



# Examples of previous IMD MBA ICP projects

## Strategy & Growth Project Focus

Industry	Geography	Scope Definition & Issue Statement
<b>Biometrics</b>	Austria / Europe	Define a high-level security services strategy - Market position recommendations - Management and governance recommendations - Implementation.
<b>Capital Equipment</b>	Finland	Design a framework to elaborate new business opportunities for X.
<b>Capital Equipment</b>	Western Europe	Define an after-sales strategy
<b>Chemicals</b>	Central and Eastern Europe	Select a target customer segment; Define value proposition for the selected target segment and related value chain members; Recommend relevant business model; Develop go-to-market plan; Evaluate key financial figures.
<b>Environmental solutions</b>	Europe	Identify how can X develop a strategic push to sell parts
<b>Environmental solutions</b>	Western Europe	Identify how can X compete most effectively in the pan-European ducting market
<b>Fast Moving Consumer Goods</b>	Global	Identify how to take advantage of the existing opportunities for X in HoReCa in three European countries: Germany, Switzerland and France
<b>Fast Moving Consumer Goods</b>	UK	Assist X to accurately define their 3-year plan for the UK business
<b>Hotels</b>	Finland, Europe	Understand employee satisfaction, improve customer insight, develop an operational plan for growth, market assessment for international roll-out, improving the reservations process.
<b>Medical Technology</b>	China	Identify the likely scenarios for the IVD Industry in Asia, identify the Must Win Battles and make specific recommendations on long-term HR issues for X in China”



Industry	Geography	Scope Definition & Issue Statement
Non Profit	South Africa	Evaluate strategic choices on range of services, geography, partnership and funding models to maximise Xs' long term success and determine actions to be taken to close the gap
Precision equipment	China	Identify the opportunities and challenges the Chinese market represents for X
Pulp and Paper	Europe	1. Recommend a business model to tackle the security labelling business both in governmental and brand-protection markets; 2. Evaluate market for low cost security feature embedded into label stock in the lamination process and evaluate how to provide a more custom made offering with smaller volumes
Shipping	Global	Define the action required by X to be in the best position to take advantage of the future evolution of the steel industry
Specialty metal products	USA	Assist X to become more profitable by developing a plan to both increase revenues and reduce costs
Telecommunications	Switzerland	1. Determine the "moments of truth" in a customer lifecycle (from acquisition to churn); 2. Look at X's performance across these moments of truth; 3. Identify how loyalty can be improved at each step of customer lifecycle; 4. Determine measurements for the performance of X related to loyalty; 5. Create a list of actionable steps for X to take
Textiles	East Europe	Identify how can X better position itself in the European market
Tobacco	Europe	Identify the best model for X to forward integrate to directly communicate to the consumer
Transportation Equipment	Czech Republic	Provide an in-depth analysis of two specific business opportunities in the global commercial market for heavy duty off-road trucks: analyse segment and geographic markets, identify potential opportunity targets and recommend strategy and implementation plan



## Examples of previous IMD MBA ICP projects

### Execution & Change Project Focus

Industry	Geography	Scope Definition & Issue Statement
<b>Cement</b>	CEE / Romania	Identify how to best attract, retain and develop high-potential employees in Central and Eastern Europe
<b>Chemicals</b>	Europe	Develop a model for the setup of a principal structure and compare it to X's current efforts in this area
<b>Chemicals</b>	Europe	Identify how to make the organization more customer-oriented and how to manage the application portfolio efficiently
<b>Construction</b>	Western Europe	Develop a strategy for the implementation of the key account manager process for the newly created Logistics group
<b>Elevators</b>	Netherlands	Review and recommend new sales organisation and sales processes; recommendations re positioning of dual X brand; recommendations re internal mind-set and organisation.
<b>Energy</b>	Europe	Build a sustainable knowledge management system
<b>Energy</b>	Germany	Analyse the Project Management process of large projects within X and provide X with recommendations to improve: <ul style="list-style-type: none"> <li>• Quotation and order processing</li> <li>• Production planning processes</li> <li>• On-site assembly processes and after-sales service</li> </ul>
<b>Financial Services</b>	Tunis, Nigeria, Senegal	Identify the optimal organization structure for the bank
<b>Heavy Construction Services</b>	Brazil	Identify equipment segments in preparatory phase and define strategies per segment in workshops, validated with internal/external stakeholder.
<b>Human Resources</b>	Nordic region	Analyse and recommend how to make the marketing/sales functions more effective and efficient



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### Execution & Change Project Focus (Cont'd)

Industry	Geography	Scope Definition & Issue Statement
Insurance	Switzerland	Define a framework for coordination of key management processes
Insurance	Europe	Implement mobile financial services
IT Services	Czech Republic, Switzerland	Identify the management capabilities and resources in CZ and CH that will lead to successful transformation to connectivity and how this will occur
Logistics	Western Europe	Develop the most efficient overall organisational structure for X given the company's strategy and the analysis conducted during Phase 1 and 2.
Medical Technology	Austria, Slovakia	Recommend changes to Xs' structure by addressing the healthcare market in the Austria region (Austria and Central and Eastern Europe).
Metals	Global	Establish a working plan for X to bridge the gap between the Global Sourcing best-in-class companies and X current status.
Mobile Services	Sweden, Denmark, Norway, Hungary, Montenegro, Ukraine, Russia, Thailand, Malaysia, Bangladesh	How can X better align its structures, processes, people and rewards to support its strategy of international expansion and gaining scale economies.
Non Profit	Kenya	Identify governance and operational issues through dedicated workshops
Paper	India	Review strategy and organizational redesign and implement alignment
Tools	China	Identify how to help/motivate EPC to increase sales of X products in China