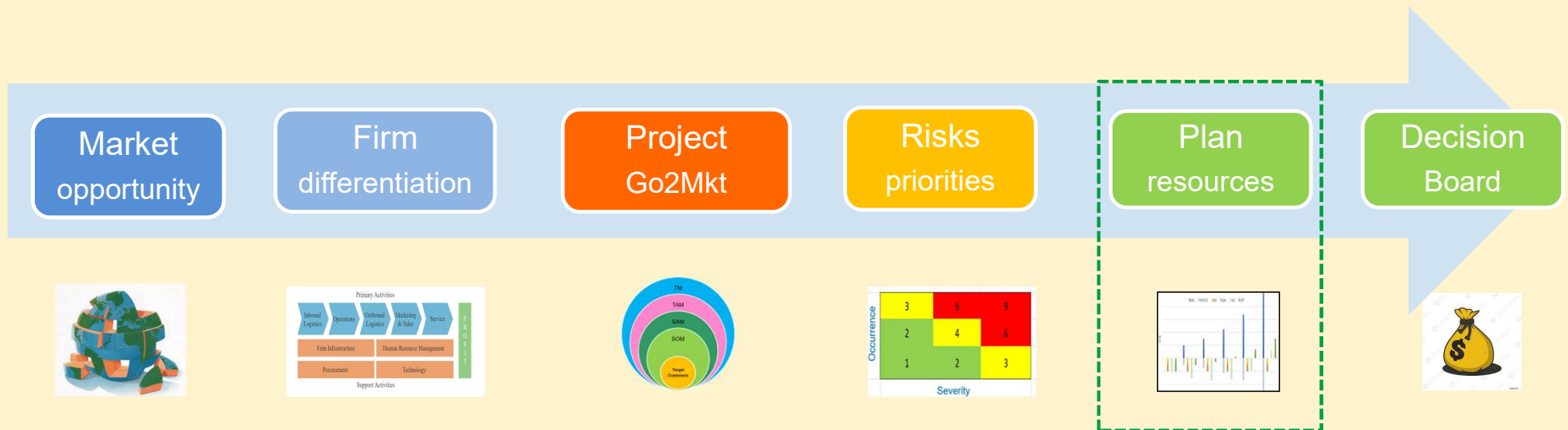
- Risk register; priorities, mitigations
- Downside/base/upside scenarios
- Go/NoGo thresholds

Gate 6: Execution risks and scenarios documented

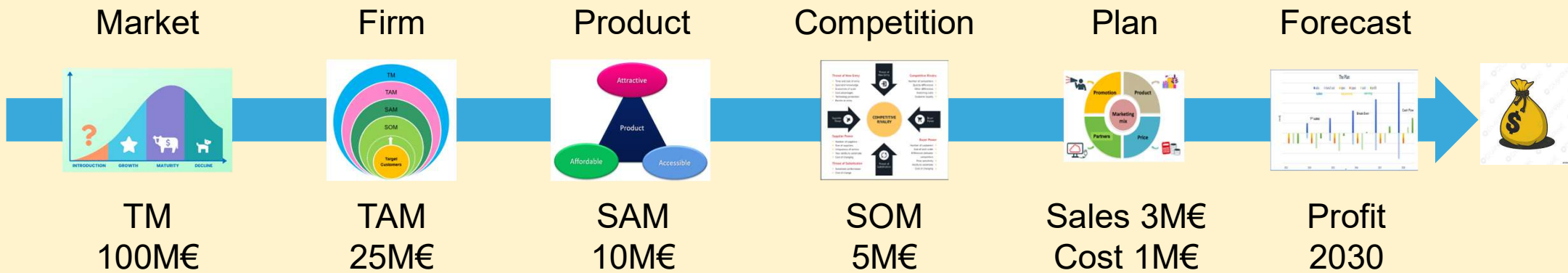
Your Data File: Your Team Project Case.xls

Decision-Making in an Uncertain World

More Data, Less BlahBlah



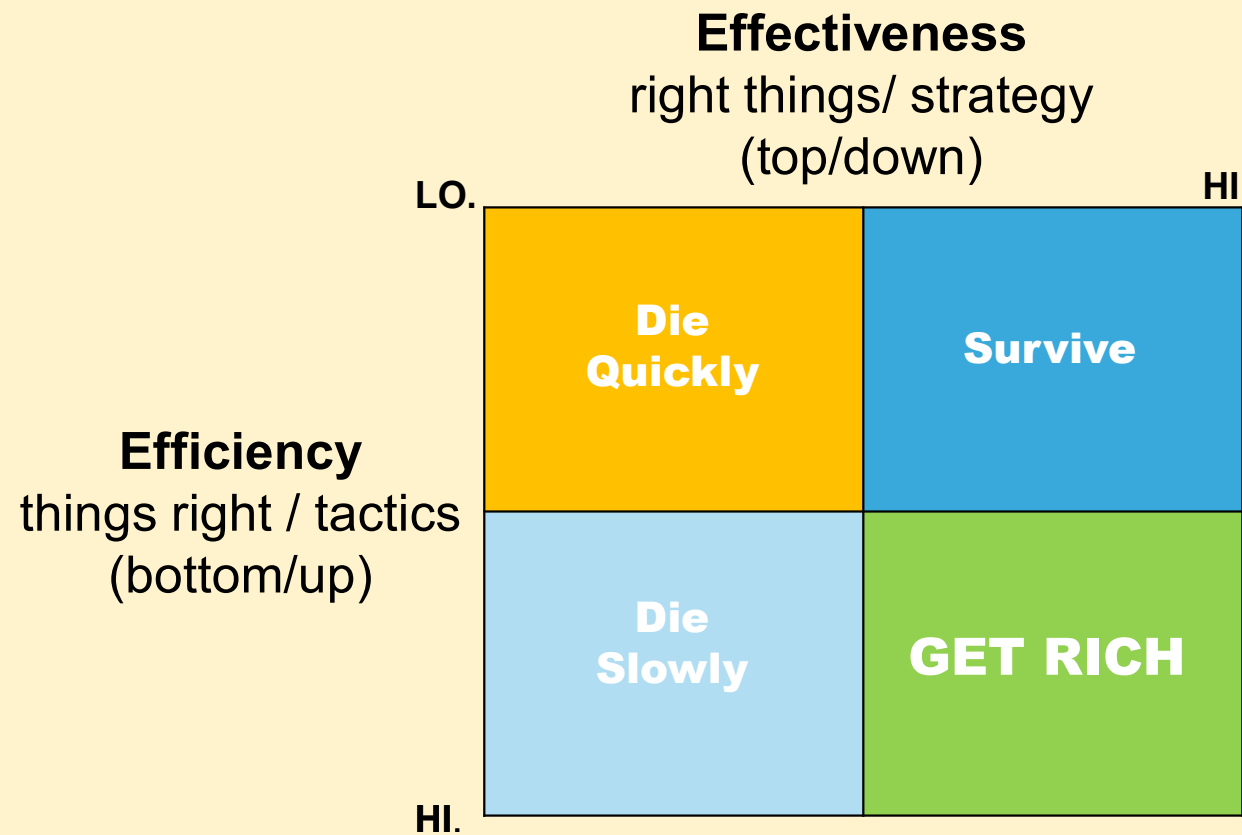
Target Sales Order of Magnitude



Market size: Deduct the Distribution Margin Mark-Up

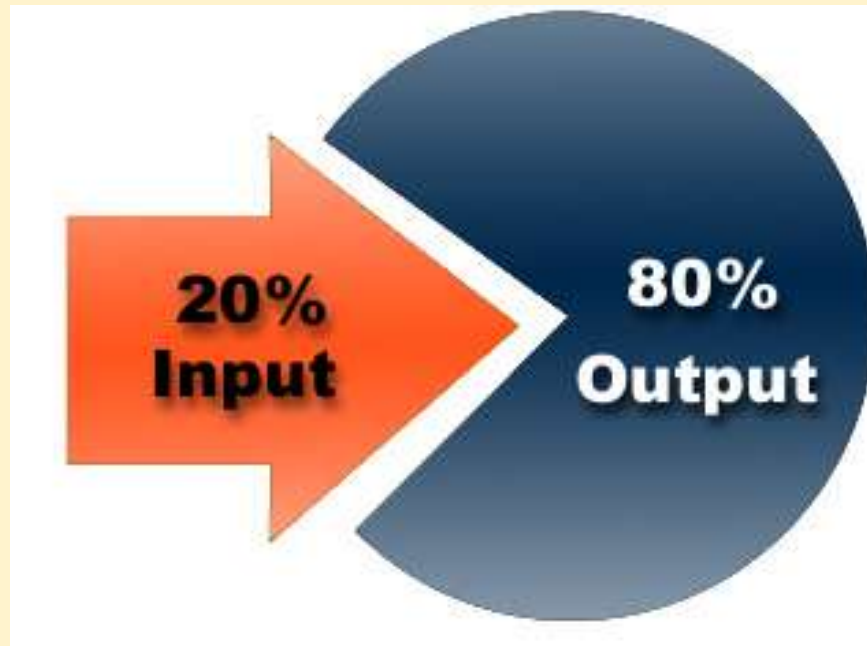
Plan

“Fog of War”



Priorities

Choose your Fights



Priorities

1. Biggest Impact
2. Easy to implement

Decision question: Is the plan solid ? Can it create value before cash runs out?

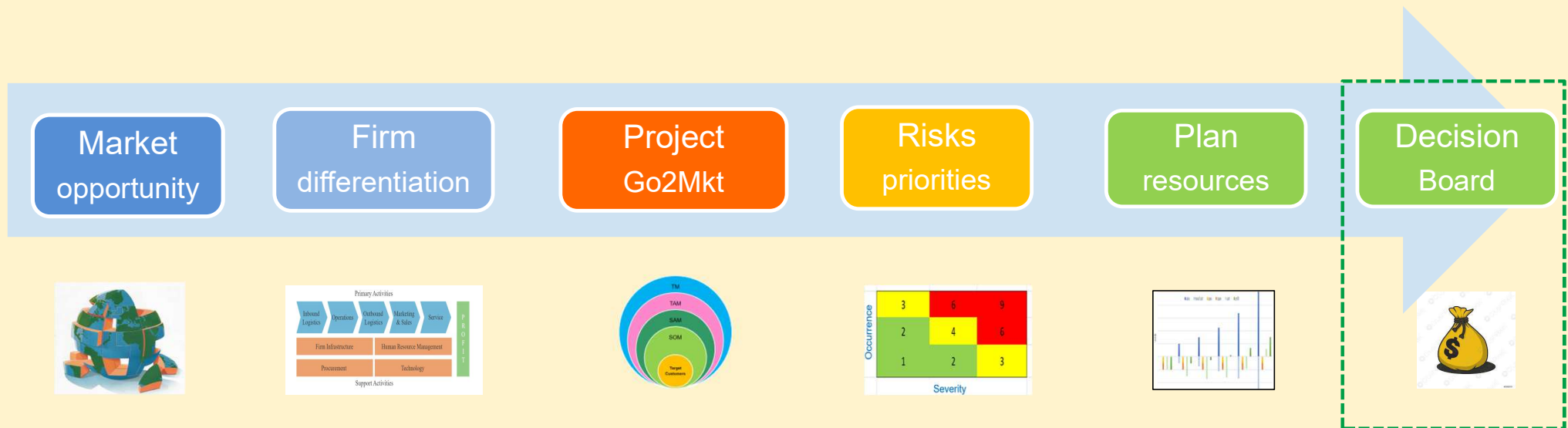
Sales ramp; costs; cash; break-even; recommendation
Decision criteria

Gate 7: financial logic and recommendation tested.

Your Data File: Your Team Project Case.xls

Decision-Making in an Uncertain World

More Data, Less BlahBlah



Your Team Project

What should management decide?

- Team: 4 people
- Firm: Your Business Unit or Your Start-Up (B2B, B2C, C2C, B2G)
- Target: Introduce a new Product or enter in a new Geography
- Deliverables: Business Development Plan Workbook
 - 15-minute board presentation
 - Your Project.xls (plan, decision, Exec summary, AI report)
- Objective: Get approval for your plan (ends & means)
- Question: Should this company enter this market and why?
- Sources: All (Internet, IA, ...), if not confidential

Project Tool Kit Example

Explicit Decision Process

Example: The Pluto Case

File 1: [ThePlan Pluto-Case Example.xls](#)

Content

- The Plan: Business Plan
- The Decision: Datalog
- The Executive Summary
- Responsible AI Guidelines
- Responsible AI Report
- EULA & Glossary

File 2: Your Project.xls

Your Data File: Your Team Project Case.xls

Explicit Decision Process

What “good” looks like

Criterion	Good =
Evidence	Numbers are sourced.
Coherence	The plan fits together.
Viability	The economics work.
Risk	Risks are explicit.
Recommendation	The decision is clear.
Communication	The message is concise and credible.

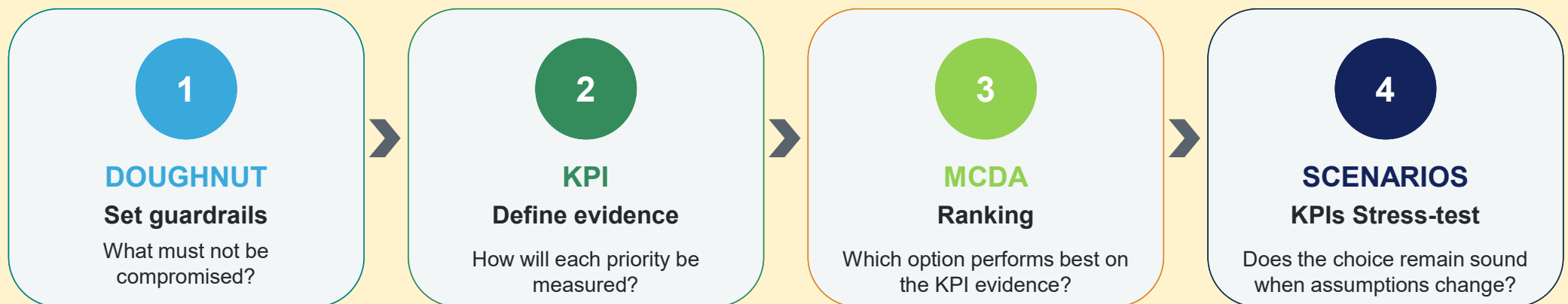
A well-argued No-Go can score higher than a weak Go

An Integrated Decision Framework

Decision Framework Example
From Evidence to a Conditional Investment Decision

Business Case: Growth through a New SaaS Product in France or Geographic Expansion to Spain?

Problem statement: Allocate a €1m budget to the growth path that creates the greatest responsible and resilient value.
Option A — Build a new SaaS product in France / Option B — Expand the existing offer into Spain



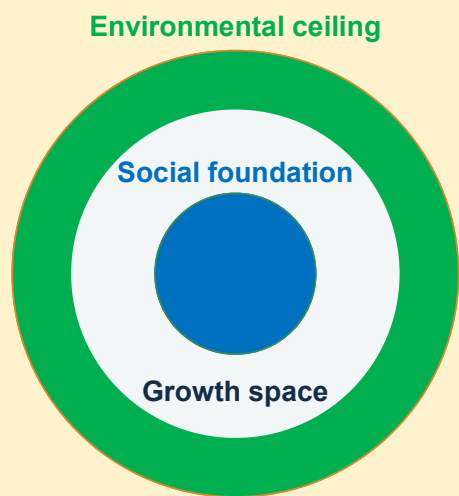
KPI — Key Performance Indicator: a measurable signal of performance or success.

MCDA — Multi-Criteria Decision Analysis: a structured method to compare options using weighted criteria and KPI evidence.

Step 1 — Doughnut: Set the Guardrails for Both Options

Decision Framework Example
From Evidence to a Conditional Investment Decision

The decision space: socially responsible, environmentally compatible and financially viable growth



Social foundation: people, skills, customers, data rights
Growth space: Profitable, resilient and responsible growth
Environmental ceiling: climate, energy, materials, pollution

Refer to annex for more info

Decision line	Minimum guardrail	A — status Saas France	B — status Spain expansion
Climate & customer value	Credible energy-saving measurement and target	Conditional	Conditional
People & skills	100% training / redeployment plan	Conditional	Conditional
Data & compliance	GDPR + independent cyber review	Conditional	Conditional
Financial viability	Investment ≤ €1m Gross margin ≥55%; target: 60%	Pass	Pass
Growth & strategic value	Clear source of differentiation, growth or strategic learning	Conditional	Conditional
Resilience / optionality	A credible staged path, limited irreversible commitment and a fallback option	Conditional	Conditional

Status	Meaning	
Pass	The option meets the condition using currently available evidence	
Conditional	The option may proceed only after the stated KPI gate is demonstrated	
Fail	The option cannot proceed until it is redesigned or the guardrail is restored	

An option that breaches a critical social, legal, data or environmental guardrail cannot win the MCDA on financial grounds alone.

Both options may proceed if their conditions are converted into measurable KPI gates

Steps 2 & 3 — KPIs Are the Evidence Behind the MCDA

Decision Framework Example
From Evidence to a Conditional Investment Decision

A criterion states what matters; its KPI provides the measurable evidence used to score each option

Decision line	KPI / measure	Weight	A: Saas France	A: rating	B: Spain expansion	B: rating
Climate & customer value	Average energy reduction	15%	New differentiated product	5/5	Reuse, Indirect Local Partner	3/5
People & skills	Affected staff trained	10%	90% trained New skills required	3/5	100% trained External resources	4/5
Data & compliance	Critical incidents / compliance	10%	New platform; cyber review required	3/5	Contract/data localisation required	3/5
Financial viability	Investment; margin in year 3	30%	€0.9m; 60%	5/5	€0.8m; 45%	3/5
Growth & strategic value	Year-3 revenue; differentiation	25%	€2.2m; strong	4/5	€2.0m; moderate	3/5
Resilience / optionality	Reversible investment after 12 months	10%	Moderate	3/5	Higher	4/5
Weighted score		100%		4.05 / 5 		3.45 / 5

MCDA output / Base-case recommendation: Option A ranks first, subject to guardrails and KPI gates.

Rating scale: 1 = weak, 3 = acceptable, 5 = strong.

KPI — Key Performance Indicator: a measurable signal of performance or success.

MCDA — Multi-Criteria Decision Analysis: a structured method to compare options using weighted criteria and KPI evidence.

Step 4 — Stress-Test Options

Decision Framework Example
From Evidence to a Conditional Investment Decision

Scenarios show when KPI assumptions change enough to require a pause, adaptation or a new MCDA

More detailed table in annex

Decision line	KPI trigger	Decision
Climate & customer value	Savings and conversion improve for two reviews	 Confirm A
People & skills	SLA breach or training below 100%	 Adapt A
Data & compliance	Critical incident / material non-compliance	 Pause A / Hold B
Growth & strategic value	Pipeline, conversion and service targets achieved	 Reopen A vs B

Code	Meaning	Rule
 Green	Continue / accelerate	KPI is above target for two consecutive reviews and all guardrails remain respected
 Orange	Adapt	KPI deviates by less than 20% from plan and no guardrail is breached
 Red	Pause / stop	A critical Doughnut guardrail or legal/ethical threshold fails
 Blue	Re-run MCDA	New evidence may change the comparative ranking of Option A and Option B

Scenarios are not generic risks. They change the evidence, ratings of options, and hence may change the decision.
Scenarios test whether the KPI-based rating and final MCDA ranking still hold.
Rule: when a critical KPI changes materially, update the rating and re-run the MCDA instead of relying on the original score.

Decision Synthesis — Recommendation and KPI Gates

Decision Framework Example
From Evidence to a Conditional Investment Decision

The decision combines guardrails, KPI evidence, weighted trade-offs and scenario-based safeguards.



Investment Decision Recommendation

Conditionally fund Option A with a staged 12-month SaaS pilot in France.

Commit €600k to build, launch and validate the product with 30 pilot customers.

Release up to €400k for scale-up only if all KPI gates are met at the end of the pilot.

KPI gate	Threshold	Decision consequence
Pilot customers	≥30 within 12 months	Market validation
Verified customer energy savings	≥8% across pilot sites	Customer-value validation
People & skills	100% of affected staff trained	Social/operational guardrail
Data & compliance	No critical cyber incident; GDPR/cyber approval completed	Non-negotiable launch condition
Year-1 cash burn	≤€600k	Protects the capital envelope
Pilot gross margin	≥50%	Validates early unit economics
Forecast Year-3 gross margin	≥55%; 60% target	Validates scalable profitability

An Integrated Decision Framework

Key Message

Decision Framework Example
From Evidence to a Conditional Investment Decision

A business recommendation is not a static “Go” based on an attractive forecast.

It is a staged commitment governed by guardrails, quantified evidence, explicit trade-offs and trigger-based review.

A glowing brain with circuitry patterns in the background. The brain is rendered in a vibrant, multi-colored glow, transitioning from yellow at the top to orange and then to a deep red at the base. It is set against a dark background filled with intricate, glowing blue and white circuitry patterns that resemble a complex neural network or a computer chip. The overall effect is one of high-tech intelligence and digital connectivity.

Annexes

Glossary

Term	Definition
B2B / B2C / C2C / B2G	Types of business relationships: Business-to-Business, Business-to-Consumer, Consumer-to-Consumer, and Business-to-Government
Break-even	Point at which total revenue equals total cost, resulting in neither profit nor loss
CAGR	Compound Annual Growth Rate: average yearly growth rate of a market or investment over a period
Capex	Capital Expenditure: investment in long-term assets such as equipment, technology, or property
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization: measure of core operating profitability
Entry mode	Strategy used to enter a new or foreign market, such as export, distributor, joint venture, acquisition, or licensing
Go / Conditional Go / No-Go	Final decision: proceed, proceed under specified conditions, or do not proceed
Gross margin	Revenue remaining after subtracting direct costs of goods sold
KPI	Key Performance Indicator: metric used to measure progress toward a business objective
Opex	Operating Expenses: ongoing costs required to run day-to-day operations
PoC	Proof of Concept: test used to validate the feasibility of an idea, product, or business model
Scenario	Plausible future situation—downside, base, or upside—used to test a decision's robustness
TAM / SAM / SOM	Total Addressable Market; Serviceable Available Market (segment); and Serviceable Obtainable Market (realistic share)
Threshold	Predefined value or condition that triggers a decision, action, or strategy change
Value proposition	Clear explanation of the unique value offered and why customers should choose it

Marketing Tools Selection

These eight frameworks provide business school master students with comprehensive analytical tools for strategic decision-making in international business environments.

1. **PESTEL**: Examines Political, Economic, Social, Technological, Environmental, and Legal factors influencing international markets.

<https://vizologi.com/real-world-examples-of-pestel-analysis/>

<https://boardmix.com/examples/pestle-analysis-example/>

2. **SWOT**: Systematically evaluates a company's internal Strengths and Weaknesses, and external Opportunities and Threats to inform strategic decisions.

<https://www.imd.org/blog/strategy/swot-analysis/>

<https://upmetrics.co/blog/5-top-brands-swot-analysis-examples>

3. **Go2Market Marketing Mix (4Ps/7Ps)**: Adapts Product, Price, Place, and Promotion (and People, Process, Physical Evidence) for different market segments.

<https://boardmix.com/examples/7-ps-of-marketing-with-example/>

<https://www.salesforce.com/marketing/mix/>

4. **Porter's Competition Five Forces**: Analyses industry structure and competition by assessing five key forces that shape every market.

<https://creately.com/guides/porters-5-force-guide/>

<https://www.ibisworld.com/blog/using-porter-s-five-forces-to-develop-business-strategies/>

5. **Cross-Cultural Frameworks**: Models for comparing cultural values and behaviours across countries (ex: Hofstede, Meyer, Trompenaars).

<https://library.fiveable.me/cross-cultural-management/unit-2/applying-cultural-frameworks-business-contexts/study-guide/J5todElpYENt9EqW>

<https://www.theculturefactor.com/country-comparison-tool>

6. **Market Cycles & Investment Strategy**, BCG Matrix: Map market-cycles to assess growth and maturity, to allocate investment.

<https://www.bcg.com/about/overview/our-history/growth-share-matrix>

7. **Pricing Power Value vs Risk**: The ability to raise prices without losing disproportionate demand, created by differentiated customer.

<https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/pricing-new-life-for-an-old-strategy>

8. **3A Product Differentiation framework**: Differentiates an offer through **Awareness** (be known), **Availability** (be easy to buy) and **Attractiveness** (be preferred), turning product features into customer choice. <https://www.marketingscience.info/3a-model/>

Suggested bibliography for General Marketing:

- Marketing Management by Philip Kotler & Kevin Lane Keller
- Principles of Marketing by Philip Kotler & Gary Armstrong

Biz Plan Prevision

No-Code Web App: Thinknsolv.net

Prévision biz plan
Calculateur Go/No-Go d'entrée marché — recalcul en direct

Exemple Pluto | Vers Excel | Télécharger le classeur Excel (audit) | Formations Data | Hub | Cas d'usage | Aide | EULA | © ThinknSolv 2026

Synthèse | Marché & Opportunité | Modèle économique | Risques & Scénarios | Valorisation & Levée | Annexe

Cas / Contexte

Nom du dossier et description libre (le "problem") — sert d'étiquette, n'entre dans aucun calcul.

Nom du cas

Pluto — Entrée marché UAE

Description

Cas : Pluto, entreprise proposant une offre intégrée matériel + logiciel + services, envisage une entrée aux Émirats Arabes Unis (UAE) via un partenaire local non exclusif.

Décision

Objectif : Entrée Nouveau Marché. Décision calculée à partir des onglets ②③④⑤ — la recommandation en une phrase.

Go pilote conditionné

Go pilote conditionné — 4/7 critères de décision au vert (sous le seuil de 6/7 pour un Go complet) : entrée en pilote à risques plafonnés, réévaluation formelle des critères en échec sur preuve pilote réelle.

Chiffres clés

CA CUMULÉ 5 ANS	EBITDA CUMULÉ 5 ANS	EXPECTED VALUE (EV)	FACTEUR DE SUCCÈS (SF)
33,39 M€	16,65 M€	19,39 M€	60,4%

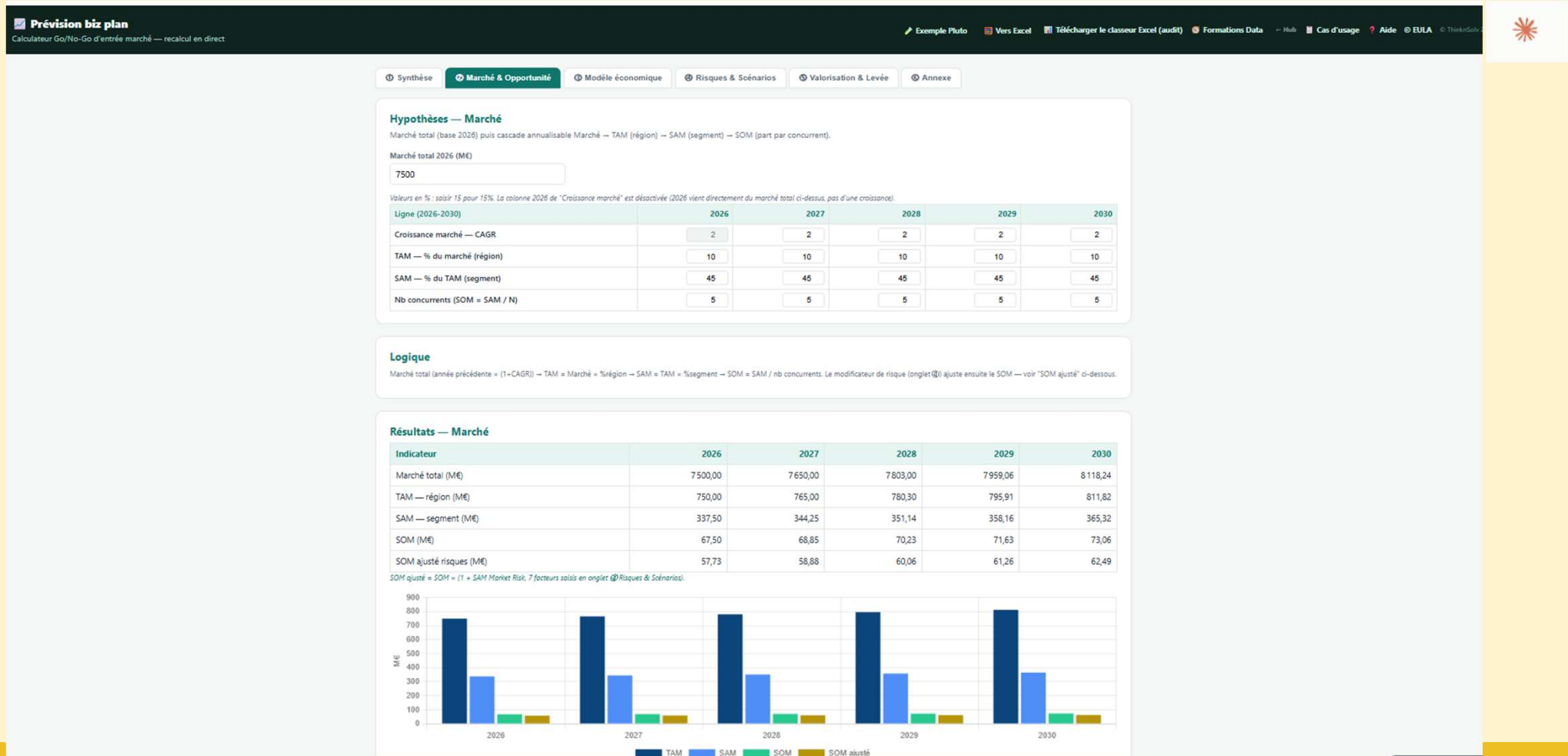
Principaux risques

Les leviers à plus fort impact (analyse de sensibilité, détail en onglet ④) et le risque chiffré le plus coûteux.

- Produit (prix/volume, coût fabrication inclus) (impact EBITDA cumulé : ±1,81 M€)
- Fabrication — coût variable (impact EBITDA cumulé : ±1,48 M€)
- Risque exécution ventes — critère en échec (seuil -0,10, valeur -0,19)

Biz Plan Prevision

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Biz Plan Prevision

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Prévision biz plan

Calculateur Go/No-Go d'entrée marché — recalcul en direct

Exemple Pluto

Vers Excel

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Formations Data

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Synthèse

Marché & Opportunité

Modèle économique

Risques & Scénarios

Valorisation & Levée

Annexe

Hypothèses — Ventes

Conversion du SOM ajusté (risques, cf. onglet Ⓢ) en ventes, réparties Produit/Services.

% : saisir 15 pour 15% "Conversion" est un multiplicateur (x), pas un pourcentage.

Ligne (2026-2030)	2026	2027	2028	2029	2030
Conversion commerciale (avantage concurrentiel, x)	0	0.0175	0.0584	0.1753	0.4077
Mix Produit (% , reste = Services)	0	100	86.153	78.048	66.724
Marge partenaire (%)	25	25	25	25	25

Hypothèses — Coûts

Coûts entrés en négatif (dépense). Effectifs Dév/Marketing en nombre de personnes ; coût/tête ci-dessous.

Coût moyen / tête Développement (k€/an)

Coût moyen / tête Marketing (k€/an)

Coût de fabrication (% du CA Produit) %

-100

-100

45

Ligne (2026-2030)	2026	2027	2028	2029	2030
Coûts de mise en place	0	0	0	0	0
Logistique (bureaux, IT)	0	-0.05	-0.1	-0.15	-0.2
Effectif Développement (pers.)	1	1	0.5	0.2	0.2
Effectif Marketing (pers.)	1	1.5	2	2.5	3
Tiers (IP, légal, incubation)	-0.18	0	0	0	0
Capex (immobilisations)	0	0	0	0	0

Logique

SOM ajusté = Conversion → Ventes brutes → Produit/Services (mix) → CA société (après part non retenue) ; Coûts (mise en place, logistique, effectifs, tiers, fabrication, capex) → Résultat → EBITDA. Le financement (capital, emprunts, subventions) est saisi en onglet Ⓢ et vient s'ajouter au Résultat pour la trésorerie.

Résultats — Ventes

Indicateur	2026	2027	2028	2029	2030
Ventes brutes (M€)	0,00	1,03	3,51	10,74	29,23
dont Produit (M€)	0,00	1,03	3,03	8,39	20,38
dont Services (M€)	0,00	0,00	0,49	2,36	8,85
Ventes totales (M€)	0,00	1,03	3,51	10,74	29,23
Part de marché SAM (%)	0.0%	0.3%	1.0%	3.0%	8.0%

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Hypothèses — Risques marché (7 facteurs)

Chaque facteur ajuste le SOM à la hausse ou à la baisse (onglet **Marché**), agrégation multiplicative : $SAM\ Market\ Risk = (1+f1) \times \dots \times (1+f7) - 1$, % : saisir 15 pour 15%.

Facteur	Impact % ventes	Cible	Confiance	Mitigation
Démographie	-5	SAM	high	Segmentation critique
Politique	-5	SAM	mid	Aucune mitigation spécifique
Économie	5	SAM	low	Timing d'entrée marché critiqu
Sociétal	-5	SAM	mid	Valider les outils marketing av
Technologie	0	SAM	high	Aucun signal spécifique au c
Environnement	0	SAM	mid	Aucun signal spécifique au c
Légal, Éthique	-5	SAM	low	Confirmer les exigences d'en

Hypothèses — Risques exécution (2 facteurs)

Agrégation multiplicative : $Sales\ Execution\ risk = (1+f1) \times (1+f2) - 1$. Contribue au Facteur de Succès (SF, ci-dessous).

Facteur	Impact % ventes	Cible	Confiance	Mitigation
Opérations	-10	Ventes	high	Stock de sécurité
Concurrence	-10	Ventes	low	Pas d'exclusivité avant valida

Hypothèses — Risques POC / Pilote (3 facteurs)

Retour d'expérience attendu du test pilote (Proof Of Concept). Agrégation multiplicative : $Pilot\ feedback = (1+f1) \times (1+f2) \times (1+f3) - 1$. Contribue au Facteur de Succès (SF, ci-dessous).

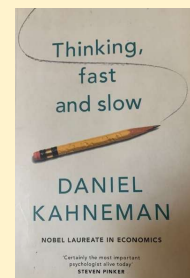
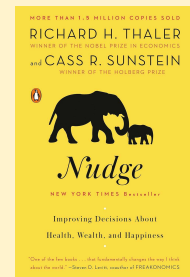
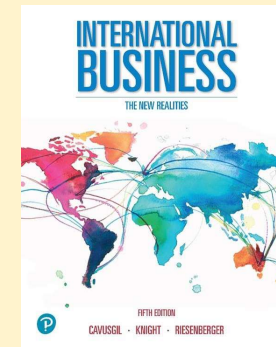
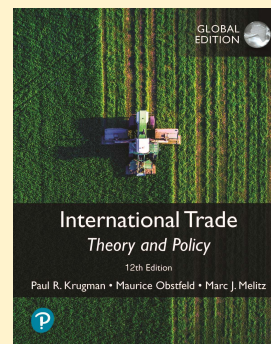
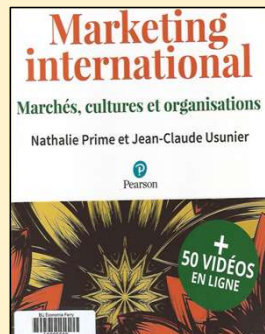
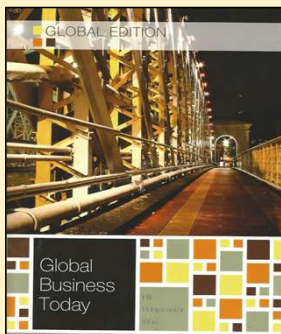
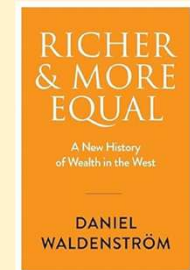
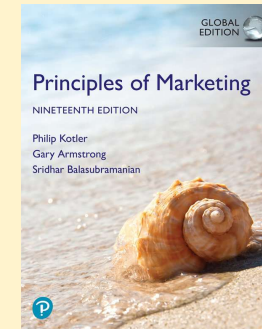
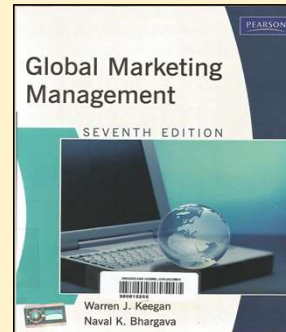
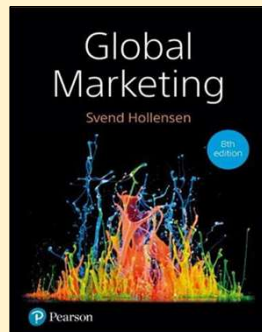
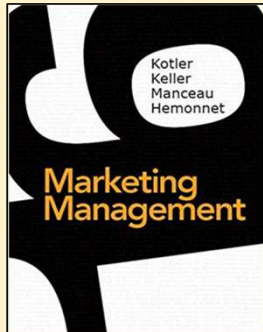
Facteur	Impact % ventes	Cible	Confiance	Mitigation
Nb clients POC-Pilote	-10	100	mid	Les pilotes comme premier ja
Vitesse de vente depuis pilotes	-5	4 semaines	low	Ne pas supposer une conven
Investissement partenaire	2	20% coûts marketing	low	Demander un reporting comp

Logique

Facteur de Succès (SF) = $(1+SAM\ Market\ Risk) \times (1+Sales\ Execution\ risk) \times (1+Pilot\ feedback)$. Expected Value (EV) = $SF \times Ventes\ nettes\ cumulées - (1-SF) \times Coûts\ fixes\ cumulés$. Décision : 7 critères chiffrés (ci-dessous), chacun comparé à un seuil GO — Go si $\geq 6/7$ critères GO. Go pilote conditionné si $\geq 4/7$, sinon No-Go.

Résultat — Décision (détail)

Bibliography



Main Sources: CCEF, Economist, IAE (F.Magnoni, L.Ravat), ESSCA (G.Erboz, Xiong J), Kedge (K.Zare, L.Drewett),
Les Echos, McKinsey, STMicroelectronics, ThinknSolv, open sources
Bibliography: @ e/o presentation

Grazie mille

Danke

Muchas gracias

obrigado

Thank You

СПАСИБО

Dziekuje bardzo

谢谢

Thank you

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