



BRIEF

CASE STUDY COMPETITION 2017

COMPANY: INA – Oil industry, d.d.

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BUSINESS CASE CATEGORY: Marketing/Finance/IT

NAME OF BUSINESS CASE: Positioning companies TRS Ltd. and Plavi timLtd. in full ownership of INA, on the market of financial and IT services

DESCRIPTION OF THE TOPIC OF BUSINESS CASE:

Your task is to devise how to define, structure and promote activities of TRS Ltd. and Plavi tim Ltd. in order to achieve synergistic effects between activities of two companies in terms of service innovations which they provide and thereby attract customers outside of INA Group. Concretely, it is necessary, based on market research, to develop a strategic plan of forming and offering innovative services and create a marketing strategy and campaign considering the best business practice in the field of shared service centers of the third generation (centers of excellence).

Assessment of current situation:

Based on decisions of INA Management Board, informatic and accounting/tax and financial cases are shifted from INA to the companies TRS Ltd. and Plavi tim Ltd. which are in full ownership of INA, d.d. and are part of INA Group. The task of the company is to provide services to the customers of INA Group and others in Croatia and abroad by doing businesses which have so far been in jurisdiction of associated INA Sectors.

The strategy of the companies Plavi tim Ltd. and Top računovodstvo servisi Ltd. is the improvement of excellence in existing services, introduction of new standards in providing services as well as extension of activities related to informatic services and accounting/tax, financial services, respectively, to all companies of INA Group and others. The establishment of such *shared service center* (SSC) is in accordance with the best global practices.

Informatic services which Plavi tim Ltd. is providing to the companies of INA Group are next:

- Provision of services of planning, design, development and implementation of business applications in accordance with business and informatic strategy of the client, e.g., SAP
- Provision of operational support for ERP, specific business systems and applications, infrastructure, IT security and Data centers
- Information security management et al.

Accounting/tax and financial services which TRS Ltd. is providing to the companies of INA Group are next:

- Provision of services in the field of taxes and transfer pricing
- Provision of the full range of accounting services
- Making of consolidated financial reports of INA Group
- Operational business activity of treasury and maintenance of master data

ADDITIONAL INFORMATION: (links and literature that can help in solving the case)

- <http://www.ina.hr/>
- <http://www.efzg.hr/>

REQUIRED SOLUTION FORMAT: (Word, PowerPoint, tables and charts in Excel, pdf, video...) – by one's own choice

REQUIRED SOLUTION ITEMS:

- Market research and analysis
- Strategic plan of market positioning and structure of services
- The elaboration of a marketing plan
- Risk analysis in the implementation of a marketing plan

THE AWARD CRITERIA: (an example of criteria, it is necessary to adjust to the case and solution items)

CRITERION	RATING	TOTAL RATING CONTRIBUTION	TOTAL
Solution integrality - contains all required solution items	0-5	10%	
Creativity and innovation	0-5	35%	
Business plan	0-5	20%	
Solution feasibility	0-5	10%	
Solution presentation integrality	0-5	10%	
Quality of the solution	0-5	15%	
		TOTAL:	

ADDITIONAL BENEFITS: treineeship in INA, one-year subscription to Lider magazine