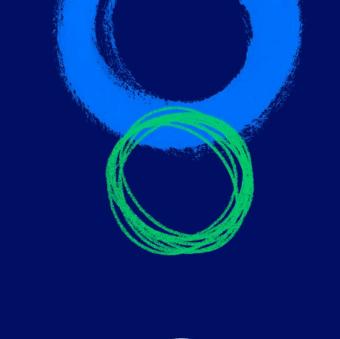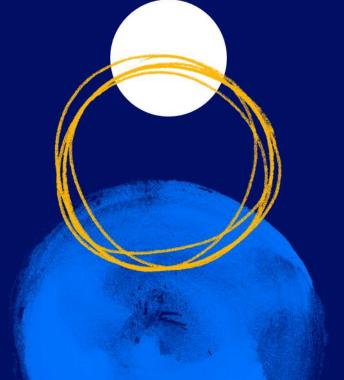# Sonae

Training
IOW School

IOW School - Mission

IOW

Provide the best methodologies to improve our work towards outstanding results

Supported by

66 trainers*

(*) - Our trainers are internal colleagues from diverse roles who devote part of their time to sharing their expertise in new tools and methodologies with fellow employees.

Sonae

IOW School - Overview

Provide the best methodologies to improve our work towards outstanding results

courses
30

students/year
> 2500

Rating
NPS > 75

MC Sonae · Worten Sonae · Sierra Sonae · SONAE ARAUCO Taking wood further

Universo Sonae · Sparkfood Sonae · Sonae · NOS

SC INVESTMENTS

MO SALSA JEANS ZIPPY LOSAN

IOW School - Courses

IOW

Continuous Improvement Basics

IOW Framework
(E-learning)
———

Concepts and Basic Elements for Daily Management
———

5S's, Visual Management and Standardization
———

Problem Solving as a Team
———

Sustaining the Improvements
———

IOW LAB
———

Effective Management of Time and Priorities.

Agile Thinking

Agile Mindset
———

Scrum Implementation
———

Kanban Implementation
———

OKRs Implementation

Data Analytics and Digitalization

Data Analytics for Business
(3 modules)
———

Process Automation Concepts
(3 modules)

Transformation Mindset

Change Management
———

Follow-up of Strategic Projects
(Obeya Room)
———

Project Management: Structuring a Project (A3)
———

Mapping: Process Design

Sonae

Note: Click on each course to get further details

IOW Framework

WHAT

Engage with an interactive and effective digital learning platform.

Learn the basic principles to drive the Culture of Continuous Improvement in the organization.

HOW

- Concepts of what is continuous improvement and its importance;

- 5 principles of our way of working;

- Impact of continuous improvement in our work in a daily basis.

WHERE

Online

WHEN

≈ 15 min

TRAINER

Internal

WHO

G10 – G6

Sonae

Back to start

Concepts and Basic Elements for Daily Management

WHAT

Learn which key topics must be present for daily team management.

WHO

G10 – G6

HOW

Concepts of how to identify waste and break paradigms (test our beliefs and assumptions and correct deviations in our processes).

Basic concepts of daily management:

- Because there are teams;

- What is a mission and how should it be formulated;

- What kind of indicators should we use and how to formulate objectives (SMART objectives);

- How to adjust the meeting format to the team's management objectives.

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Sonae

Back to start

5S's, Visual Management and Standardization

WHAT

Learning the basic tools to continually improve our way of working.

HOW

What are the 5S:

- The stages of 5S;
- What are 5S for?

Standardization:

- What is a Standard;
- Why it's important to standardize.

Visual management:

- What is Visual Management;
- What is Visual Management used for?

WHERE

Online

WHEN

1,5 hours

TRAINER

Internal

WHO

G10 – G6

Sonae

Back to start

Problem Solving as a Team

WHAT

Learn of how to assess problems accurately evaluating alternative solutions.

Development of the critical thinking skills .

HOW

Development of competence to evaluate problems, accurately evaluating alternative solutions.

Development of critical thinking.

Framework for the 3C Method and its 4 steps:

1. Case
2. Cause
3. countermeasures
4. Verification

WHERE

Online

WHEN

2 hours

TRAINER

Internal

WHO

G10 – G6

Sonae

Back to start

Sustaining the Improvements

WHAT

Learn to select critical processes, create checklists, define the confirmation frequency and apply practical tips.

WHO

G10 – G6

HOW

Understand the importance of these routines in the consistency of the output of each process.

What is it and what is it for sustaining the improvements achieved

What to do to sustain the improvements achieved:

1. What do I have to prepare?

2. What attitudes should I adopt

3. What to do with the results

4. Process confirmation vs. audit

WHERE

Online

WHEN

1,5 hours

TRAINER

Internal

Sonae

Back to start

IOW Lab

WHAT

Consolidate what was learned in the previous modules through a simulation game.

WHO

G10 – G6

HOW

Hands-on exercise to apply continuous improvement methods and tools in a real Sonae's case:

1. What is the mission

2. What Indicators & Taxonomy

3. Issues & Priorities

4. Sustainability Routines

5. Group presentation

WHERE

In person

WHEN

8 hours

TRAINER

Internal

Back to start

Agile Mindset

WHAT

Learn Agile concepts and how to promote Agile mindset

HOW

Learning fundamentals for:

- Agile culture;

- Major paradigm shifts;

- Agile values and principles;

- Introduction to Agile methods.

WHO

G10 – G5

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Back to start

Scrum Implementation

WHAT

Learn Scrum concepts, including their roles, events and artifacts.

HOW

Learning fundamentals for:

- Understanding Scrum;

- Define Roles, Artifacts and Events;

- Implementing in daily management.

WHERE

Online

WHEN

2 hours

TRAINER

Internal

WHO

G10 – G5

Sonae

Back to start

IOW SCHOOL
Catalogue

Kanban Implementation

WHAT

Learn basic concepts of Kanban to improve productivity and carry out daily management.

HOW

Learning concepts of:

- Kanban;
- Continuous flow;
- Focus;
- Visibility and Continuous Improvement.

WHO

G10 – G5

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Sonae

Back to start

Implementation of OKRs

WHAT

Learn how to improve metrics and challenges with strategy and industry constraints.

Learn how to work with OKRs.

WHO

G8 - G5

HOW

Introduction to OKRs and their implementation:

- How to set goals;

- Concepts of OKRs strategic level and tactical level and their deployment;

- OKR planning;

- Good practices of the method.

WHERE

Online

WHEN

4 hours

TRAINER

Internal

Sonae

Back to start

Data analytics for business – mod. 1

WHAT

Learn how to interpret and draw conclusions based on data, in 5 steps:

1. Data collection requirements
2. Data collection template
3. Data cleaning
4. Data analysis
5. Data visualization and interpretation

WHO

G10 – G6

HOW

Learning of fundamental contents:

- What are samples and populations;

- How to identify a good sample and types of sampling errors;

- How to create an effective data collection plan;

- How to use graphics to filter out noise from data, enhancing the quality of decision-making;

- What is variability and why is it so important.

WHERE

Online

WHEN

3 hours

TRAINER

Internal

Back to start

Data analytics for business – mod. 2

WHAT

Learn how to interpret and draw conclusions based on data, focusing on:

- Descriptive data analysis – Knowing what happened;
- Data Analysis for Diagnosis – Know how it happened.

WHO

G10 – G6

HOW

Learning methods and tools for data analysis:

- Methods for data analysis:
  - What types of data exist;
  - Which ones are best for the purpose;
  - How to use them;
- How to use boxplots and histograms to analyze root cause, prioritize and compare data to make decisions;
- How to use control charts to identify problems and trigger a response plan.

WHERE

Online

WHEN

2.5 hours

TRAINER

Internal

Sonae

Back to start

Data analytics for business – mod. 3

WHAT

Learn how to perform predictive analysis using existing data, including techniques for identifying trends, building predictive models, and making accurate forecasts.
Gain insights into data preparation, feature selection, model evaluation, and the application of algorithms for reliable predictions.

WHO

G10 – G6

HOW

Master methods and tools to:

- Leverage data for future predictions and informed decision-making;

- Predict events like service wait times and intervals using data;

- Plan resources such as inventory and staffing based on data insights;

- Make decisions with robust statistical support.

WHERE

Online

WHEN

2.5 hours

TRAINER

Internal

Back to start

Process Automation Concepts – mod. 1

WHAT

This module aims to show how we can be more efficient by using technological tools.

HOW

Explore key technological tools:

- Basic concepts;

- Main benefits;

- Featured tools;

- Practical implementation examples.

WHERE

Online

WHEN

2 hours

TRAINER

Internal

WHO

G8 – G5

Sonae

Back to start

IOW SCHOOL
Catalogue

Process Automation Concepts – mod. 2

WHAT

This module intends to present how we can implement process automation.

WHO

G8 – G5

HOW

Understand how to apply:

- Identify opportunities in our daily routine;

- Analysis and identification of process improvements before they are automated;

- Understand different process automation/digitalization technologies

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Sonae

Back to start

Process Automation Concepts – mod. 3

WHAT

This module aims to show how to document the processes to automate.

WHO

G8 – G5

HOW

Understand and overcome the challenges of:

- Apply the best practices in the documentation of the processes proposed for automation;

- Identify essential process requirements to ensure good automation;

- Document processes in detail.

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Sonae

Back to start

Change Management

WHAT

Understand the need of Change and how to successfully manage that Change process.

WHO

G7 - G5

HOW

Introduction to Change Management.

Learn:

- The Change Process;

- How to plan the Change;

- How to implement the Change;

- How to sustain the Change.

WHERE

In person

WHEN

8 hours

TRAINER

Internal

Sonae

Back to start

Follow-up of Strategic Projects (Obeya Room)

WHAT

Design a process that connects Vision, Mission, Strategy, Projects, and Results to enhance communication between Management and Teams.
Define management routines that accelerate execution, follow up on strategic projects, and prioritize improvement cycles.
Establish a governance model that facilitates the process, recognizes team efforts, and reinforces Sonae's Culture of Improvement.
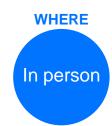
WHO

G8 – G5

HOW

Learning of 7 steps to create an Obeya Room with a Practical Exercise:

1. Vision and Mission;

2. Strategic Axes;

3. Business Indicators;

4. Indicators Tree;

5. Projects and Template A3;

6. Tracking Results;

7. Enablers for a Sonae Improvement Culture

WHERE

In person

WHEN

8 hours

TRAINER

Internal

Back to start

Project Management: Structuring a project (A3)

WHAT

Learn how to structure a project and communicate it effectively, using the steps in Template A3.

WHO

G10 – G6

HOW

Learn the A3 Template Steps:

Step 1: Project Name, Teams and Dates;

Step 2: Initial situation (What is the Problem, What exactly do we want to solve?);

Step 3: SMART objectives;

Step 4: Define the "To be";

(What is the future vision? Ideal situation?);

Step 5: Macro plan of actions and deliverables;

Step 6: Project Indicators: How are we going to measure the success of this project.

WHERE

Online

WHEN

3 hours

TRAINER

Internal

Sonae

Back to start

Mapping: Process Design

WHAT

Learn fundamental concepts for mapping a process, identifying non-value-adding tasks, and defining effective improvement strategies.

WHO

G9 -G6

HOW

Fundamental concepts of Mapping - the 5 steps:

1. Define process or value stream

2. Map current situation (as is)

3. Identify areas for improvement

4. Map future situation (to be)

5. Plan and implement improvement actions.

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Back to start

Effective Management of Time and Priorities

WHAT

Empower participants with practical methods to manage time and priorities effectively, increasing productivity and reducing "time thieves".

HOW

This training offers practical tools and proven methods to help manage time and set priorities, allowing for more effective organization of daily tasks and greater productivity in the workplace.

The contents:

- Fundamentals of Time Management
- Prioritization Methods
- Identification and Reduction of Time Thieves
- Digital Support Tools

WHO

G10 -G6

WHERE

Online

WHEN

2 hours

TRAINER

Internal

Sonae

Back to start

IOW School

Sonae