

## INTL-915 GLOBAL LAB

**DRAFT VERSION – TENTATIVE 10-19-17**

WINTER 2018

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### **COURSE APPLICATION PROCESS:**

Global Lab is available by application only.

Applications are accepted by the Kellogg Experiential Learning system. Students should apply for **INTL 915** via the Kellogg Experiential Learning System, at:

<https://www4.kellogg.northwestern.edu/el/>

The application start date and close dates are defined the Global Programs Department and denoted on the application page.

Decision date is before Round 1 bidding

**Owing to the unique work relationship and travel required of the teams, well formed and successful teams are highly desired. Special preference will be given to teams of 4 that perform and apply as a team. Individuals may also apply.**

### **COURSE DESCRIPTION**

Kellogg's Global Lab (G-Lab) offers students a unique opportunity to work one-on-one with an international company to help solve a pressing business or management challenge. This twelve-week experiential learning course blends traditional classroom learning with real-world problem

solving, teamwork, and client service. Working closely with the faculty advisor, teams of four students spend the first ten weeks on-campus conducting research, analysis, and interviews in line with the work plan they develop with their clients. After a mid-term progress review and completing their on-campus activities, the teams travel to the client sites to spend the final two weeks completing their research, presenting final recommendations, and working with management on implementation plans.

The course has three primary educational objectives. First, it allows students to apply their business skills and experience to a practical, real-world problem facing an international organization. Students will be encouraged to bring their industry and functional knowledge to meet the specific challenges of their clients. Second, the course is intended to deepen students' understanding and appreciation of international markets, business practices and cultural norms through a combination of on-campus work and international field study. Finally, G-Lab offers students the chance to continue developing their teamwork and client relationship skills outside the classroom. This course goes beyond a traditional group research project, which only a faculty member will read. Global Lab clients have high expectations for the value that Kellogg students can deliver to their organizations.

G-Lab projects are carefully selected by the faculty advisor on the basis of being rigorous, multi-disciplinary efforts which require teams to tackle issues of corporate strategy, marketing, finance, M&A, customer service, organizational design and/or operations. All projects focus on a high-priority business issue for the client organization and have an internal "champion" who agrees to serve as the primary contact person for the team and to communicate frequently with the students throughout the course of the project. Students are expected to devote 8-10 hours per week to the project, plus time in-country.

Student assignments to client projects will be based on individual preferences, requested skill sets and industry experience, local language requirements, and team member diversity. Every attempt will be made to grant students their first or second choice of projects. An on-line survey will be used to collect student resumes and project preference in advance, and final team assignments will be announced prior to the first class in November. Students who wish to form their own teams are free to request they work together; however, there's no guarantee that every team request can be accommodated.

For a complete listing of this Winter's G-Lab projects, see list of projects as e-mailed by Kellogg Experiential Learning.

Please note that enrollment in this course is limited to 24 students which means that only 6 projects of 4 students on each team will be undertaken.

## PREREQUISITES

Students must have completed all core courses with the exception of OPNS-430 which can be taken concurrently in the Winter quarter. For practical purposes, this limits enrollment to students in their second year of the full-time program and those in the one-year program. Part-time program students who have fulfilled their core requirements are also eligible to take the course.

## EXAMS AND TRAVEL

Because of the international travel required at the end of this course, students are encouraged to make sure that their Winter course exams will be administered during the weekend portion of the exam period before enrolling in Global Lab. Please contact Kellogg International Department (Deborah Kraus or Tina Hrabak) directly if you have questions about whether or not weekend examinations will be offered in your other courses. Students cannot travel until all members of the team have completed their exams.

## CLIENT CONFIDENTIALITY

The information you will receive from client companies is considered proprietary and strictly confidential. Students are expected to make all reasonable efforts to protect non-public client information and to destroy or return all information at the conclusion of the course if the client so requests. In order to share confidential documents among team members, it is recommended that students use a shared workspace on Canvas which is password protected. The faculty advisor will provide a sample confidentiality and non-disclosure agreement if requested by the client.

## EVALUATION AND GRADING

The grade in this course is heavily weighted to the quality of the final team recommendation report delivered to the client. The team's finished work product will be evaluated based on the depth of research and analysis, application of business tools and concepts, actionability of the findings and recommendations, apparent level of effort, and the overall quality of deliverables. In addition to the faculty advisor's evaluation, client companies will also be asked to complete a confidential project assessment, and students will have a chance to evaluate their teammates' contributions to the project.

<u>Component</u>	<u>Weight</u>
Team meeting and class participation	15%
Mid-term progress review	25%
Final recommendations report	<u>60%</u>
- Faculty advisor grade	30%
- Client assessment	20%
- Peer evaluation *	10%

Note: The faculty advisor reserves the right to adjust any student's final grade up or down by a full letter grade in the event that the student's peers unanimously score his or her contributions significantly above or below the overall team effort. In other words, the weighting for peer evaluations may be greater than 10% for outliers on the team. Client feedback on individual contribution can similarly result in a letter grade deduction if the client identified an individual's performance or contribution as being disproportionately lower than others or otherwise unacceptable.

## WEEKLY TEAM MEETINGS

As can be seen in the detailed course schedule below, there are few traditional classroom lectures in Global Lab. Students will spend the majority of their time working in teams and meeting with the faculty advisor once a week to review progress, share new ideas and insights, and review deliverables. Each team will schedule a convenient weekly meeting time with the professor in his office. Students are expected to show up on-time for the weekly meetings and let their teammates and faculty advisor know in advance if they cannot make one of the meetings.

#### OTHER RECOMMENDED SITES

In addition to scheduled classes and faculty advisor meetings, G-Lab students are expected to attend a special session on the library resources. We will have a librarian join us for an introductory session. Some sites to consider include:

- [On-Line Library Research Tips](#)
- [Library Resources for Experiential Learning Courses](#)

#### COURSE SCHEDULE

Week and Dates	Time	Location	Details
<b>PRE-TERM ACTIVITIES</b>			
Nov 15, 2017	12:15-1:15 pm tentative	TBD	Pre-term class. <b>Mandatory.</b>
Dec 1, 2017	12:00 pm tentative	TBD	Work plans due to professor and client before winter break
<b>WINTER 2018 TERM ACTIVITIES</b>			
<b>Week 1: Jan 10</b>	<b>1:30-3:00 PM</b>	<b>TBD</b>	<b>First class – <i>Getting Started</i></b> Library Resources
Week 1:	Various	4491	Meeting with client and professor
Week 2:	Various	4491	Meeting with client Meeting with professor (optional)
Week 3:	Various	4491	Meeting with client and professor
Week 4:	Various	4491	Meeting with client and professor
Week 5:	1:30-3:00 PM	TBD	Midpoint presentation to the class
Week 5:	Various	4491	Meeting with client

			Meeting with professor (optional)
Week 6:	Various	4491	Meeting with client and professor
Week 7:	Various	4491	Meeting with client and professor
Week 8:	Various	4491	Meeting with client and professor
Week 9:	Various	4491	Meeting with client and professor
Week 10:	Various	4491	Meeting with client Meeting with professor (optional)
<b>In Country Travel</b>			
Mar 19-30	On site with client		
<b>Post Travel and Post Term</b>			
Apr 6	12:00 PM		Final projects in digital and printed form due to Client and Professor
Apr 6	12:00 PM-1:00 PM	TBD	Class Reunion (Optional) Lunch served
Apr 6	8:00 AM		Class Surveys and Team, Self Evaluations due
April 17			Final grades available

## CLASS DESCRIPTIONS AND READINGS

### First Class

- Focus: *Getting Started and Library Resources*
- Business problem solving strategies
- Client relationship skills
- Doing business in emerging markets

### - Readings:

*The McKinsey Way*, Ethan M. Rasiel, McGraw-Hill, 1998, Chapter 1, pp. 3-13, Chapter 3, pp. 29-45, Chapter 8, pp. 77-92, Chapter 13, pp. 127-137.

*Global Competitive Strategy*, Daniel F. Spulber, Cambridge University Press, 2007, Introduction, pp. 1-15, Chapter 5, pp. 135-140.

### Second Class

- Focus: *Mid-term Progress Reviews*
- Progress Reviews due in class
- Team presentations
- Class discussion of common themes, challenges, and insights

Final Team Trip To-Dos All items to be handled in weekly meeting with Professor Walker.

- Focus: *Final Logistics*
- Copies of all travel-related documents due to Kellogg International Office
- Making the best use of time in-country
- Discussion of international business etiquette (check out [www.kwintessential.co.uk](http://www.kwintessential.co.uk))
- Final Q&A before departure

## GUIDELINES FOR DELIVERABLES

Work plan: Developing a focused and well-structured work plan early on is crucial to the team's success. Work plans should clearly state the core question that the team is trying to answer and then disaggregate the issues to be explored in answering that question. Each issue should have an explicit set of activities (e.g.: research, interviews, modeling) to be completed along with an individual assignment and deadline for when the tasks are to be finalized. Once completed, the work plan should be shared with the client to help align expectations and identify possible gaps. The course readings will contain some helpful tools for creating these work plans, and a template will be provided to help teams get started.

Progress Review: Halfway through the term, teams will be asked to prepare and formally present a progress review to their clients. The review can be in either PowerPoint or written format depending on what teams feel will be most effective. This is the chance for teams to share their initial findings with management and remind the client of what work remains. Initial hypotheses and preliminary recommendations can also be floated for client reaction at this time. It is important to use this opportunity to get specific feedback from the clients on how things are going. Are they satisfied with the results so far? Do they wish to focus the remaining time on one or two specific things you've identified? Are there still big issues that need to be addressed? Some of the teams will be asked to share a summary of their progress reviews with the entire class during our third session.

Final Recommendations Report: The final project report should be a concise, well-structured document which synthesizes the team's research and analysis and answers the client's core question with logical, well-supported arguments and a clear set of actionable recommendations. Again, teams are free to choose between PowerPoint or prose format for this deliverable. The final report should be formally delivered to the senior management team in country at the conclusion of your two-week visit. Teams are encouraged to also deliver at that time any ancillary or back-up materials they wish to leave with the client. Items such as interview notes, industry research reports, customer survey data, and financial models can be very valuable to clients even after the conclusion of the project. Copies of the final report and any collateral material delivered to the client are due to the faculty advisor the first week back on campus.

## DROPPING THE CLASS

Due to the unique nature of G-Lab, students are encouraged to enroll only if they are 100% certain they will stick with the class. If a student drops out early in the Winter quarter, not only do they leave their teammates under-resourced for the project, they disappoint the clients with whom they've already been in contact. For these reasons, students will be asked to sign a Team "Commitment Letter" on the first day of class promising to work together throughout the term and to drop the course only in the event of a significant, unforeseen personal or professional obligation. Officially, the last day to drop this course without penalty is end of the first week of Winter quarter.

## HONOR CODE

All students are expected to adhere to the Kellogg honor code which can be found at [http://www.kellogg.northwestern.edu/stu\\_aff/policies/honorcode.htm](http://www.kellogg.northwestern.edu/stu_aff/policies/honorcode.htm). In particular, students are reminded to provide complete citations for all research, data, graphs and quotations taken from other sources. This includes documenting sources on PowerPoint presentations as well as other written reports and client correspondence. Remember – plagiarism is a serious breach of the Kellogg honor code. For more information on how to avoid pitfalls, please visit <http://www.northwestern.edu/uacc/plagiar.html>.

## OUT OF POCKET COSTS

Client companies have agreed to pay for the costs of economy-class airfare and on-site accommodations for the work days that students spend in-country. Students are required to work with Northwestern University travel agents to book air travel. Details will follow in class. There are no processes to reimburse students for purchased tickets or use of frequent flier miles. In most cases, the client companies will arrange local accommodations for the team and pay these expenses directly, but students are expected to cover costs outside of coach travel and hotel room expenses.

All other costs associated with the international trip, including visas, immunizations, local transportation and meals, are the student's responsibility. Weekend travel, after-hour entertainment and site seeing are, of course, also considered personal expenses and are the student's responsibility. Please do not ask the clients to pay for any expense beyond those that they've already committed to paying.

## INTERNATIONAL COMMUNICATIONS

Students are encouraged to use Skype or another low-cost VoIP provider to communicate with their clients abroad. In the event, however, that clients don't have high-speed internet access, Kellogg has set up a special international calling code for G-Lab students. To make an international call from any campus phone, simply dial \*89-135727-9-011-country code-number. This code is to be used only for calls related to your client work, and its use will be strictly governed under the terms of the Kellogg honor code.

## **STUDENT AGREEMENT**

**Students will be required to sign and accepted the following agreement (see following terms). Failure or unwillingness to accept these terms will result in the student being dropped from the class. If you have questions about the teams, contact Deborah Kraus. If you find the terms unacceptable, then applying for Global Lab is not advisable, as the terms are not negotiable. These terms have been developed in conjunction with the Kellogg International Office and Dean's Office to protect you, your team, Kellogg, the client, and to provide a productive and fair environment for your learning and success.**



## Global Lab (INTL 915) Course Expectations

Global Lab is an experiential course that allows Kellogg students to work on real-world consulting projects in international settings. The course requires a strong commitment by the students to match the strong commitment offered by the sponsoring companies. Additionally, given the international component, there are many specific expectations for this course. This document outlines many of these expectations.

### TRAVEL and TRAVEL EXPENSES

- The sponsoring companies have agreed to pay for economy fare tickets to and from Chicago to the destination required and modest housing accommodations while in the country. All other expenses are the responsibility of students.
- Kellogg students must secure airline tickets through the Kellogg approved travel agents. Travel must be approved by the Kellogg Global Programs to meet cost and travel dates requirements. No exceptions.
- No reimbursement for ticket expenses incurred by students is possible. Students may not be compensated for frequent flyer points.
- Students will be directed on the specific process for securing tickets through the university travel agents. Tickets must be secured by Jan 26.
- All travel is economy fare, thus upgradeable fares are not included.
- All additional fees levied by airlines (including but not limited to: baggage fees, preferred seating fees, meals) are the responsibility of the student.
- With the exception of extremely extenuating circumstances, students are expected to make every effort to travel to and from the country together.
- All expenses outside of the economy airfare and housing accommodations (including but not limited to: ground transportation, visas, food and beverage, excursions, cultural events) are the responsibility of the students.
- Students should not bill sponsoring companies for anything.

### TRAVEL DATES

- Students are expected to return in time for the first day of classes in the spring quarter. Global Lab travel is not a permissible excuse for missing the first day of classes of the spring term. In particular, students are expected **to arrive** in Chicago on the **Saturday before the beginning of the Spring term**.
- Global Lab travel is not justification for missing class or exams in other courses.
- Students must complete the final exams before planning travel.
- Students are expected to work with the client, on site, during normal business hours for the duration of the workdays of the trip.

### TRAVEL REQUIREMENTS

- Students are required to travel and work in country to successfully complete and pass INTL 915. Failure to make the in country travel is consider an inability to complete the class.

- Students must possess valid passports and sufficient date validity to secure any needed visas. Students will not be permitted to travel without all needed visas.
- Students also must be aware of unique or impossible visa requirements based on their nationality. Inability to secure visas will prevent travel and therefore successful completion of the class.
- Students shall secure needed immunizations (if needed or desired) and travel insurance (as required) at their own expense.

#### HOUSING

- When possible, students of the same gender are expected to share a room during the in-country stay.
- Housing is provided by the sponsoring company directly and billed to the company. Students shall not accept billing for any rooms.
- If you desire a private room, please note that costs for that will apply.
- The client is only responsible for housing on “work days” and not days for cultural outings or leisure.

#### CLASS ATTENDANCE

- Global Lab has a few class times. It is critical that students plan to make these class times. Attendance is expected and material to the grade.

#### TEAM COMMITMENT

- Students shall not enroll in the class unless deeply interested and committed to the learning experience.
- Global Lab requires a commitment of each individual to the team. The experience of the team and the sponsoring company are a collective responsibility.
- Peer evaluation is a large component of the course grade. Overwhelming negative peer evaluations will result in a full letter grade deduction.
- Students shall be prompt, present, and prepared for all client meetings.
- Students shall respond to all client communications promptly.

#### KELLOGG HONOR CODE AND CONFIDENTIALITY

- The Kellogg Honor Code holds for all activity associated with Global Lab.
- Students shall respect the confidentiality of client information, comments, and documents at all times.
- At all times, students shall conduct themselves with consideration to Kellogg, the sponsoring company, and their fellow teammates.

Participation in Global Lab requires adherence to these expectations.  
I accept these expectations and will hold these during the course.

\_\_\_\_\_ Student Name  
 \_\_\_\_\_ Student Signature

# **Winter 2018 Projects**

# Caresoft Global

[www.caresoftglobal.com](http://www.caresoftglobal.com)

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

We are a global engineering solutions company working closely with major Automotive, On-Highway, Agriculture & Construction Equipment Manufacturers and Tier-I Suppliers to solve engineering challenges relative to Product Development, Cost Optimization, Manufacturing and Aftermarket.

We work in the areas of Vehicle Competitive Assessment (Automotive Benchmarking), Engineering solutions pertaining to Mechanical, Electrical and Manufacturing Engineering. We also provide solutions in the areas of Technical Publications, Multi-media including Virtual Reality simulations.

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

The company was established in the year 2007. We are at an inflexion point where our new suite of cutting edge products in the areas of Benchmarking, eCAD application and engineering costing is gaining traction.

How many employees does the company currently have?

We have 1300 employees globally.

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## 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.)

Currently we have the following cutting products in our portfolio which have the potential to be market disrupters with respect to the incumbents

1. Arcadia – The world's first and the only cloud based electrical CAD platform for design and manufacturing of Electrical Wire Harness

2. Iceberg – An advance enterprise platform for Automotive Benchmarking
3. costCompare – A revolutionary platform for costing of vehicle wire harness
4. motoview.com – A free to use B2B and B2C website providing insightful perspectives of cars showcased in leading global auto shows

We are looking to obtain decision support data points and analysis in the following modes

1. **For Arcadia, Iceberg and cost Compare** – Strategic positioning and competitive analysis and how we can leverage the 'first-mover-advantage' with respect to the technology and IP infused in these products.
2. **For motoview.com** – Marketing plan, monetization opportunities with respect to B2B and B2C consumers broken down by industry segments, demographics and competitive landscape.

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

1. Strategic positioning and competitive analysis for Arcadia, Iceberg and costCompare. Advisory notes on how we can leverage the first mover advantage with respect to the technology and IP infused in these products.
2. Comprehensive - Marketing plan, monetization opportunities with respect to B2B and B2C and SWOT analysis with respect other similar sites if any.

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

1. Richard Ambadipudi VP Sales – Chief sponsor for the program
2. Chandra Shekaran Sr. Manager – Support for Motoview.com

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## Project Logistics

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

1. Functional or academic exposure to manufacturing domain

2. Functional experience for marketing and business planning
3. Experience in secondary research and data collection

**As the technology supports auto manufacturing, the team is expected to travel to a major auto manufacturing region, such as China, Japan, or Germany.**

# Capital Safi – Marketing and Digital Development

[www.capitalsafi.com](http://www.capitalsafi.com)

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## Company Background

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

Capital + SAFI is an asset management firm of close-end funds with shares listed in the local securities market - *Bolsa Boliviana de Valores*. We currently have three funds fully operational, all in local currency, and with a term of 15 years. The mandate of these funds is to develop the local debt private market, and therefore make for the most part investments in fixed income securities and other tailored positions such as structured bonds, hybrids, and subordinates. Our assets under management (AUM) amount to US\$ 240 million, however, in the coming months our fourth fund, with a nominal value of US\$ 250 million, should be active. Thus bringing our total AUMs to around US\$ 450MM making us the largest close-end fund manager in the country. A key point of difference on the new fund - *Fondo Exportador* - is our exposure to new asset classes overseas in equity, sovereign debt, and corporate debt - through exchange traded funds. Also worth mentioning is the fact that we've partnered with Morgan Stanley and UBS - Morgan will be acting as advisor and broker whereas UBS as broker for the new *Exportador* fund. Through our strong team of experienced investment and product development officers, we're also in the midst of developing a real estate and private equity funds as well. In an effort to diversify away and in an effort to expand our footprint into other markets, we plan to set foot first in Peru no later than 2018. Other markets where we invested to learn, and researched fully for opportunities over the last three years include Mexico, Colombia, and Spain. Last but not least, our organization, in spite of our young age, invests significantly in the development of our staff having programs such as the Charter Financial Analyst (CFA), Mindfulness, Executive Programs at Kellogg and Wharton, and courses at the New York Institute of Finance, MOOC, and others where we fully sponsor our participants. Formally English is the second language in our

organization.

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

It was established five years ago and we believe it's still in an early stage of development.

How many employees does the company currently have?

We have approximately 25 staff in the company.

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## 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.)

There are almost 57 million Hispanics in the U.S., representing close to 18% of the nation's population. Hispanic buying power is projected to reach \$1.7 trillion by 2020, making it the 18th largest consumer market in the world. So the plan is to fully understand the Hispanic Market in the U.S. - for growth opportunities. On the other hand, Bolivia offers low labor and operating costs, however, country risk remains a big hurdle to tackle. So the challenge is two-fold; on the one hand, find business opportunities in the US for Capital SAFI while, on the other hand, bearing in mind incorporating Bolivia's cost advantage and navigating its sovereign risk as part of the growth mix. Critical for the success of this venture, and to be a next generation company digitally powered, will be the application of digital technologies i.e. Internet Of Things (IOT) tools to optimize the customer experience and to deal with disruptive innovation - disruption of the customer experience. Digital disruptors offer superior customer value propositions across the dimensions of cost, control, convenience, customization and community. It's marketing that is fully enabled by technology to allow for smarter processes and richer engagement with all stakeholders. - Personalized conversations with our customers and other stakeholders is our challenge. So we need a system of engagement. To that end, and as part of the business design, we must step up to the challenge and craft out a digital transformation strategy.

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



project?

I. Marketing and Digital Front:

- Lay out the roadmap for Digital Transformation to digitize the Enterprise: 1. to improve operational efficiency, 2. Create superior customer experiences, 3. Design innovative business model.
- Reimage business process end to end by leveraging digital tools:  
Internal Focus: Optimize operations and assets to improve productivity.  
External focus: Optimize customer touch points to improve the customer experience and other stakeholders e.g. credit agencies, regulators, companies that issue securities, etc.
- Select marketing tools, including new digital marketing options, to enhance profitability
- Analyze opportunities and risks from a more strategic perspective

**Students travel to La Paz, Bolivia to work with the Capital Safi Team.**

# Capital Safi – Entrepreneurship and Finance

[www.capitalsafi.com](http://www.capitalsafi.com)

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## Company Background

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

Capital + SAFI is an asset management firm of close-end funds with shares listed in the local securities market - *Bolsa Boliviana de Valores*. We currently have three funds fully operational, all in local currency, and with a term of 15 years. The mandate of these funds is to develop the local debt private market, and therefore make for the most part investments in fixed income securities and other tailored positions such as structured bonds, hybrids, and subordinates. Our assets under management (AUM) amount to US\$ 240 million, however, in the coming months our fourth fund, with a nominal value of US\$ 250 million, should be active. Thus bringing our total AUMs to around US\$ 450MM making us the largest close-end fund manager in the country. A key point of difference on the new fund - *Fondo Exportador* - is our exposure to new asset classes overseas in equity, sovereign debt, and corporate debt - through exchange traded funds. Also worth mentioning is the fact that we've partnered with Morgan Stanley and UBS - Morgan will be acting as advisor and broker whereas UBS as broker for the new *Exportador* fund. Through our strong team of experienced investment and product development officers, we're also in the midst of developing a real estate and private equity funds as well. In an effort to diversify away and in an effort to expand our footprint into other markets, we plan to set foot first in Peru no later than 2018. Other markets where we invested to learn, and researched fully for opportunities over the last three years include Mexico, Colombia, and Spain. Last but not least, our organization, in spite of our young age, invests significantly in the development of our staff having programs such as the Charter Financial Analyst (CFA), Mindfulness, Executive Programs at Kellogg and Wharton, and courses at the New York Institute of Finance, MOOC, and others where we fully sponsor our participants. Formally English is the second language in our organization.

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It was established five years ago and we believe it's still in an early stage of development.

How many employees does the company currently have?

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## Project Description

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

II. Entrepreneurship and Finance front:

- Explain all the necessary steps and requirements to enter the US market
- Craft a business design for the US Market based on the opportunity findings.
- Advise on a model and/or plan to attract top talent and key resources to turn our vision into reality
- Advise on how to better build the capabilities and organization to launch and scale our business to the U.S.
- Craft an optimal strategy to raise the financial resources to scale into the U.S. market while taking into consideration, the Bolivia country risk, should the back office be in Bolivia.

**Students travel to La Paz, Bolivia to work with the Capital Safi Team.**

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# Canon Negro Fishing Lodge

[boliviahuntingandfishing.com/cano-negro-lodge/](http://boliviahuntingandfishing.com/cano-negro-lodge/)

## Company Background

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

Cano negro Fishing Lodge, is a lodge near the community of Versalles, a place located at a rain forest area in the amazonas.  
The mayor product is fishing (catch and release).  
The market that we most serve is the USA, through our outfitters, like Rod and Gun, Trek 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.)?

The camp started around 10 years ago. 2 years ago it change of owners.  
The stage we believe is mature.

How many employees does the company currently have?

The lodge only works from July to first days of November.  
People that works, is people from the community of versalles.  
We rotated the people each month and we have around 20 men and 10 women each month

## Project Description:

**The team will examine the holistic operation of this eco-tourism business, including marketing, operations, investments, and customer experiences. The team will have access to the founders and operators. Teams that enjoy and appreciate, fishing, ecotourism, working with entrepreneurs and friends of nature are most welcomed.**

Travel is to Bolivia

# Grupo Exito

<https://www.grupoexito.com.co/>

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## Company Background

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

We are a leading multilatinational retail commerce company in South America. We are present in Colombia as Grupo Éxito; in Brazil as Grupo Pão de Açúcar; in Uruguay as Grupo Disco and Grupo Devoto; and in Argentina as Libertad.

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

Grupo Exito was founded as Carulla in 1905 in the city of Bogota. It's a company that is in a mature stage, although the e-commerce business unit is in its early stage.

How many employees does the company currently have?

Grupo Exito has 45.000 employees in Colombia, making it the largest private employer in the country.

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## 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.)

E-commerce is facing a fast growing development in the recent years in Colombia and all around LATAM. During these years, Grupo Exito, one of LATAMs largest Retailers has created an e-commerce division in Colombia and has had an exceptional growth as well, through web and mobile sites. Nevertheless, conversion rates are low in comparison to other Colombian e-commerce sites, and very low compared to international e-

commerce sites. We believe there is a big opportunity to increase this rate, to generate more revenue. This project would be focused in creating a strategic plan with concrete short and long-term actions to increase conversion rates in a financially sustainable way.

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

Strategic plan and roadmap with concrete short and long term feasible actions, applied to the increase of the conversion rate of Grupo Exito's web sites: [www.exito.com](http://www.exito.com) and [www.carulla.com](http://www.carulla.com).

**Travel is to Colombia.**

# Baxter

[www.baxter.com](http://www.baxter.com)

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## Company Background

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

You'll find Baxter's products and therapies on nearly every floor, in every department, in almost every hospital worldwide. You'll find us in clinics and in the home. Patients and providers rely on Baxter for lifesaving renal and medical products, including intravenous (IV) solutions, systems and administrative sets, IV infusion parenteral nutrition, perioperative care, pharmacy devices and software, acute renal care, and home and in-center dialysis.

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

Founded in 1931. Company is in a mature stage

How many employees does the company currently have?

Approximately 40,000 employees

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## 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.)

Baxter Advanced Surgery has a strong position in hemostats & sealants (H&S), Tissue Repair Technologies and Orthobiologics. As the business is looking at growth strategies in the ECEMEA region (key growth target countries include Saudi Arabia, Gulf, Turkey and Israel), the global and regional business is evaluating which of two areas it needs to focus on (key business decision) and then needs a strategic action plan to lead in the chosen area.



Areas under evaluation:

- 1) Penetrating the basic hemostatic agents market with a hemostatic powder device in General and Gynecology surgery  
OR
- 2) Penetrating the Bariatric Surgery market with Baxter's soft tissue buttressing material (Peri-Strips) and Fibrin Sealant (Tisseel)

Short term Deliverable:

- Strategic Assessment (Powder Market Potential vs Bariatric Market Potential) and choice of one area to pursue
  - o Assessment must include rationale for choice driven by market potential, competitive landscape, market access factors, distribution channel and other relevant factors

Long-term Deliverable

- Execution strategy with relevant target markets

Execution strategy must include procedural segmentation, product/portfolio positioning, potential market development activities needed to support that positioning, pricing & reimbursement dynamics, competitive reactions, specific distribution channel tactic and other related factors

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

**Short term Deliverable:**

- Strategic Assessment (Powder Market Potential vs Bariatric Market Potential) and choice of one area to pursue
  - o Assessment must include rationale for choice driven by market potential, Baxter competitive footprint (ability to win), competitive landscape, market access factors, distribution channel and other relevant factors

**Long-term Deliverable**

- Execution strategy with relevant target markets

Execution strategy must include procedural segmentation, product/portfolio positioning, potential market development activities needed to support that positioning, pricing & reimbursement dynamics, competitive reactions, specific distribution channel tactic and other related factors

**Travel is to Israel.**