



# **The Wharton Global Consulting Practicum (GCP) MKTG 890**

## ***Wharton Syllabus 2014-2015***

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## **1. GCP Overview**

The Wharton Global Consulting Practicum (GCP) creates a forum in which students of business can apply the concepts, methods and paradigms learned in the classroom with the resources of a professional network to develop strategic, innovative, and operational plans for organizations worldwide. By providing students with resources and guidance (as opposed to direction), the GCP endeavors to create an academic, social and ethically- minded atmosphere which cultivates experiential and dynamic learning, and which produces state-of-the-art results for clients. Students' learning correlates with their commitment levels and the efforts put into the projects and team effort. Many, if not all, dimensions of the experience are screened against the "reality experience" one would encounter in consulting (and other professional) environments, with an appropriate safety net tailored to each team to enhance success and the Wharton brand.

## **2. Snapshot of Course Requirements:**

Below is a snapshot of the course requirements that will be further delineated in the syllabus:

- You are required to travel with your team to visit the client/partner school in January unless medical, visa issues, or security concerns would prohibit it.
- You are required to meet with your Wharton team and faculty regularly (typically once every week but at least once every other week) from November through May. These meetings do not appear in your syllabus but will be scheduled with your faculty and team.
  - For full-time MBA's, regular meetings of each team, TA, and project faculty will occur on Tuesday's from 4:30pm – 7:30pm.
  - For executive MBA's, regular meetings will be scheduled during your class's session weekends as determined by each project faculty and team.
- You are required to participate in team calls with your partner school and clients at times scheduled by your team. These meetings do not appear in your syllabus but will be scheduled with your faculty and team.
- You are required to participate in team calls with Len Lodish and Jeffrey Babin 3 – 4 times during the course. These will be scheduled with your whole team after you have submitted a deliverable but before you present to the client so you have the opportunity to incorporate their feedback.
- You are required to prepare for and attend all class sessions and webinars during the course of the year (if you are not able to attend at the time it is held, you are required to watch the webinar within one week of its presentation date).
- You are required to contribute in a meaningful and valuable way to each deliverable.
- You are required to attend Devil's Advocate in person on the day your team is scheduled in February.
- You are required to attend all days in which May Colloquium is scheduled.

## **3. Assessment and Grading:**

### **Peer Evaluations**

Peer evaluations are designed to provide each GCP student with timely and relevant feedback, and to start crystallizing your learning. The first evaluation is primarily used to provide feedback so that individuals can build on strengths and develop their improvement areas. You will receive summary feedback soon after the submission deadline, and your TA will provide individually tailored feedback. In addition, you are encouraged to review and debrief team progress/processes collectively at team meetings. Your TA can assist with approaches for this step. A second evaluation form, which will be used as a component for determining

individual grades, will be sent at the end of the program. Since grading is now driven by interim processes and deliverables, the peer evaluations will shape the faculties outlook on how things are going throughout the project.

### Grading

Grades will take into consideration both the deliverable and the process.

Project faculty will give a written grade on 3 deliverables: the January Client Proposal, the Mid-Term Proposal, and the draft of the Final Presentation and Bring Alive. Final team grades will be assigned as a letter grade in Canvas by the PF and TA with input also given from Len. Individual contributions result in a flexing up or down from the team grade based on peer feedback, faculty observations, and interim contributions. Each team member will evaluate the performance of their team. The grading is purely merit based and does not involve a grading curve. This does not mean students are guaranteed a high grade, but recognizes that the expected work quality and outcomes should not be subjected to a curve.

Devil’s Advocate and May Colloquium are mandatory as outlined in your Student Letter of Commitment.

## 4. Class Sessions and Deliverables Schedule and Details

### a. **November 11th, 8 pm (EST) Session# 1: GCP Orientation and Consulting Process**

This session will be a Webinar. Details on how to connect will be updated on Canvas prior to the session. Webinar will be recorded and made available for those unable to connect live.

Required readings prior to the webinar:

Section Title	Topics Covered	Study.Net Readings
GCP Orientation and Consulting Process	<ul style="list-style-type: none"> <li>• Overview of consulting and the consulting process</li> <li>• What it means to be a consultant</li> <li>• Strategies for success in GCP</li> </ul>	<ul style="list-style-type: none"> <li>• “Consulting is More than Giving Advice”, Turner, Harvard Business Review</li> <li>• “Thinking Like a Consultant”, The Advice Business, Chapter 7 [p 98-101]</li> </ul>
Defining the Scope of Work	<ul style="list-style-type: none"> <li>• Managing the initial client meeting</li> <li>• Project scoping, methodology and commitments</li> </ul>	<ul style="list-style-type: none"> <li>• “The Contracting Meeting”, Flawless Consulting, Chapter 5 [p 69-88]</li> </ul>

### a. **Saturday, November 22, 2014 – Session #2: Client Management and Storyboarding**

- **4-6 pm (EST) In person Session for FT, EMBA PHL 39 and 40, Room JMHH 355**
- **4-6 pm (PST) Telepresence Session for EMBA SFO 40, SFO room 612 [7-9 pm (EST) PHL JMHH Room 419]**

This will be a LIVE presentation. For the Wharton San Francisco class, the session will be a telepresence session held out of the PHL Campus. Session will be recorded and made available electronically for all other classes.

Required readings prior to the session:

Section Title	Topics Covered	Study.Net Readings
Client Management	<ul style="list-style-type: none"> <li>• Client communications and the client/consultant relationship</li> <li>• Defining client's involvement in the process</li> <li>• Expectations management</li> <li>• Avoiding intimidation</li> </ul>	<ul style="list-style-type: none"> <li>• "Techniques Are Not Enough", Flawless Consulting, Chapter 2 [p 13-16, 27-35]</li> <li>• "5-step Client Education Checklist", Process Consulting, Chapter 1 [p 3-6]</li> </ul>
Project Management and the Consulting Process	<ul style="list-style-type: none"> <li>• Developing the project workplan</li> <li>• Task, schedule management</li> <li>• Client communications and updates</li> </ul>	<ul style="list-style-type: none"> <li>• "Managing Projects", The Advice Business, Chapter 10 [p 153,156-164]</li> <li>• "Ten Steps to Launch", Process Consulting, Chapter 1 [p 14-18]</li> </ul>
Storyboarding	<ul style="list-style-type: none"> <li>• Presentation best practices</li> <li>• Storyboarding</li> </ul>	<ul style="list-style-type: none"> <li>• Higgins, "Storyboarding Your Way to Success", Training &amp; Development June 1995, pages 13-17</li> </ul>

**b. December 18<sup>th</sup> – Draft Deliverable DUE: Draft Consulting Proposal**

GCP signs up clients who have a general area or problem in mind that they would like to solve. However, the project scope and actual consulting proposal will be created by your team and finalized with the client when you travel in December/January.

Your first deliverable for the GCP is to create a framework and plan to get you from the point where you have just accepted your offer for participation in the program, through to an excellent client proposal that is signed off by your client. Your team should include in the work plan the types of research and analysis your team will need to do in order to both develop a proposal and to be credible when interacting with the client. Objectives and activities will vary depending on the client situation.

**Your team may be able to clarify the client's problem (for both yourself and your client) by gaining an understanding of the following:**

- Client objectives from the project (try to keep these as general as possible to give your team room for the most value add)
- Client strengths and weaknesses
- Client Distinctive Competencies
- Market Trends and size and share components
- Competition Strengths and Weaknesses and Competencies
- Client Constraints
- External, environmental trends

**Your team will need to complete primary research as part of this deliverable which may include any of the following:**

- Interviewing market gurus
- Interviewing market participants in all levels of the value chain

- Secondary sources-including trade magazines if they are available
- Other primary research
- Client interviews - (probably a good idea to have done some of the other activities before doing detailed client interviews in order to establish credibility)

Your grade for this draft is incorporated into the next deliverable which is just a final version of this submission. Please note failure to submit this deliverable in a timely fashion will result in points off of the final deliverable's grade.

A call will be scheduled with your team and Len Lodish and Jeffrey Babin to discuss your draft proposal between December 19<sup>th</sup> and December 23<sup>rd</sup>.

**c. January 10<sup>th</sup>, 2015, Deliverable Due: Final, Signed Version of Consulting Proposal**

This is the proposal of what the GCP team will do for the client. It should be scoped so that it provides substantial value for the client but also represents a realistic body of work that can be completed by the student team effectively during the course of the spring semester.

Included in this deliverable submission should be your work plan for the spring term which delineates how you will go about delivering on the proposal.

**Grades for the consulting proposal deliverable will be based on a 10-point system and rubric as follows:**

**Proposal Process – 3 points**

Wharton students organize and execute the work to prepare the proposal efficiently and effectively, and they engage their partner school teammates throughout. Process reflects review and understanding of syllabus and course objectives.

**Proposal Content – 4 points**

Proposal reflects significant research and effort and delivers insightful and relevant information about the company, industry, situation, and project objectives. Proposal also includes an appropriate methodology and framework for the engagement.

**Work Plan – 3 points**

The work plan reflects a manageable plan to execute the engagement with detailed work streams, activities, milestones, owners, and dates that coincide with GCP course milestones and timeline.

**d. January 13<sup>th</sup>, 2015, Session #3: Research Methods**

This session will be a Webinar. Details on how to connect will be updated on Canvas prior to the session. Webinar will be recorded and made available for those unable to connect live.

Required readings prior to this webinar:

Section Title	Topics Covered	Bulk pack Reading
Research Methods	<ul style="list-style-type: none"> <li>• Approaches to data collection and research</li> <li>• Conducting expert interviews</li> <li>• Sourcing, using secondary information</li> <li>• Surveys and other market research techniques</li> </ul>	<ul style="list-style-type: none"> <li>• "'Backward' Market Research", Andreasen, Harvard Business Review</li> <li>• "Market Research," Dolan, Harvard Business Review</li> <li>• "Gathering Data and Diagnosing Situations", The Advice Business, Chapter 11 [p 179,181-189,192-193]</li> </ul>

**e. February 2015 Devil's Advocate**

**Devil's Advocate Session (SFO 39, PHL 40) – Sunday February 8<sup>th</sup>, 2015**

**Devil's Advocate Session (FT, SFO 40, PHL 39) – Sunday February 15<sup>th</sup>, 2015**

The goal of the session is for a professional audience to provide each consulting team constructive feedback on its project work at a stage early enough that responses can be incorporated into the final project.

During its one-hour session, the team makes a 20-minute presentation on their project definition and the methodology it is using to address its problem. The team will also provide its preliminary thoughts on the final deliverables that the team will present to the client. The students from the partner schools will be participating via videoconference from their respective countries.

The audience is comprised of a group of interested alumni, friends of GCP, and Wharton faculty who are not necessarily faculty of the GCP. Each audience member signs a non-disclosure agreement (NDA) and provides constructive feedback during the remainder of the session.

The purpose of the deliverable is to give you the opportunity to present concisely your project and what you have done to date in order to get and effectively process feedback. It is also often an opportunity for your team to make valuable contacts and get ideas from a wide range of individuals.

**This deliverable is graded as complete/incomplete.**

*At the end of February-beginning of March a call will be scheduled between your team, your Project Faculty and Robert Mann (GCP Alumnus and McKinsey Consultant to GCP) to discuss specific issues you may want to work on as you prepare your Mid-Term Progress Review. Your Project Faculty will help you prepare specific questions that Rob will be able to address.*

**f. March 16<sup>th</sup>, 2015 Deliverable Due: Mid-Term Progress Reviews**

Generally, the progress reviews need to be determined on a client-specific basis. The team should think through the progress review design - their audience, desired outcomes and messaging (as was introduced early in the project). PFs/TAs usually help to make sure that the teams are addressing these points to prepare the progress review. Storyboards usually have some common elements:

- a. Refresher about the project purpose, objectives and methodology
- b. High-level work done to date including listing of sources upfront to build "market voice" credibility (with confidentiality)
- c. Value-adding insights from work to-date
- d. Recommendations on how the project should proceed going forward (many cases, best positioned as options to be discussed and considered with the client)
- e. Honed focus on deliverables and targeted bring alive (to the degree that this is known now, which may not be the case due to WIP strategy formulation)
- f. Appendix containing supportive data possibly including sample interviews that are pertinent and sanitized

Grades for the Mid-Term Progress review will be based on a 10-point system and rubric as follows:

**Process – 3 points**

Wharton students demonstrate that they followed and delivered on the workplan, making significant progress on the engagement and modifying the workplan as required. They engaged with their partner school teammates throughout.

**Strategic Content – 4 points**

Presentation content reflects significant progress since the proposal and DA. Team has narrowed down strategic recommendations to client in logical, methodical, and data-driven manner, resulting in client-appropriate recommendations with clear measurable results.

**Tactical Content – 3 points**

Team has begun to frame and investigate tactical or operational plans to achieve strategic recommendations. Work reflects a clear idea of remaining activities to deliver a plan that the client can embrace and yield improved performance.

A call will be scheduled with your team and Len Lodish and Jeffrey Babin to discuss your Mid-Term Progress Review between March 17<sup>th</sup> and March 20<sup>th</sup> in order to give you feedback for consideration before you present it to your client.

**g. April 20<sup>th</sup>, 2015, Deliverable Due: Draft of Final Presentation and Bring Alive****Initial DRAFT of the Final Report**

This is the document that will become your final report to the client and for the class. The objective is to produce the structure and logic of the final report early enough to shape and focus the work. Drafts are anticipated to have some significant content and logic consistent with the expected stage of the project at that point. The elevator pitch should be clear in the report's story headlines.

Previews of this document may be shared with the client once it has been reviewed by the faculty (in order to mitigate client surprises). Tailored to the listening needs and hot buttons of the client, this is usually a Power Point presentation characterized by the following:

- **Executive summary** (maximum of 10 page prose or .ppt, depending on client needs and listening styles), logically explaining the project and findings, including (but not limited to):
  - main recommendations and underlying findings
  - viable strategic options
  - description of methodology
  - recommended implementation steps, schedule, and summary financial implications
  - program for the "Bring Alive" activities for the client
- **50-80+ slides in the main body**, using an appropriate storyboard logic structure, headline format, graphics, illustrations and appropriate text. Usually, this is not a text-intensive, prose document. Slides should have an appropriate amount of text to address the clients' listening styles and to substantiate the key points being made in the storyboard. It is not a Word document transplanted into PowerPoint and should include significant graphics and pictorial content to make the document reader-friendly for most audiences. It should also be operational, and contain the financial implications of the plan-typically optimistic, pessimistic, and most likely scenarios.
- An **Appendix** containing the supporting evidence collected and driven by the work executed:
  - All the preliminary reports throughout the project (i.e., progress reviews, memos)
  - Sanitized primary research including detailed interview write-ups, focus group results, survey responses – all of which should appropriately respect the confidentiality of respondents consistent with the research commitments. This usually includes the removal of names (i.e., interviewees) and distinguishing descriptions that may disclose identities. For example, "Coca Cola's CEO" would not be adequate. "CEO of a Consumer Products Company" would be appropriate. Any data provided in confidence should be deleted. Information that could compromise a company or its employees should not be disclosed unless there is a clear and traceable indication that it is

permitted. When in doubt ask or be conservative and don't disclose. Additionally, consider how fragmented/concentrated the industry may be; industries with few players can result in disclosure.

- Contact details for bring-alive participants and any other parties important for implementation
- Copies of key secondary sources including articles, reports, relevant web page addresses, etc.
- Spreadsheets including financial projections of revenues, operating and implementation costs
- Excel Macro's for any models developed

### **DRAFT of Bring Alive Activities**

#### **What are "Bring-Alive" Activities?**

These are activities generally arranged on the afternoon of or the day following the final presentation to help the clients understand better the final report and to prepare the client to implement the decisions that are supported by the team. In some cases, these activities have included:

- Meeting consultants who serve the industry the client wishes to enter; consultants in these meetings are "teaching" the client about the practices in the industry. Examples have included how to develop and run a sales force in the US.
- Meeting potential business partners.
- Meeting managers who might eventually become potential business partners but who for the time being are prepared to "teach" the client about how business is conducted in the US for this particular line of business. A client on its own could not arrange this sort of meeting. Usually these meetings are much more useful to the client than a meeting in which the potential business partner is only evaluating. For instance, we have had several teams set up meetings with "friendly" venture capitalists. In these meetings, the friendly venture capitalist would be willing to hear the client's pitch, provide feedback on ways to improve the pitch and provide guidance on what kinds of questions a VC would have and how to address those in future meetings. The team prepares both sides for such a meeting.
- For a wine client, meeting the cocktail mixologist formerly at the Rainbow Room in New York City, also "big Fat Promotions" in New York City, also a distributor near New York City. Again all these meetings are prepared as if they are teaching the client, the client can go back on their own for business.
- A law firm who discusses liability issues for offshore firms importing to the US.
- Non-competing businesses which are willing to be benchmarked against the client and who are willing to tell about their own successes. In these cases, the team prepares the client and the benchmarked firm, so both know about the experience of the benchmarked firm before the meeting. Then at the meeting the clients can ask questions about how the particular processes are accomplished.
- Putting the client team in a minibus, on a train with all or part of the consulting team in order to meet some valuable contacts. In other cases, the experts and business contacts come to Wharton.

Think of these meetings as an opportunity you have to arrange a learning experience for your client. Your client will probably not be able to arrange such "teaching/learning" meetings on its own.

Grades for the Draft of the Final Report and Draft Bring Alive will be based on a 10-point system and rubric as follows:

**Engagement Process – 2 points**

Team demonstrates that they followed and delivered on the workplan, making significant progress on the engagement and modifying the workplan as required.

**Strategic Content – 2 points**

Presentation content reflects significant progress since the midterm progress review. Team has selected and developed strategic recommendations to client in logical, methodical, and data-driven manner, resulting in client-appropriate recommendations with clear measurable results.

**Tactical Content – 2 points**

Team has developed a clear action plan to achieve strategic recommendations. Work reflects requirements and resources and expected outcomes that the client can embrace to yield improved performance.

**Value to the Client – 2 points**

NOTE: This will become the single most important grading criteria for the final engagement deliverables. Team has modeled and quantified the measurable impact they can have on the client's business.

**Bring Alive Activities – 2 points**

Team has developed a pipeline of individuals, activities, and objectives that may serve as candidates for Bring Alive activities. Bring Alive activities support and reinforce strategic recommendations and tactical plans.

A call will be scheduled with your team and Len Lodish and Jeffrey Babin to discuss the draft of your final presentation between April 21<sup>st</sup> and April 25<sup>th</sup> in order to give you feedback for consideration before May Colloquium begins.

**h. May Colloquium 2015 – Final Presentations and Bring Alive**

**WEMBA SFO**

***Sunday, April 26<sup>th</sup> – Thursday, April 29<sup>th</sup>***

**WEMBA PHL and Full Time MBA**

***Saturday, May 9<sup>th</sup> – Thursday, May 14<sup>th</sup>***

The clients' management team, teammates from partner schools, and faculty from all our partner schools come to Wharton in early May. The "May Colloquium", as we have come to call it, includes the formal presentation of the team's final report to the client at an all-day session that allows the client to ensure that they understand the team's recommendations and their reasoning for it. The team also arranges at least a day of activities for the client's management team. These activities "bring alive" the recommendations and often include meetings for the client with potential business partners that make sense in the context of your project and recommendations. The May Colloquium's main objective is to prepare the client to take over the implementation of the plan. The week also includes some social activities. This week is often the most satisfying week of the GCP. The Wharton team as a whole has the responsibility to provide hospitality as well as results to their partner teammates and to their clients.

This assignment reflects the final deliverables for the engagement. See the previous assignment, "Draft of Final Presentation & Bring Alive Activities," for details about submission requirements.

The letter grade assigned reflects the team's overall grade for the project, which may be modified for each team member based on peer evaluations. The team grade is based on a single criterion:

**The team has modeled and quantified the measurable impact that the recommendations and plan, which were communicated in the final presentation and deliverables, may have on the client's business.**

Individual grades for the course will be based on the culmination of all earlier deliverables, the final deliverable and peer evaluations.