MGMT 232 BUSINESS CONSULTING
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Maximum number of students: 70
Course is open to Asia Term and SMU Undergraduates

COURSE DESCRIPTION
The course “Business Consulting” is jointly offered by SMU and the University of St.Gallen. It is a unique opportunity for students to learn more about consulting services. The course is a combination of classic in-class teaching and active interaction with the business world via project work and guest lecturers. Students will apply their theoretical knowledge to a real business project and work together in a team with fellow students on a real consulting project for an international corporation. The lecture will introduce you to the world of consulting by teaching you the basic steps of a consulting process. You will learn how consultants frame, analyse and solve problems and how they present their solutions to the clients. More than 15 Corporate Partners – both local and multinational corporations - will contribute to this lecture.

In addition, there will be guest speakers who work/ have worked with major consultancy companies such as McKinsey. They will provide you with industry insights and hands-on experiences about the day-to-day business of a consultant. In class, we will review basic theoretical frameworks in order to reduce complexity and structure a complex situation/project. Several case situations will help you to develop an understanding of how to approach a business project.

Furthermore, the course offers students the chance to explore and apply competencies learned through a real life, multidisciplinary, team-based consulting experience with a multinational company/organization. You will be working in teams for (large) corporations, acting as consultants working on specific problem sets. The solutions you develop will be presented to the senior management of the companies. In previous semesters, companies included Nestlé (nutrition), Lufthansa (airline), Far East Organization (real estate), Bosch Siemens (household appliances), etc. Please note that all consulting project are real business projects with renowned corporations, which have great interest in the solutions prepared by the students.

LEARNING OBJECTIVES
By the end of this course, students will be able to:

- Formulate a clear-cut description of the problem the client wishes to address
- Frame the problem, break it down into sub-problems, and identify interdependencies
- Analyse the formulated problem by using an appropriate problem-solving approach
- Present and communicate their results to the clients
- Work in a multinational team
- Interact with corporate representatives on a professional level
- Prepare a proposal that persuades a potential client to adopt it
- Understand how consultants use their expertise to win engagements

PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)
Please refer to the Course Catalogue on OASIS for the most updated list of pre-requisites / co-requisites for this particular course. Do note that if this course has a co-requisite, it means that the course has to be taken together with another course. Dropping one course during BOSS bidding would result in both courses being dropped at the same time.

The course is recommended for students in their 2nd or 3rd year.
ASSESSMENT METHODS

<table>
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<tr>
<th>Assessment Method</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Attendance and class participation</td>
<td>10%</td>
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<tr>
<td>Progress report</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-term Presentation</td>
<td>30%</td>
</tr>
<tr>
<td>Final Presentation and work</td>
<td>50%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Attendance and class participation
Attendence in all scheduled classes is required and active class participation will be assessed. Participation is a central part of the learning process for you and your classmates. When you contribute, you help others learn. Your participation mark reflects your contribution to your classmates’ learning. This includes attendance and active participation in class discussions and group activities.

Progress report
The progress report is prepared by the individual student group and subsequently sent to the course instructor. The course instructor will give you feedback on your progress. Together, we will also discuss your progress report in class prior to your mid-term presentation.

Mid-term presentation
The mid-term presentation is the first presentation to the senior management of the company, which is your client. Every team presents the status and preliminary results of its business project. The presentation will take place at the company site of the project sponsor. The presentation has to be submitted to the course instructor prior to the mid-term presentation. All team members have to attend the presentation.

Final presentation and written work
Every team presents the final results of its business project to the senior management of the company and submits a PowerPoint Presentation. According to the agreed final output of the project, this can also include a written report. All team members have to attend the presentation. The final presentation usually also takes place at the site of the project sponsor. In addition, each student also has to submit a logbook documenting his/her involvement in the progress of the project.

ACADEMIC INTEGRITY
All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences.

All work (whether oral or written) submitted for purposes of assessment must be the student’s own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offence.

When in doubt, students should consult the course instructor. Details on the SMU Code of Academic Integrity may be accessed at [http://www.smuscd.org/resources.html](http://www.smuscd.org/resources.html).

INSTRUCTIONAL METHODS AND EXPECTATIONS
The main idea of the course is that students understand current and future challenges of the business world and are able to translate their theoretical knowledge into practically applied knowledge. Therefore, the course comprises three different learning activities:

1. regular classroom sessions
2. real business projects conducted with selected international companies
3. feedback sessions with corporate representatives and course instructor

The first learning activity of the course consists of classroom sessions led by Prof Dr Stefan Morkoetter in which you will learn the steps of the consulting process. Industry practitioners will join the class to share their industry experience with the students.

The second learning activity is a business project that students work on in teams of 4-5. Each group of students advises a multinational company or organization which assigns a well-shaped task to the team. At the end, each group presents the solution developed to the senior management of the companies. This learning activity will provide the
students with the unique opportunity to apply their theoretical knowledge to real business environment training them for their future professional careers.

Finally, there will be several feedback sessions – both with corporate representatives as well as the course instructor – you will experience how to implement the feedback you receive in order to improve your work as well as learn from it for your future work/ professional career.

CONSULTATIONS AND TEACHING ASSISTANTS
For personal consultations, please contact me (via email: stefan.morkoetter@unisg.ch) to make an appointment.

Thomas Wetzer will be the teaching assistant for this class. You can reach him under thomas.wetzer@unisg.ch.

CLASS TIMINGS
This course will be taught in one 3-hour session on Wednesdays from 1530 – 1845 hrs with a 15-mins break.

RECOMMENDED TEXT AND READINGS

WEEKLY LESSONS PLAN (TENTATIVE)

WEEK 1 INTRODUCTION & PRESENTATION OF BUSINESS PROJECTS (I)

1. The first lecture will give you an overview of the business consulting course and explain to you in detail the set-up and expectations of the business projects:
   - Introduction to consulting services
   - Learning objectives of the course
   - Working on a real business project for a corporate partner
   - Getting an overview of different consulting projects & client types

2. Company representatives present their business projects (I):
   - Introduction of corporate business partner
   - Understanding the company’s background and future strategy
   - Description of individual business projects

WEEK 2 INTRODUCTION & PRESENTATION OF BUSINESS PROJECTS (II)

1. Company representatives present their business projects (II):
   - Introduction of corporate business partner
   - Understanding the company’s background and future strategy
   - Description of individual business projects

WEEK 3 ORIGINS AND EVOLUTION OF CONSULTING

1. Before diving into the details of the day to day life of a consultant and the project work, we take one step back and analyse the origins and evolution of consulting. You’ll get an overview of the industry and gain an understanding of different industry dynamics. We will also critically review the function of consultants and investigate to what purpose consultants are actually hired by companies. This lecture will also include the whole task of expectations management.
2. First meeting of students with company representatives

WEEK 4 PRESENTING YOUR RESULTS: COMMUNICATION SKILLS
1. In the end, the client must get an answer, understand it, and feel to be driven to action.
   - Know your audience and aim to be relevant for them
   - How to tell the story?
   - What’s the main message to be transferred?
   - Take care of form and style
   - How should the slides be structured?
   - To which actions should your audience be lead?
   - Plan how you re-contact the audience later

2. First meeting of students with company representatives

WEEK 5 WORK ON BUSINESS PROJECTS
1. No class
2. Individual coaching session with project teams if required.

WEEK 6 FRAMING THE PROBLEM: STRATEGIC TOOLS AND FRAMEWORKS
1. Very often, the issues the client wishes to be addressed, are numerous and vague. Sometimes, too many aspects are involved and too many interrelations appear. So, after having won an engagement, the second step is to formulate a clear-cut description of the more important questions which can and should be further addressed. The appropriate methodology must be chosen and data must be made available. When answers to the single sub-problems are found, all must be put into a relation such that the key conclusions become visible and demonstrated. To master that challenge consults rely on a whole range of different tools and frameworks (some of which you have already encountered during your studies). We will discuss in class the framing problem to you and introduce you also to set of promising tools in order to work successfully on your business projects.
   - Which are the questions?
   - Focus areas
   - Interdependencies
   - Precise formulations!
   - General tools (SWOT Analysis etc.)
   - Profitability/financial analysis
   - Marketing/positioning
   - Operations/Productivity
   - Market entry and expansion
   - Market sizing & estimation
WEEK 7  PROGRESS REPORT: IN-CLASS FEEDBACK SESSIONS

1. After having worked with your client for a couple of weeks, each student group has to submit a progress report (see details under Assessment Methods). Based on these progress reports, we will have a feedback session in class allowing the students to learn from each other and get an understanding on how to further update their work for the business projects. This feedback session is a good opportunity for students to critically challenge their work before it is presented to the clients.

WEEK 8  RECESS / MID-TERM BREAK

WEEK 9  THE CLIENT’S PERSPECTIVE: IMPACT ON THE CORPORATE WORLD

1. After having focused throughout the lecture quite intensely on the consultant’s perspective we will now switch the focus and will turn our attention toward the clients – the corporates. Based on a guest lecture we will analyse in detail what impact consultants have on companies and why they are actually hired by (large) corporations. We try to understand what lasting impact/ value is generated by consulting activities.

2. Mid-term presentation to corporate partners: The mid-term presentation will take place either in week 9 or 10. It is the first presentation to the senior management of the company. Every team presents the status and preliminary results of its business project. The presentation will take place at the company site of the project sponsor.

WEEK 10  ANALYSING THE PROBLEM: APPLICATION OF STRATEGIC FRAMEWORKS

1. Having introduced to you several useful frameworks and strategic tools, we will now apply them to practical cases and best-practise situation allowing you to understand how relevant problem sets can be approached. In the end, the client must get an answer, understand it, and feel to be driven to action. The focus of this lecture will be on application and also lays the ground for your work in the business project groups. It will also help you to prepare for job interviews at leading consultancies as it is part of their interview process.

   • The quality of reasoning
   • Hypothesis
   • Application of framework to practice cases
   • Helpful hints
   • Process structure of project framework

2. Mid-term presentation to corporate partners: The mid-term presentation takes place either in week 9 or 10. It is the first presentation to the senior management of the company. Every team presents the status and preliminary results of its business project. The presentation will take place at the company site of the project sponsor.

WEEK 11  CAREER PERSPECTIVES: A CONSULTANT INTRODUCES THE CONSULTING WORLD

1. Based on a guest lecture by a consultant from a leading consulting firm, the students will critically discuss in class the role of consultants in the business world as well as challenges and opportunities waiting for students/ graduates within the consulting world. Students will be challenged to reflect on their career plans and perspectives.

WEEK 12  WORK ON BUSINESS PROJECTS

1. No class

2. Individual coaching session with project teams if required.
WEEK 13  WORK ON BUSINESS PROJECTS

3. No class

4. Individual coaching session with project teams if required.

WEEK 13  FINAL PROJECT PRESENTATION AT COMPANY SITE

1. No Class

2. The final project presentation takes place either in week 13 or 14. Every team presents the final results of its business project to the senior management of the company. The presentation usually takes place at the company site of the project sponsor.

WEEK 14  FINAL PROJECT PRESENTATION AT COMPANY SITE

1. No Class

2. The final project presentation takes place either in week 13 or 14. Every team presents the final results of its business project to the senior management of the company. The presentation usually takes place at the company site of the project sponsor.

WEEK 15  EXAMINATION WEEK
Social Media in South East Asia – challenges and opportunities for a European Brand

Company information

<table>
<thead>
<tr>
<th>Company name</th>
<th>Lufthansa German Airlines</th>
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<tbody>
<tr>
<td>Business unit</td>
<td>Area Management Asia &amp; Pacific</td>
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**Company description**

Passenger transportation is the core business of the Lufthansa Group. The objective in this business segment is to strengthen Lufthansa’s position as a leading European premium carrier offering services in a global network. Lufthansa serves all major traffic flows into, out of and across Europe. To realize its goal, Lufthansa rests its growth strategy on three pillars.

For one, Lufthansa is expanding its short and long-haul network in the medium term through organic growth. In the interest of cost efficiency, that expansion is achieved primarily through the hubs in Frankfurt, Munich, Zurich, Vienna and Brussels. Together, Lufthansa, SWISS, AUA, bmi und Brussels Airlines operate a wide variety of flights in serving 274 destinations in 104 countries on four continents.

For another, Lufthansa is expanding cooperation with partners. Star Alliance, above all, is playing a major role in opening up new markets. The 26 member airlines in the airline grouping currently serve a total of 1077 destinations in 175 countries. Star Alliance will further strengthen its position, worldwide, with the forthcoming admission of TAM, Aegean and Air India. Airlines in the Lufthansa airline group operate additionally with an array of services in other markets on the basis of bilateral (e.g. regional) partnerships.

Thirdly, Lufthansa actively participates in the ongoing consolidation of the airline business in Europe by acquiring stakes in Brussels Airlines, for example, or taking over other carriers – latterly Austrian Airlines – wherever that makes economic and strategic sense. The Group is accordingly evolving into a multi-hub-/multi-brand-airline system.

Business Project

**Initial situation**

Social Media is more than a trend: It’s a fundamental shift in modern communication and human interaction, enabled by new internet technologies and platforms like social networks. Social Media has many purposes: It supports various forms of interaction by connecting, sharing, and mashing up information – it creates new user experiences. The strategic use of and the participation in Social Media has changed the business world and plays a key role for companies.

Especially in South East Asia Social Media shows tremendous growth. In line with the general growth of the online and mobile channels. And on top users here are heavily engaged in social media and use it more frequently.

As a global airline with a recognized premium brand, a broad product portfolio, and leading innovations in all areas of air travel, Lufthansa is constantly looking for new ways to tackle the challenges of our time on a global but as well on a local level.

Today, we connect communities and people all over the world with our flights. Tomorrow, we connect (to) them beyond by providing innovative Social Media services!
At Lufthansa, Social Media is used for one main reason: to create value for both customers and potential employees. Our goal is not to create a new virtual community, but to use Social Media to create value for existing communities, integrating our services into their communication and interactions. With MySkyStatus.com – an innovative Facebook and Twitter App – we introduced a truly new form of customer benefit in a connected digital world on a global level.

With Social Media we aim at primarily:

- increasing awareness of the Lufthansa brand, shaping the brand values and create a brand relationship
- creating value for our customers along the entire travel chain.
- advancing brand loyalty by providing smooth, enjoyable, and socially enhanced travel experience (e.g. plan and share your trips with your friends).

Our social media credo and mission:
“Show our customers that our passion for precision and quality is build around their needs!”

This is the global strategy for social media and social media is a truly global development. But if we want to be relevant to the local customer in South East Asia and create a brand relationship the question here is: As a global brand with European heritage how local do we have to be and adapt to the local culture to be relevant to the local needs?

<table>
<thead>
<tr>
<th>Main objective of the project</th>
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<tbody>
<tr>
<td>To achieve these aims, we are looking forward to receive your brain-teasing and challenging concept on how Lufthansa can implement a Social media strategy for South East Asia that is relevant for the local consumers.</td>
</tr>
</tbody>
</table>
| Focus of the project will be the question, which approach is best for Lufthansa as internationally operating airline:  
  Is one global social media solution enough?  
  Or do we need to adapt to a different local approach for South East Asia?  
  How can we consider cultural differences? |
| We are also interested in a market analysis and benchmark: How is social media used by the Asian travel industry?  
  What are the benchmarks and best demonstrated practices? |

<table>
<thead>
<tr>
<th>Desired Outcome</th>
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<tbody>
<tr>
<td>Market analysis, benchmark and a concept how should Lufthansa implement Social media in South East Asia.</td>
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<tr>
<th>Team size</th>
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<tr>
<td>3-5</td>
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<tr>
<th>Background requirements</th>
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<tbody>
<tr>
<td>Team members should be conversant with spoken and written English and possess adequate working knowledge of word-processing, presentation and data-processing software.</td>
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</tbody>
</table>
Business Consulting: project description

Company information

Company name: Nespresso Singapore
Asia Regional Office

Business unit: Retail & Customer Relationship Center

Business Project

Project title: Effective Management of Regionalized & Multilanguage 24/7 Customer Relationship Centre (CRC)

Initial situation: Nespresso Regional CRC in Singapore is handling China, Hong Kong, Korea, Singapore, and Malaysia toll free number calls. The services provided in the CRC are: Inquires from existing and potential members; After Sales Service and Technical Assistance; Home Delivery; On-line Shop Handling; Outbound Nursing Calls. A person can be allocated to several markets according her/his Multilanguage skills. In 2009, the regional CRC is staffed with 8 Headcounts. The CRC is operating during business hours only.

To align Nespresso services with intl. standards, an extension to 24/7 availability for 2010 onwards has to be analysed.

1) The calculation of the existing intl. capacity planning tool (headcounts) needs to be reviewed and adapted to a small CRC and Multi-Country allocation.

2) Different 24/7 setup scenarios need to be worked out by taking into consideration cost efficiency and the same time Nespresso service level requirements.

Project 1) will be needed in project 2) to define the final number of headcounts for the different scenarios (cost impact)

Main objective of the project

1) Adapt the existing Capacity Planning Tool

   ▪ Manage the complexity of language requirements for each market and determine the most effective headcount allocation (cost/service level) according number of tasks handled in the CRC

   ▪ Analyse and adapt the intl. CRC capacity planning tool to a small CRC set-up with Multi-Task and Multi-Country allocation.

The newly defined calculations will be used to calculate the number of Headcounts in 2010. The tool will be made available to other small Nespresso CRC.
2) Evaluate and analyse operational & cost impact by extending to a 24/7 CRC.

- Analyse different scenarios for 24/7 extension (internal, outsourced) by comparing cost, operational, and service level impacts

Each scenario needs an in-depth study of cost and service level impact linked to the time frame of outsourced vs. internal handling (internal could also be routing calls to a different Nespresso CRC – ie. New York)

The established scenarios will be used to determine the Singapore CRC setup in 2010 and presented to Nespresso Headquarter during the 2010 budget process in November 2009

**Desired Outcome**

1) Excel tool which allows simulation of headcount allocations according number of different tasks/timing with the new defined calculations

2) Presentation and written reports (incl. cost simulation) for each scenario. Provide summary and recommendation

**Team size**

2 - 3

**Background requirements**

- Analytical skills
- Strong MS Excel skills (VBA is of advantage)

**Presentation of results**

- Presentation (incl. summary and recommendation)
- Written report & Financial Calculation for each Scenario
- Capacity Planning Tool adapted to small and multi-country/language setup (Excel)
Analysis of the Rental Market for Lift Trucks in Southeast Asia

Company information

<table>
<thead>
<tr>
<th>Company name</th>
<th>Jungheinrich Lift Truck Singapore Pte Ltd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company description</td>
<td>Jungheinrich is a logistics service provider with manufacturing operations as well as an intralogistics solution provider, which offers a comprehensive range of forklift trucks, shelving systems, services and consulting covering the entire field of intralogistics. The basis of the company’s success is its broad range of products, strong direct sales and a targeted range of services. The clear strategic alignment of the past few years and the strong positioning of the Jungheinrich brand have created the framework for this persuasive array of services.</td>
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Business Project

<table>
<thead>
<tr>
<th>Initial situation</th>
<th>An increasing demand for rental (customer pays a fixed monthly amount while not having the goods on its asset sheet) in Vietnam, Indonesia, India and the Philippines. Distributors lack the liquidity to finance a rental fleet and/or credibility to obtain a bank loan.</th>
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<tbody>
<tr>
<td>Main objective of the project</td>
<td>Analyse the rental market for machinery in the mentioned countries. Find out about financial institutions and their current interest policies for local and foreign currency loans. Analyse the legal, tax, customs and commercial dimension of rental business. Evaluate cross border financing from Singapore into the respective countries. Elaborate whether the ownership of the asset is transferred to the distributor or stays with the principal upon completion of rental.</td>
</tr>
<tr>
<td>Desired Outcome</td>
<td>Make suggestions how Jungheinrich can increase its rental business within the distributor territories. Develop a model which compromises the legal, tax, customs and commercial perspective of rental in the countries, e.g. how to invoice and what kind of interest to be charged to the distributors.</td>
</tr>
<tr>
<td>Team size</td>
<td>6 - 8</td>
</tr>
<tr>
<td>Background requirements</td>
<td>None</td>
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