

Critical analysis of WS Energia business model and development strategies

General Outlook

The Photovoltaic (PV) sector has experienced a very rapid expansion in the whole world in the last decade, and in Portugal in the last couple of years.

WS Energia Lda developed new products and aggressive strategies to increase its national market share on the system level, and to supply large volumes of in-house designed units at the international level.

In the short run WS Energia will turn into an industrial company with a middle size turn over. The thesis will analyze the last three years of operation to critically highlight successful options, and inefficient decisions. Based on past events and current strategies, the thesis will focus on the analysis of future development under different economical scenarios and strategies.

Objectives

The project will lead to the development of a series of potential business options resulting from different economical scenarios and business strategies. In the first part, the thesis will focus on the main drivers that turned WS Energia from a garage-based company into a multi-million group. As a result, the thesis will present the successful decisions and external environment that drove the last three years of operation. In the second part, the thesis will focus on the development of a business model to predict future business possibilities starting from a series of scenarios and options.

The thesis will close with a series of recommendations and milestones to critically analyze the strategy implemented to turn WS Energia into a middle size industrial company within the next two years.