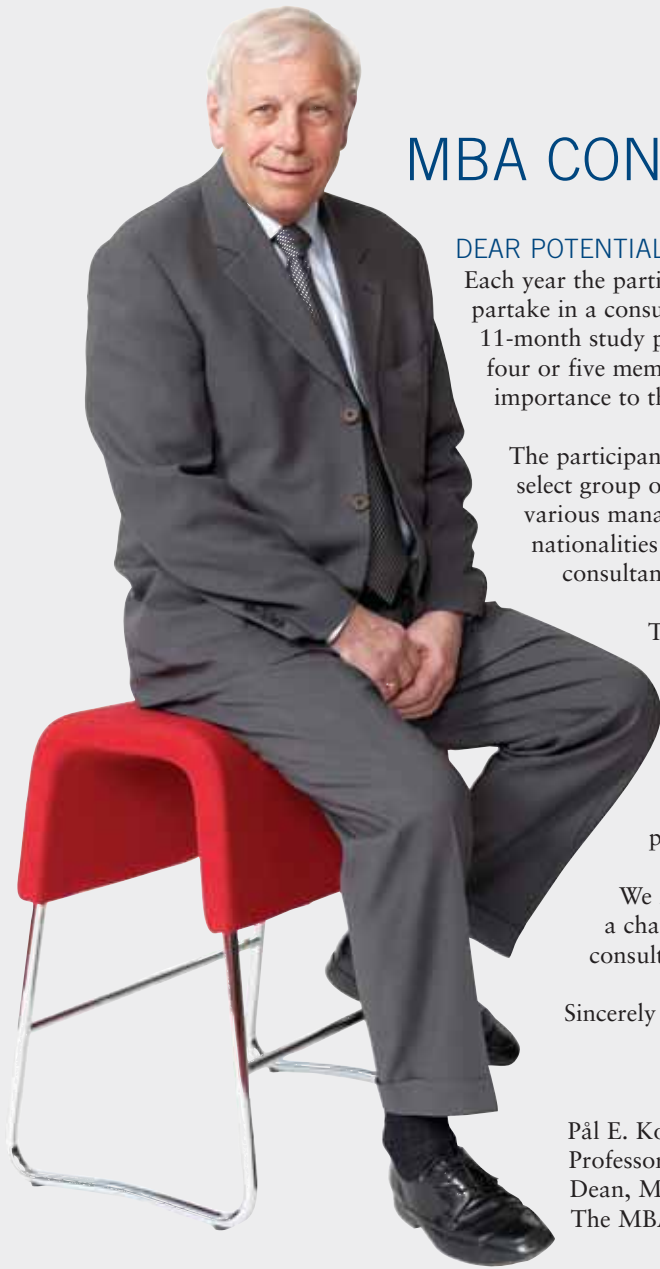




MBA CONSULTANCY PROJECT





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DEAR POTENTIAL MBA CONSULTANCY PROJECT PARTNER

Each year the participants in the MBA programme at BI Norwegian School of Management partake in a consultancy project. The project constitutes a major part of the participants' 11-month study programme. Together with a client organization, they work in teams of four or five members, and assume the role of management advisors on an issue of major importance to the organisation. We hereby invite you to join us in this project.

The participants of the MBA programme at BI Norwegian School of Management are a select group of qualified individuals. They have, on average, 8 years experience from various management positions in private and public organisations, represent various nationalities and all have a university or college degree. Hence we are offering you consultants of high quality.

The goal of the Consultancy Project is to have participants, with experienced faculty members as counsellors, apply the knowledge they have acquired from the MBA programme and from previous experience, to a real-life project. In doing so they shall also provide management of their chosen project partner with valuable input in analysis of the chosen issue. This occurs both in discussions with partner management and in a final written report. Consequently, both the participants and the partner organisation will benefit from the project.

We invite you to become a partner in this project. We hope you can provide a challenging, business critical project to a team of motivated and qualified consultants.

Sincerely yours,

Pål E. Korsvold
Professor of financial economics
Dean, MBA programmes
The MBA Consultancy Project



«On behalf of the management team at Conpart, I would like to express our satisfaction cooperating with the MBA-students this spring.

We are especially impressed of how the students have used the analytical tools in a Conpart setting, the chosen approach and structure, and their reflections. The content of the new business plan is an excellent tool for our further development of the company, and we will definitely use the document as a dynamic and living tool in our struggle developing the company to meet the future. We are also impressed in how the students have achieved an in depth understanding of Conpart's business, its technology, the market situation, possibilities, threats and the business environment as such.

The students have been frequently at our premises at Lahaugmoen, and have been a positive supplement in a hectic workday. They have balanced a pro-active attitude with carefulness and good planning. We are very satisfied with their approach, their behaviour and the work they have done.»

Tom Ove Grønlund
CEO/President - Conpart

«The MBA Consultancy Project has given us an objective perspective on our investments in sales and marketing. The evaluations and recommendations from the MBA students have therefore given us valuable information which has already led to concrete reallocations of internal resources. The process stimulated new ways of approaching different markets and their potentials. We have found it stimulating to work with such a motivated and skillful group of consultants which the MBA students actually are, and we would be happy to run a strategy project again.»

Hallstein Husbyn
Corporate Affairs Director
GlaxoSmithKline AS, Norway

«Working with the MBA students ErgoGroup has gained insight and better understanding of specific trends in the emerging mobile information markets. A team of highly motivated and skilled students provided an outside and objective view how to leverage existing business models and core competencies in the pursuit of new business. We are very satisfied with the quality of the output of the study as well as with the process itself. I would encourage other business leaders to tap into the resources provided by a team of BI-students in the MBA-program.»

Jakob van der Hagen
Director of Strategy and Business
Development
ErgoGroup AS

THE MBA CONSULTANCY PROJECT

The BI Norwegian School of Management MBA programme is designed to provide professionals a general management education with a strong dual emphasis on leadership and strategy. The Consultancy Project is a key element and highlight in the learning process.

This brochure provides an overview of the Consultancy Project; the benefits of the project for MBA participants and the corporate sponsors, the approach taken, and the involvement of faculty.

STRATEGIC ADVICE TO TOP MANAGEMENT

A team of MBA participants assumes the role of advisors to the company's management on an issue of major importance to the company. Examples of issues addressed by previous projects are:

- Strategies for entry into a new international market
- Evaluation of business unit R&D portfolio
- Product-market strategy for a business unit
- New approaches to supplier relationships
- Evaluation of business unit competitive positioning
- Organisation for horizontal, corporate synergies

Although a learning experience, the objective is to deliver real value to the company in the form of fresh, direct, articulate and actionable decision inputs.

SHARED BENEFITS

The Consultancy Project produces shared benefits for all involved.

- The MBA participants are provided with a unique opportunity to apply and further master the tools, concepts, skills and perspectives developed in the programme.
- The client company obtains valuable perspectives and practical recommendations on an issue of major importance.
- Links between the school and the business community are strengthened.

A THREE-PHASE, SYSTEMATIC APPROACH

To assure quality, the Consultancy Project normally follows a three-phase approach. The two initial standard phases both assure that the projects have a strategic perspective, and provide a systematic approach to understanding and framing the client issue that motivates the project.

PHASE 1: INDUSTRY ANALYSIS:

Industry dynamics and key factors for competitive success; first progress review with presentation and report.

PHASE 2: COMPANY ANALYSIS:

Company competitive position and positioning alternatives; second progress review with presentation and report. Final detailed definition of Phase 3 issue and analysis approach.

PHASE 3: ISSUE ANALYSIS:

Action recommendations; final presentation with a report on project results.

A SELF-MANAGED TEAM WITH A FACULTY ADVISOR

Each MBA Consultancy Project team consists of 4-5 MBA Programme participants and a faculty advisor. The project effort represents a minimum of 750 working hours over a 5-month period. The project team is responsible for project planning, execution and reporting. The project does not formally start before the Project Agreement has been signed by the client company, the faculty advisor and the team participants. The contract includes a confidentiality clause.

COMMITMENT TO RESULTS

Experience with Consultancy Projects has shown that value and benefits to all parties are directly a function of management commitment. We insist therefore on the involvement and the commitment of the client company's management. By 'involvement' and 'commitment' we mean more than merely attending the formal presentation of the project results.

This includes:

- announcing the project within the company
- ensuring access to all necessary information
- assigning an appropriate project manager to work closely with the MBA team.

WHAT THE CONSULTANCY PROJECT CAN DO FOR YOU, THE PARTNER

- Provide resources not otherwise available, to assist you on a critical project
- Exposes you to top quality professionals at a low-risk cost
- Opens up for new perspectives/ideas based on the most current trends and activities in your field
- Gives you insight to a group of potential recruits, working exclusively on your chosen issue.

QUESTIONS & ANSWERS CONCERNING THE MBA CONSULTANCY PROJECT

WHICH COMPANIES HAVE COMMISSIONED PREVIOUS PROJECTS?

Companies involved in the past years have included:

Aktuarene
APL
APO Kjedem AS
AMIGO AS
Boxer
Braathens
Bryns Zacco AS
Bærum Municipality
Cargoscan
Caretaker
Catch Communications AS
Compart
DNV Industry
EAB Tele
ElSafe
Ergo Group
Ericsson
EU Net
EWOS
Fast
Gate Gourmet
Gardermoen
GlaxoSmithKline
Global ID
Helse Sør
Indexdata
in2win
Kunnskapsforlaget
Kværner Oilfield Products as
mnemonic
NetConnect
Norchip
Norsemeter
Norsk Hydro
Norske Meierier
NRK
Norsk Vekst
Nycomed Amersham Pharma
Nutreco
Optimera
PGS
Redd Barna
Rikshospitalet
SAS Technical Services
Schibstedsgruppen
SINTEF
Skretting/Nutreco
Statoil
Steensland
Tandberg Data
Taskon
Telenor
Teleservice
TV2
Ugland It Group
Verdipapirsentralen
Volvat Medical Services
Windcast
Pay&Brinck Motor
Quest Back
Zalaris

Projects have most often focused on strategic issues that involve a single business unit or a single business function, but always situated in an assessment and understanding of the company's strategic position and positioning.

WHAT IS THE FORMAL PROCESS FOR THE PROJECT EFFORT?

A Project Agreement is submitted to the client company prior to the formal start of the project. This agreement contains the principles guiding the Project, its purpose and confidentiality clause, the approach to be followed, and the administrative arrangements.

WHAT IS THE TIME FRAME OF THE MBA CONSULTANCY PROJECT?

The MBA Consultancy Project starts mid-January and ends in August with company presentation in June. The project does not formally start before the project agreement has been written and accepted by all parties. The MBA participants cannot graduate before the project is completed.

WHAT IS THE AMOUNT OF TIME THAT THE CLIENT COMPANY NEEDS TO INVEST?

The investment in time may vary from a minimum of attending the project reviews and the final presentation, to a part-time assignment of several executives to a mixed team working together with the MBA participants. The actual timing and extent of this investment is specified in the Project Agreement.

ARE THERE ANY FEES OR COSTS ASSOCIATED WITH THE CONSULTANCY PROJECT?

The Project fee is NOK 100 000. This fee will be credited to the MBA programme to finance academic development activities. The participating company should also expect to cover out-of-pocket expenses related to the project. The expenses should be budgeted for in the Project Agreement and approved by the company and the project team. One of the team members will act as a treasurer and provide the company with all supporting documentation at the end of the project.

ARE THERE ANY OTHER OBLIGATIONS?

The company's other obligations are mainly to provide the project team with the necessary information and general support to ensure successful results.

WHAT IS THE WORKING LANGUAGE OF THE PROJECT?

All reporting and all presentations in the Consultancy Project are done in English. Discussions and interviews will also mostly be done in English.

WHO SHOULD WE CONTACT FOR MORE INFORMATION?

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