Thank you for your interest in Kellogg’s Global Lab, an experiential learning course which pairs teams of second-year MBAs with international companies seeking help in solving real-world business and management challenges. This application form will be used by students to select project preferences and will assist the faculty in matching student teams with client companies.

Please note that we expect to receive more project applications than we have student teams to support, so please complete the application as thoroughly as possible in order to give students a full appreciation of the project opportunity.

Completed applications should be submitted no later than September 6, 2013 in electronic format to russell-walker@Kellogg.Northwestern.edu. If you have any questions about the application process, please feel free to contact Russell Walker at the office (+1 847 467 2148) or by cell phone (+1 224 515 6485).

**Company Information**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Hilti Latin America, S.A. (Hilti AG)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>Construction Industry (tools, fasteners, chemicals)</td>
</tr>
<tr>
<td>Business Address</td>
<td>Calle 50 y 69</td>
</tr>
<tr>
<td></td>
<td>PH Plaza Guadalupe, 2do Piso</td>
</tr>
<tr>
<td></td>
<td>Ciudad de Panamá</td>
</tr>
<tr>
<td>Country</td>
<td>Panamá</td>
</tr>
<tr>
<td>Web Site Address</td>
<td><a href="http://www.hilti.com">www.hilti.com</a></td>
</tr>
</tbody>
</table>

**Contact Details**

<table>
<thead>
<tr>
<th>Name of Primary Contact</th>
<th>John Guttery</th>
</tr>
</thead>
</table>
Position / Title | President, Hilti Latin America, S.A.
---|---
Phone Number (starting with country code) | + 507.322.4228
E-Mail Address | John.guttery@hilti.com
Skype Account (if applicable) | 

**Company Background**

Briefly describe your company’s business, your major product and service lines, and the markets you currently serve.

See attached document

What year was the company established, and how would you describe its stage of development (e.g.: start-up, early stage, mature, etc.)?

Established following WWII in late 1940’s. Mature, privately held, global company.

How many employees does the company currently have?

~ 21,000

**Project Description**

Describe the business challenge or opportunity that you are looking for the student team to help you solve. (Please note that the most attractive projects are typically those of high priority to the client company and center around issues of corporate strategy, marketing, finance and/or operations.)

See attached document
What are the key deliverables that the team should provide at the end of the project?

See attached document

How much time will the CEO or Managing Director have to spend with the team when they’re in country the last two weeks of March?

Full access to GM Argentina and Commercial Director (Sales & Mktng) of Argentina throughout the project, including during on-site sessions. Periodic telco/vid-con support from president and functional heads for the region.

Who are the other members of the senior management team that you expect to be involved in this project, and what are their titles?

Local functional mgmt (in Argentina) as req’d. Regional head of Finance, HR and Marketing as req’d

**Project Logistics**

What special business skills or industry experience would be most valuable to have on the student team?

Financial acumen, sales and marketing (inc. business development), general mgmt (P&L, decision making, etc...)

How important is it for team members to have local language skills? Please elaborate.

Not req’d, but helpful. Regional and local leadership speak English

Where exactly will the on-site work take place in late March? Please list all the cities / offices where the students might be expected to visit.

Buenos Aires, Argentina
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the company agree to pay a one-time fee of $10,000 to cover student travel and administrative expenses?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the company agree to arrange and pay for a hotel or other accommodations for the students during their stay?</td>
<td>Yes, as req’d</td>
</tr>
</tbody>
</table>

**Other**

*OPTIONAL: Please provide any additional information, web site links or file attachments that you believe will help the students better understand your company and the nature of the project opportunity.*

See attached document
“Overcoming the pressures of inflation, devaluation, importation restrictions and pricing controls imposed by an increasingly populist government in Argentina”

Introduction to Hilti

Headquartered in the Principality of Liechtenstein, Hilti is a global provider of leading-edge technology to the construction industry. We are widely recognized for our strong corporate culture, our commitment to innovative design and quality standards, and our direct sales force.

Hilti has its own research and development centers and production plants in Europe, Asia and Latin America. Two-thirds of our employees work directly with our customers in sales and engineering functions, resulting in more than 200,000 customer contacts every day. Hilti products, systems and services offer the construction professional innovative solutions with outstanding added value.

Founded in 1941, the worldwide Hilti Group evolved from a small family company. Since 2000, the Martin Hilti Family Trust holds all shares and, since January 2008, all participation certificates of Hilti Corporation. This safeguards the further development of the life work of company founder Martin Hilti.

Hilti upholds a clear values orientation and pursues a policy of stakeholder value. Integrating the interests of all the company’s partners – customers, suppliers and employees – into its strategy and actively honoring its social and ecological responsibility creates the foundation of trust that makes possible the long-term success of the company.

Company Facts and Project Context

- 2013 Revenues = ~ CHF 4.3b (~ $4.7b)
- 2013 EBIT/Sales (LE) = 9%
- 21,000 employees working in 120 countries
- Org. Structure is a matrix with product development and manufacturing leadership centralized in headquarters, while commercial operations and profit and loss responsibility is sub-divided across eight regional organizations
- North America, Central, Northern, Western and Southern Europe comprise the “mature markets”
- Asia, Eastern Europe / Middle East / Africa, Latin America comprise the “emerging markets”
- Per our “Vision 2015” the emerging markets should considerably increase their share of company sales and profits
- Our Argentine business has historically been plagued by high OPEX/Sales ratios, low levels of absolute sales productivity and recurring restructurings stemming from periodic national crises
- From 2010 – 2012 we have grown aggressively in Argentina (> 60% CAGR) through significant investments in sales resources, improved retention of our people and improved service levels
- After a period of aggressive expansion and growth in Argentina, the situation for many multi-nationals, including Hilti, has turned quite dire. Historically, Argentina has not been profitable for Hilti and we were unable to truly become profitable (fully loaded) during this expansionary period
- We have taken a decision that we will make Argentina an interesting and contributing portion of our Latin American portfolio. With nearly 45 million inhabitants and one of the larger economies in the region, it is simply too large to ignore altogether; well-established rhythm of expansion and deep crisis notwithstanding. Thus, we have assigned our previous GM of Venezuela (well versed in managing “wild card” situations) responsibility for this market and a mandate to build a sustainably interesting business for us in Argentina
Project Overview and Introduction – “Overcoming the pressures of inflation, devaluation, importation restrictions and pricing controls imposed by an increasingly populist government in Argentina”

Argentina was one of the fastest growing economies in Latin America over the past few years. Recently, the run-away inflation, sustained policy of supporting growth through government spending and consumer subsidies, declining hard currency reserves and the increasing exodus of foreign capital has placed a tremendous burden on the populist Fernandez government. Unofficial (read “actual”) inflation rates have crested 30% and are putting tremendous pressure on companies to manage costs. Further, a continued softening of the Argentine Peso (vs. USD, Euro, Swiss Franc, etc…) is putting tremendous profitability pressure on multi-nationals dependent upon importation. In order to maintain popular support by continuing forward with spending and subsidies, the government is now resorting to strict currency and import controls, pricing controls, and even expropriation of private assets (e.g. Spanish Oil & Gas firm, Repsol in April). Most executives believe the situation will get worse in Argentina and several likely scenarios point to another major devaluation of the peso.

Because Hilti is very long-term oriented and prefers a direct business model in order to effectively differentiate and develop our brand position, finding a way to effectively “weather the storm” and, eventually, grow profitably in Argentina is important to us. This means working to keep the core of our organization intact while effectively dealing with the strong external threats posed by the government and the macroeconomic situation. Considerable risk exposure exists for a Swiss-Franc based multi-national that is already unprofitable in Argentina today.

- What are the risks / rewards of staying in Argentina and what scenarios should be considered in making this decision?
- As a multi-national dependent upon importation, how can we best deal with the rising threats of populist national government bent on importation and inflation controls?
  - How do we navigate the increased complexity while staying true to our values and principles?
  - Which of the currently acceptable and government approved importation channels are most likely to exist one year from now and what is the optimal mix of importation?
  - To what extent will government pricing controls dictate our profitability / ability to stay in Argentina and how effectively can we manage our product portfolio and pricing practices in order to stay ahead of inflation and devaluation pressure?
  - What are the key decisions we must take regarding margin management and organizational structure in order to “weather the storm” and what are the implications for the organization, change management and engaging an enthusiastic work force?
  - If we are able to sustain our position in Argentina, can we command a stronger market position when the economy begins to recover – will we “outlast” our competitors and what is the reward?
  - What economic value must be created over the next several years to justify previous losses and the decision to stay? How should this evaluation/decision be made with the longer term context in mind?

You will work to gain deeper insights into the macro-economic environment, unique aspects of the Argentine market and their effect on multi-nationals, our business model, our regional and Argentine strategies and our Argentine organization. You will understand our risk profile based on potential currency devaluations – what is our level of exposure based on asset mix (past due intra-company debt, outstanding local receivables, inventory, etc…). Your challenge will be to assess this risk vis-à-vis the longer term rewards of remaining in the market and to develop meaningful recommendations to mitigate and overcome the aforementioned challenges. You will ultimately define clear Return on Capital Employed performance thresholds justifying the decision to stay and/or recommend an exit strategy. You will have access to the General Manager and all functional departments within our Argentine organization, as well as the president of the region in order to execute the project.
Thank you for your interest in Kellogg’s Global Lab, an experiential learning course which pairs teams of second-year MBAs with international companies seeking help in solving real-world business and management challenges. This application form will be used by students to select project preferences and will assist the faculty in matching student teams with client companies.

Please note that we expect to receive more project applications than we have student teams to support, so please complete the application as thoroughly as possible in order to give students a full appreciation of the project opportunity.

Completed applications should be submitted no later than September 6, 2013 in electronic format to russell-walker@Kellogg.Northwestern.edu. If you have any questions about the application process, please feel free to contact Russell Walker at the office (+1 847 467 2148) or by cell phone (+1 224 515 6485).

### Company Information

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Tri-Tech</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>Water Treatment</td>
</tr>
<tr>
<td>Business Address</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>India</td>
</tr>
<tr>
<td>Web Site Address</td>
<td></td>
</tr>
</tbody>
</table>

### Contact Details

<table>
<thead>
<tr>
<th>Name of Primary Contact</th>
<th>Phil Fan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position / Title</td>
<td>SVP</td>
</tr>
<tr>
<td>Phone Number</td>
<td>630-254-5038 or 630-387-9326</td>
</tr>
</tbody>
</table>
E-Mail Address | Phil Fan <phil.fan@gmail.com>
---|---
Skype Account (if applicable) |  

### Company Background

Briefly describe your company’s business, your major product and service lines, and the markets you currently serve.

What year was the company established, and how would you describe its stage of development (e.g.: start-up, early stage, mature, etc.)?

How many employees does the company currently have?

### Project Description

Describe the business challenge or opportunity that you are looking for the student team to help you solve. (Please note that the most attractive projects are typically those of high priority to the client company and center around issues of corporate strategy, marketing, finance and/or operations.)

Per our previous phone conversations, Tri-Tech is very glad to sponsor Kellogg's Global Lab program. The tentative Project Topic will be related to Tri-Tech's middle and long-term strategic plan in the water/wastewater treatment market in India. The Kellogg MBA team will go to Delhi, India for a couple of weeks, interviewing the management team, and obtaining first-hand information, etc.
**What are the key deliverables that the team should provide at the end of the project?**

By studying the following factors, the feasibility, risk-reward, and strategic plan and suggestions should be delivered:
1. Macro-economic situations in India, especially Indian currency sharp depreciation, lowest growth rate (4.6%) in 10 years, etc.;
2. Indian Government's commitment to improve the country's infrastructures, especially water infrastructures, both domestic and international funding to those infrastructures;
3. Water sector overall market situations, opportunities, competition, etc.;
4. Tri-Tech Holding, Inc. strength, weakness, Opportunities and Risks, etc., especially the capabilities of several subsidiaries, such as Tri-Tech Infrastructure, LLC. (a Delaware LLC), Tri-Tech Infrastructures (India), Pvt, Ltd, and Tri-Tech (Beijing), Co, Ltd, etc.;
5. How Tri-Tech to pursue and cash in the market opportunities, to meet the challenges, etc.

**How much time will the CEO or Managing Director have to spend with the team when they’re in country the last two weeks of March?**

As needed, through Phil Fan.

**Who are the other members of the senior management team that you expect to be involved in this project, and what are their titles?**

**Project Logistics**

**What special business skills or industry experience would be most valuable to have on the student team?**
No. Professor Walker is also well versed in water treatment technologies.

How important is it for team members to have local language skills? Please elaborate.

English is required.

Where exactly will the on-site work take place in late March? Please list all the cities / offices where the students might be expected to visit.

New Delhi, India

Does the company agree to pay a one-time fee of $10,000 to cover student travel and administrative expenses?

Yes

Does the company agree to arrange and pay for a hotel or other accommodations for the students during their stay?

Yes

Other

OPTIONAL: Please provide any additional information, web site links or file attachments that you believe will help the students better understand your company and the nature of the project opportunity.

Water is a major growth business in emerging markets.
Kellogg Global Lab

Company Information

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Next Media Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>Media, News</td>
</tr>
<tr>
<td>Business Address</td>
<td>8 Chun Ying Street, Tseung Kwan O</td>
</tr>
<tr>
<td>Country</td>
<td>Hong Kong</td>
</tr>
<tr>
<td>Web Site Address</td>
<td><a href="http://www.nextmedia.com">www.nextmedia.com</a></td>
</tr>
</tbody>
</table>

Contact Details

<table>
<thead>
<tr>
<th>Name of Primary Contact</th>
<th>Timothy Yiu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position / Title</td>
<td>COO, Digital Business</td>
</tr>
<tr>
<td>Phone Number</td>
<td>HK: +852.2623.9980</td>
</tr>
<tr>
<td></td>
<td>US: +1.408.805.0630</td>
</tr>
<tr>
<td>E-Mail Address</td>
<td><a href="mailto:tim@nextmedia.com">tim@nextmedia.com</a></td>
</tr>
<tr>
<td>Skype Account (if applicable)</td>
<td>timyiu</td>
</tr>
</tbody>
</table>

Company Background

Briefly describe your company’s business, your major product and service lines, and the markets you currently serve.

Leading newspaper and magazine in Hong Kong and Taiwan with online and mobile businesses. Inventor and leading producer of animated news (i.e. using CG animation to illustrate news).

What year was the company established, and how would you describe its stage of development (e.g.: start-up, early stage, mature, etc.)?

1990s
How many employees does the company currently have?
~4000

**Project Description**

Describe the business challenge or opportunity that you are looking for the student team to help you solve. (Please note that the most attractive projects are typically those of high priority to the client company and center around issues of corporate strategy, marketing, finance and/or operations.)

As with most regions in the world, consumption of traditional printed media is shrinking in our company's core markets. To counteract the decline in our core business, we are growing our digital media business with a focus on the mobile platform.

We are developing a mobile news and entertainment platform that would enable us to provide more targeted content to our readers. Using location information from the users' cell phones, and their membership information such as past behaviours, we can create much more individualized experiences and even customized product offers. This in turn will provide a higher value readership to our business clients who are advertisers.

The proposed project would be for the project team to survey similar new businesses and business models across the world. Then the teams would collectively find ways to integrate their insights with our platform capabilities to help our team either validate existing business plans, or to improve upon our plans.

What are the key deliverables that the team should provide at the end of the project?

Integration of insights from other businesses who have successfully used hyper-local content and/or location based technologies, and apply those insights to Next Media's Digital Business plans.

How much time will the CEO or Managing Director have to spend with the team when they’re in country the last two weeks of March?
The CEO will be available for the project kick-off as well as for the project summary presentation. He may be available during the visit on an as-needed basis.

<table>
<thead>
<tr>
<th>Who are the other members of the senior management team that you expect to be involved in this project, and what are their titles?</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDs and General Managers from relevant business units will be available throughout the visit.</td>
</tr>
</tbody>
</table>

---

## Project Logistics

<table>
<thead>
<tr>
<th>What special business skills or industry experience would be most valuable to have on the student team?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Business planning experience (i.e. experience with creating concise business plans and know how to formulate business models).</td>
</tr>
<tr>
<td>- Industry knowledge of or direct experience in 1) mobile technology industry \2) news and media industry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How important is it for team members to have local language skills? Please elaborate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helpful, but not crucial. English is used throughout the company.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Where exactly will the on-site work take place in late March? Please list all the cities/offices where the students might be expected to visit.</th>
</tr>
</thead>
</table>
| 1) Hong Kong, SAR  
2) Taipei, ROC |

<table>
<thead>
<tr>
<th>Does the company agree to pay a one-time fee of $10,000 to cover student travel and administrative expenses?</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Does the company agree to arrange and pay for a hotel or other room accommodations for the students during their stay?</th>
</tr>
</thead>
</table>
Other

**OPTIONAL:** Please provide any additional information, web site links or file attachments that you believe will help the students better understand your company and the nature of the project opportunity.

The company founder and chairman, Mr. Jimmy Lai represents the soul of the company. His independent outlook and defiance of oppressive authorities has endeared his publications to the common man, and is key to understanding to our “voice.” His story and that of the company can be gleaned from these links:

- [http://www.wired.com/wired/archive/2.12/typhoon.html](http://www.wired.com/wired/archive/2.12/typhoon.html)
- [http://www.scmp.com/topics/jimmy-lai](http://www.scmp.com/topics/jimmy-lai)
Thank you for your interest in Kellogg’s Global Lab, an experiential learning course which pairs teams of second-year MBAs with international companies seeking help in solving real-world business and management challenges. This application form will be used by students to select project preferences and will assist the faculty in matching student teams with client companies.

*Please note that we expect to receive more project applications than we have student teams to support, so please complete the application as thoroughly as possible in order to give students a full appreciation of the project opportunity.*

Completed applications should be submitted **no later than September 6, 2013** in electronic format to russell-walker@Kellogg.Northwestern.edu. If you have any questions about the application process, please feel free to contact Russell Walker at the office (+1 847 467 2148) or by cell phone (+1 224 515 6485).

### Company Information

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Arizona Marketing Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>Marketing Services and Software Development</td>
</tr>
<tr>
<td>Business Address</td>
<td>Av Dr Cardoso de Melo, 900. 3º andar</td>
</tr>
<tr>
<td></td>
<td>Sao Paulo - SP - 04548-003</td>
</tr>
<tr>
<td>Country</td>
<td>Brazil</td>
</tr>
<tr>
<td>Web Site Address</td>
<td><a href="http://www.arizona.com.br">www.arizona.com.br</a></td>
</tr>
</tbody>
</table>

### Contact Details

<table>
<thead>
<tr>
<th>Name of Primary Contact</th>
<th>Bruno Schrappe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position / Title</td>
<td>Director of Strategy and Innovation</td>
</tr>
<tr>
<td>Phone Number (starting with country code)</td>
<td>+55 11 96393-9633</td>
</tr>
</tbody>
</table>
**Company Background**

Briefly describe your company’s business, your major product and service lines, and the markets you currently serve.

Arizona is Brazil’s largest crossmedia services provider, processing jobs for print, web, mobile and video applications. We are also a software development house with 45 developers and project managers focused on developing the platform through which our services are provided. This combination of services and technology has proved to be a strong competitive edge, as we usually face either competition on the service arena (lacking proper technology) or on the software arena (for which providing services helps the required change management process).

We serve corporations and advertising agencies (B2B) with a comprehensive value proposition including:

- Conventional premedia services such as image retouching, page assembly, proofing, catalog production, versioning;
- Web, mobile and video production;
- Process automation for retail and advertising markets;
- Business process outsourcing for ad agencies, whereas we handle their internal operations and provide a central production hub via a dedicated network, allowing for a leaner operation structure;
- Distributed Digital Asset Management technology (developed in-house), which is the foundation of our online "Visto" platform;
- Online Proofing technology;
- Template-based publishing;
- Marketing Resource Management platform (provided either as SaaS or on-premises) handling budgeting, campaigns and business intelligence;

Our customer list includes large advertising groups such as McCann Erickson and Publicis, retailers like Carrefour, financial institutions like Santander, consumer goods manufacturers like Unilever, Natura (Brazilian cosmetics manufacturer), Coca-Cola and others.

What year was the company established, and how would you describe its stage of development (e.g.: start-up, early stage, mature, etc.)?

Arizona was founded in 1998 and has since then disrupted our market a few times with innovative value propositions combining technology and services. Even though we describe ourselves as a mature company, we constantly strive to keep the energy, freedom and entrepreneurial mindset from our startup years.
**How many employees does the company currently have?**

The company has approximately 300 employees. We are headquartered in Sao Paulo, with branches in Rio de Janeiro and Buenos Aires (Argentina).

---

**Project Description**

Describe the business challenge or opportunity that you are looking for the student team to help you solve. (Please note that the most attractive projects are typically those of high priority to the client company and center around issues of corporate strategy, marketing, finance and/or operations.)

**Development of a SaaS platform delivering product content management services for omnichannel operations.** Arizona provides services to many B2C companies, which require managing information about the products they sell. The information includes all the assets related to products (images, video, documents), metadata, links to related assets and file dependencies. We use our Digital Asset Management platform to handle the assets and related information, also providing the foundation for all services that use these assets. Some of our customers have databases of several hundred thousands of products stored in our platform.

We identified an opportunity in sharing this information (upon agreements with manufacturers) through a portal accessed by other businesses that need to use data and media related to products. Besides, we envision an open marketplace to which users will upload their own product-related assets, being rewarded upon usage. The portal will have interfaces to corporate systems (i.e. ecommerce platforms) and analytics so manufacturers will track usage of their product media by other businesses.

We already have the fundamental technology to create this portal, as well as software development resources. We have also researched the market and realized there is significant interest from our current customers in this kind of platform as well as from businesses that use product media (i.e. retailers). The project involves refining the business plan, including benchmarking, wrapping up the product specifications as well as participating in the development phase, which we intend to begin in mid-February. In-country phase will involve revision of product and strategy as well as collaboration with development teams, for which we intend to tap into crowdsourcing resources (i.e. oDesk.com) supported by our software architects.

**What are the key deliverables that the team should provide at the end of the project?**

Revised business plan including market research, revenue forecast, product specifications and implementation plan. The latter includes resources, a review of the technology we will use (mostly provided by Arizona) and related costs. A successful project will lead to the launch of a new product leveraged by our existing technology and business contacts.

**How much time will the CEO or Managing Director have to spend with the team when they’re in country the last two weeks of March?**
As Director of Strategy and Innovation I will spend at least half the time with the team while we host them here. Time notwithstanding, I will be fully dedicated to the project during these two weeks and may spend more time if needed although I believe they will benefit from being in contact with several company resources such as marketers, developers, CSRs and some customers as well. The team should also participate on a few meetings with our board, which will also attend the final presentation.

Who are the other members of the senior management team that you expect to be involved in this project, and what are their titles?

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexandre Hadade</td>
<td>CEO</td>
</tr>
<tr>
<td>Bruno Schrappe</td>
<td>Director of Strategy and Innovation</td>
</tr>
<tr>
<td>Guilherme Aere</td>
<td>Director of Technology</td>
</tr>
</tbody>
</table>

**Project Logistics**

What special business skills or industry experience would be most valuable to have on the student team?

Some knowledge of software product development would be useful (platform is web-based, with Java as back-end). Basic knowledge of retail operations, e-commerce technology and digital asset management.

How important is it for team members to have local language skills? Please elaborate.

None at all. Basic Portuguese slang and "language survival skills" will be provided on the first day. All point of contacts at the company speak fluent English, as well as customers they will be exposed to.

Where exactly will the on-site work take place in late March? Please list all the cities / offices where the students might be expected to visit.

On-site work will be done in Sao Paulo, as well as customer visits.

Does the company agree to pay a one-time fee of $10,000 to cover student travel and administrative expenses?

Yes.

Does the company agree to arrange and pay for a hotel or other accommodations for the students during their stay?

Yes.

**Other**

*OPTIONAL:* Please provide any additional information, web site links or file attachments that you believe will help the students better understand your company and the nature of the project opportunity.
Arizona services and technology presentation:

Thank you for your interest in Kellogg’s Global Lab, an experiential learning course which pairs teams of second-year MBAs with international companies seeking help in solving real-world business and management challenges. This application form will be used by students to select project preferences and will assist the faculty in matching student teams with client companies.

_Please note that we expect to receive more project applications than we have student teams to support, so please complete the application as thoroughly as possible in order to give students a full appreciation of the project opportunity._

Completed applications should be submitted **no later than September 6, 2013** in electronic format to russell-walker@Kellogg.Northwestern.edu. If you have any questions about the application process, please feel free to contact Russell Walker at the office (+1 847 467 2148) or by cell phone (+1 224 515 6485).

### Company Information

| Company Name | PPI PYUNGWHA  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(PPI: PyungWha Plastic Industry)</td>
</tr>
<tr>
<td>Industry</td>
<td>Plastic Manufacturing</td>
</tr>
<tr>
<td>Business Address</td>
<td>1085-11, Beodlero, Jangan-Myeon, Hwaseong-Si, Gyeonggi-Do, Korea, 445-941</td>
</tr>
<tr>
<td>Country</td>
<td>South Korea</td>
</tr>
<tr>
<td>Web Site Address</td>
<td><a href="http://www.ppinet.co.kr">www.ppinet.co.kr</a></td>
</tr>
</tbody>
</table>
Contact Details

<table>
<thead>
<tr>
<th>Name of Primary Contact</th>
<th>Hye Jung Lee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position / Title</td>
<td>Manager, Chicago Contact of PPI</td>
</tr>
<tr>
<td>Phone Number</td>
<td>+1 917 428 4526</td>
</tr>
<tr>
<td>E-Mail Address</td>
<td><a href="mailto:hjlee@ppinet.co.kr">hjlee@ppinet.co.kr</a>, <a href="mailto:hjleephoto@gmail.com">hjleephoto@gmail.com</a></td>
</tr>
<tr>
<td>Skype Account (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

Company Background

Briefly describe your company’s business, your major product and service lines, and the markets you currently serve.

1. Company Location
   1). Factory Headquarter in Korea: Hwaseong-Si, Gyeonggi-Do / Marketing Office: Anyang-Si, Gyeonggi-Do
   2). Factory in China: Sim-Yang
   3). USA Contact: Chicago
3. Major products
   1). PVC Pipes (ASTM/AWWA/NSF certified)
   2). I-PVC: The world first PVC that is tensile strength, impact strength and high water pressure resistant. (5 times more stronger than cast iron pipe)
4. Major service lines
   1). Skyscrapers, Residential buildings, Hotels, prime long-term housing and commercial buildings, wastewater/drainage pipe
   2). Above-ground and underground water pipes

*I-PVC (Impact Polyvinyl Chloride): A source material developed by PPI, which increases both tensile strength and impact strength—a global industry first and a feat once thought impossible.

What year was the company established, and how would you describe its stage of development (e.g.: start-up, early stage, mature, etc.)?

Since 1976, PPI has specialized in making the best PVC piping products. As a leader in the PVC piping material field, PPI focuses on continuous new
product development and the world first ever products.
1. The world’s most known standard U-PVC Pipe
2. Developed the world first sound proof pipe
3. Developed the world first I-PVC pipe that is 5 times stronger than cast iron pipe. Usage-DH2040 Drainage PIPE / High-Strength water pipe

How many employees does the company currently have?

Total employees: 230
- Manufacturing: 171
- Sales/Marketing: 39
- R&D: 10
- Management: 10

Project Description

Describe the business challenge or opportunity that you are looking for the student team to help you solve. (Please note that the most attractive projects are typically those of high priority to the client company and center around issues of corporate strategy, marketing, finance and/or operations.)

1. I-PVC source material and development skills have been getting patent by Korean government. PPI is looking for a strategy to get a patent in major international market (USA, JAPAN, CHINA and EUROPE) for global marketing debut.
   *Remarks: PPI OWNED TECHNOLOGY
   1) Succeeded in developing the world first high impact strength pipe.
      - Product name: DH2040 DRAINAGE PIPE / High strength water pipe
      - Presidential Prize Award
      - Outperform cast iron pipes and offers an innovative alternative to existing PVC pipes.
   2) Global Certification: ASTM, AWWA, NSF Certified / UL, FM in process

2. Global marketing strategy for DH2040 Drainage pipe (5times stronger than cast iron pipe) and High impact water pipe.
   *Remarks: More than 180 countries use wastewater/drainage pipes that are made of cast iron (60-70%) and PVC pipe (30-40%).

What are the key deliverables that the team should provide at the end of the project?

*Each countries marketing strategy considering below three
1. Strategy for Sales networks in the targeted markets
   * Targeting for marketing
     - Constructors/Builders/Architectures that are using cast iron pipes
- States or Area’s manager that uses cast iron pipes
2). JV Strategies with local PVC manufacturers
* Our Conditions:
  - PPI offers supply skills for I-PVC Pipes so that each countries can make I-PVC pipes in their county.
    But Various fitting pipes will be exported from PPI Korea.
3). Pricing
  - Consider Korean market / Each countries market price

How much time will the CEO or Managing Director have to spend with the team when they’re in country the last two weeks of March?
We will full support the consulting team which is expected to include Korean students if possible from arrival to their departure and let them have meetings with top management anytime needed.
CEO Mr. Jong Ho LEE and V.P for R&D Mr. Chang Suk LEE will be always available and take care of the consulting team’s activities.

Who are the other members of the senior management team that you expect to be involved in this project, and what are their titles?
- V.P for Marketing Mr. Suk Won HONG
- V.P for logistics Mr. Si Young LEE
- S.V.P for manufacturing Mr. Seung Ho KIM
- S.V.P for management Mr. Jong Gi SUK

---

**Project Logistics**

What special business skills or industry experience would be most valuable to have on the student team?
Someone who can consult international sales strategy for PPI’s innovative products promptly. – DH2040 Drainage pipe and high impact water pipe.

How important is it for team members to have local language skills? Please elaborate.
PPI prefers students that speak Korean but it’s not necessary since we have a translator.
Where exactly will the on-site work take place in late March? Please list all the cities / offices where the students might be expected to visit.

1. PPI Headquarter in Hwaseong-Si, Gyeonggi-Do
2. Sites: Lotte World Tower 123th FL Skyscraper in Jamsil, Seoul
   United States Forces Korea in Peong-Tak, Gyeonggi-Do
   Sam Sung & Hyun Dai construction companies field

Does the company agree to pay a one-time fee of $10,000 to cover student travel and administrative expenses?

Agree.

Does the company agree to arrange and pay for a hotel or other accommodations for the students during their stay?

PPI will offer students accommodation either at a business hotel in Hwa-Seong Si (near the factory) or a residency in An-yang (near the marketing office). We will also offer them a lunch (Korean style).

Other

OPTIONAL: Please provide any additional information, web site links or file attachments that you believe will help the students better understand your company and the nature of the project opportunity.

Website : www.ppinet.co.kr
Attached Product Catalogue