



MBA
COPENHAGEN BUSINESS SCHOOL



THE CBS MBA STRATEGY PROJECT

FULL-TIME MBA

WWW.COPENHAGENMBA.CBS.DK



STRATEGY PROJECT

Dear Future MBA Strategy Project Partner

We welcome you and your organisation to participate in the CBS MBA Strategy Project.

The project is an integral part of our innovative and challenging MBA program.

The Strategy Project is the final challenge for the CBS MBA participants who will conduct strategy studies for internationally oriented companies.

Under the guidance of our internationally recognised faculty and company executives, the Strategy Project poses a unique opportunity of bringing value to both partner companies and MBA participants.

Leonardo Santiago
Associate Professor

Gitte Kramhøft Jakobsen
Head of MBA Programme Management

COPENHAGEN BUSINESS SCHOOL ONE-YEAR FULL-TIME MBA PROGRAM

The one-year full-time MBA is an intensive General Management Program designed to meet the highest international standards and quality. Our participants have been carefully selected to ensure a highly qualified class and have a broad set of professional and international experience.

The program is taught by internationally recognized professors and provides a strong business perspective with emphasis on active real-life cases whilst retaining a critical approach to theories, concepts and methods applied to managerial decision-making.

TRIPLE-CROWN OF ACCREDITATIONS

AMBA
EQUIS
AACSB

INTERNATIONALLY ACCLAIMED

#27 European Business School Ranking
(Financial Times 2019)

#15 Better World MBA
(Corporate Knights 2019)

#19 Best International Business Schools In Europe
(Bloomberg Businessweek 2019)

#26 Global MBA
(QS Top MBA Ranking 2020)

PARTNER COMPANY IN A STRATEGY PROJECT

AS A PARTNER YOU WILL GET:

- A group of 3-4 MBA program participants of whom more than 92% are international students and with an average age of 31 years
- A project effort which represents more than 1000 hours over a period of 4 months
- Each project is assigned 2 advisors; a CBS faculty advisor and an experienced external business executive
- Five stages of analysis
 - Initial Analysis
 - Industry Analysis
 - Company Analysis
 - Issue Analysis
 - Recommendation and implementation plan
- A strategy project final report and final presentation to the company

EXAMPLES OF ISSUES TO BE ANALYZED ARE:

- Strategy for entry into a new market
- Evaluation of a business unit R&D portfolio
- Product market strategy for a business unit
- New approaches to supplier relationships
- Identification of business unit competitive positioning
- Identification of acquisition targets

The Integrated Strategy Project (ISP) is one of the most important features of the MBA program that engages the students in a four months journey in which they will collaborate with enterprises to tackle the issues related to diverse “real world” challenges. This is the highlight of the program in which all the knowledge gained so far will be put in practice.

There are many benefits for an organization enrolling for the ISP program, not last the chance to have an “external view” on the company and on the challenges that it is facing. An external view that is a combination of diverse cultural and professional backgrounds that, thanks also to the new acquired knowledge at the CBS MBA, provides different perspectives and attitudes towards problem solving issues and thus assisting in finding new creative solutions.

ISP projects may be very different and include for example suggesting strategies for launching a product in new international markets or for pricing/branding. In particular, I was part of a team that developed a go-to-market strategy to launch a new product in the Scandinavian market; assessing the risks associated to the channels to market and the managerial implications together with developing suggestions for branding, value proposition and positioning were part of the deliverables.

Our organization was very happy about how we approached the issues with curiosity, proactivity and in a professional way and some of our findings were already used for internal discussion even before the end of the project. All in all, the ISP was a rewarding experience both for the students and for the company.

Emiliano Di Giorgio,

Full-time MBA, Class of 2014 and ISP Project Host

PROJECT PHASES

The Strategy Project is structured in a five-phase approach to guarantee optimal outcome for both the project groups and partner companies.

After the Initial Analysis the Industry- and Company analysis, ensure that each project has a strategic perspective and provides a systemic approach to understanding and framing the company issue that motivates the project which is dealt with in phases 4 and 5.

CONTINUOUS INTERACTION AND REFLECTION

Each phase is concluded with a 15-page report and a presentation to the advisors.

Project advisors review the progress and provide feedback and comments which are used for reflection and incorporated into the remaining

PHASE 1	Initial Analysis	May
PHASE 2	Industry Analysis – key factors for competitive success	June
PHASE 3	Company Analysis – company competitive position and alternatives	July
PHASE 4	Issue Identification and Analysis	August
PHASE 5	Recommendations and Implementation with final report	September

Examples of companies which have invested in a Strategy Project:

- Siemens A/S
- Carlsberg A/S
- FLSmidth
- Nestlé A/S
- Ferrosan A/S
- Deloitte
- Novo Nordisk
- Danisco
- DHL
- Microsoft
- Nokia
- Schneider Electric
- Lundbeck
- Falck
- Hempel
- DSV
- 3M
- MAN
- Hewlett Packard
- Kvadrat
- Copenhagen Fur
- DONG
- TV2 Sport
- Novo Nordisk A/S
- Berendsen
- Vestas
- Mærsk Line

Schneider Electric sought an in depth understanding of the drivers and success factors for smart home solutions in the Nordic markets. The CBS Full-Time MBA team embarked on the engagement with great enthusiasm, professionalism and self-governing approach from day one. The team provided in-sights of both qualitative and quantitative nature, including a valuable customer survey, market channel assessments and recommended value propositions. The project outcome has served as a strong foundation for further strategic discussions and facilitated a go-to market approach.

Lars Sønderby Nielsen,
Full-time MBA, Class of 2004 and ISP Project Host

INFORMATION FOR PARTNER COMPANIES

FORMAL BASIS FOR THE PROJECT

A project agreement between the partner company and CBS is agreed upon 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 agreements.

HOW MUCH TIME SHOULD YOU AS A PARTNER COMPANY 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 or even a mixed team working together with the MBA participants.

COMMITMENT

The company's other obligations are mainly to provide the project team with the necessary information and general support to ensure successful results. Experience with strategy projects has shown that value and benefits to all parties are directly a function of management commitment. Therefore we insist on the involvement of the client company's top management. By "involvement" and "commitment" we mean more than merely attending the formal presentations of the client company's top management. By "involvement" and "commitment" we mean more than merely attending the formal presentations of the project results. We also mean:

A | ANNOUNCING THE PROJECT WITHIN THE COMPANY

B | ENSURING ACCESS TO ALL NECESSARY INFORMATION

C | ASSIGNING AN APPROPRIATE PROJECT MANAGER TO WORK CLOSELY WITH THE MBA TEAM

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