Fisher College of Business
Global Applied Projects Program

2021 Selected Projects:

Location: **India** (*virtual*)

The client is one of world's largest global manufacturing and raw materials producers. The rapid pace of urbanization in the company's home country of India over recent decades has lead to overpopulation and infrastructural deficiencies. While the country is early on learning curve and yet to adopt green building practices, but the client challenged the team to assess the urban infrastructure sector of India in order to identify whitespaces for commercializable opportunities in sustainable building processes. The ultimate goal of the team's research and recommendations was to leverage the company's core competencie through establishing industry best practices and enabling urban environments to effectively manage the needs of their populations far into the future.

Location: **India** (*virtual*)

The client is one of the world's largest hospitality providers. In the wake of Covid-19, the company has shifted it's focus on cost control and undertaking technology-driven innovations, as well as new zero touch services and hotel transformations designed at maximizing the customer experience and maintaining a safe environment. In line with the overall cost-cutting organization-wide strategy, the team was challenged to create a plan for a shared services resource model; the first of its kind in the hotel/hospitality industry. One of the focal areas is to look at creating a unified payroll resource model in an attempt to further lower and rationalize fixed costs in the post Covid-19 world. The research and recommendations for this project are expected to be tested and if proven successful, fully implemented across many of the company's other portfolio holdings.

Location: **France** (*virtual*)

The client is a large multinational financial services firm based in Pari with a push to "decarbonize their balance sheet." Looking to further establish its foothold in the U.S. market through leveraging its diverse array of financial services but more precisely within the existing Environmental, Social, and Governmental (ESG) startup ecosystem; the client challenged the team to assess the existing ESG landscape in the U.S., identify trends, forecast potential market disruptors and ultimately assist in streamlining and accelerating the selection of project partners and the relevant data needed for the firm to make smart strategic decisions in the future.

Location: **Italy** (*virtual*)

The client is one of the largest producers of original equipment manufacturer (OEM) parts/sub-components for Home and Professional appliances. With a constant drive to innovate and widen its fields of activity, this company specializes in the development of tech-driven product solutions designed to make appliances safer, while delivering a "smarter" user interaction. Many of their OEM partners/customers are headquartered in the U.S. and the company strongly believes that opening a production plant in the U.S. within close proximity to its largest customer(s) is crucial to growing the business, cutting lead times and reducing overall costs. The team was be challenged to perform a cost analysis between continuing to export and then opening a plant in the U.S., along with which the team will propose a go-to-market strategy for how this should be done (ex. build, buy, lease, etc.) including potential site locations, if the decision is made to move any production operations to the U.S.

Location: **Honduras & Tanzania** (*virtual*)

The client is a non-profit organization focusing on providing sustainable systems solutions for communities facing resources challenges, specifically concentrating on sustainable village water systems (SVWS) in this case.

A recent partnership in Central America successfully providing sustainable clean water treatment systems serves as the basis for assessment and evaluation in this project that the team will analyze in order to determine which operational components may be implemented in East Africa. The team was challenged to conduct a feasibility study, market assessment, cost analysis, and develop strategies for implentation must be conducted. The team's work will serve as the basis for all future decisions pertaining to the execution of the client's operations in this new region of the world.

Location: **Ireland** (*virtual*)

The client for this project is an award-winning identity verification Fintech organization advancing the field of security within anti-money laundering and anti-terrorism. The team was tasked to assist the client identify and analyze market entry strategies and new client acquisition models previously only available in Western Europe in the U.S. Building upon the work performed by last year's GAP project, the team was tasked with diving deeper into specific industries where the company many find a niche in the U.S. for gaining a further foothold with their customized fintech solutions. The team teams recommendations for U.S. expansion strategies helped set the strategy for future growth.

2020 Selected Projects:

Location: **Germany**

The client is a subsidiary of a major German-based, international bank. The team was challenged to analyze the existing market for online banking within Germany, specifically in regards to increasing online mortgage applications. Much of the challenge around driving adoption of financial technology revolved around understanding consumer behavior and the client client intentionally sought the advice of non-German students who could apply their understanding of the American financial and banking system in their recommendations for expanding into this relatively untapped market. The team's reseach and recommendations into ways to increase the adoption rates of online mortgage services occurred nearly simultaneously with the effects of the global COVID19 pandemic, which in many ways served as a catalyst for adoption out of necessity.

Location: **Japan**

The client is a global technology manufacturer and data storage company. With a heavy focus in recent years on improvements in operations and procurement, the team was asked to identify existing processes, networks of communication and the associated levels of risk (including events such as COVID19 and the impacts on worldwide operations). The client now seeks how best to implement the launch of an end-to-end platform or internal playbook to effectively track the resiliency of the procurement supply chain and connect the tool to end users. The team analyzed the current operational structure of procurement and provided sound recommendations for reducing risk through increasing the network of suppliers in foreign markets.

Location: **Netherlands**

The client for this project is a global producer of packaging, serving B2B customers in virtually any industry by transporting the vast majority of raw ingredient inputs for the world's consumer products. The team worked directly with the marketing division to focused on increasing growth of a mature market and product through new/alternative sales channels. The team analyzed existing sales models and several new business opportunities that require new partnerships in non-packaging applications of manufactured steel and fiber drums, that allow the company to enter new markets without fear of cannibalizing existing share or product lines.

Location: **Ireland**

The client for this project is an award-winning identity verification Fintech organization advancing the field of security within anti-money laundering and anti-terrorism. The team was tasked to assist the client identify and analyze market entry strategies and new client acquisition models previously only available in Western Europe. The team's research and recommendations focused on identifying specific markets, the pre-determinants of success and minimizing market entry costs.

Location: **Poland**

The client for this project is one of the largest property owners in its domestic market, with assets performing functions related to transport and service of travelers (ex. railway stations), as well as commercial real estate. The organization works closely with local governments, among others, in the scope of creating interchanges that integrate railways with other modes of transportation. The team was challenged to conduct an analysis of transport service demand and trends in its domestic market, including issues related to the sharing economy, mobility of the public, and motivation to travel and use rail services. The team's analysis focused on ways to increase customer satisfaction, to improve competitiveness of rail as transportation option positively affect the competitiveness of rail as a transportation option and ways to provide additional sources of revenue.

Location: **United Arab Emirates**

The client for this project is a global platform design and execution company dedicated to helping clients leverage growth opportunities in local and global economies by building financial value for their clients and grounding solutions in fit-for-purpose Public Private Partnerships (PPPs). In their contracted work for the Kingdom of Saudi Arabia (KSA), the client is helping realign domestic priorities to best contribute to a long-term goal of economic diversification. This team was tasked to assist their client by formulating a proposal for the creation of partnerships as part of this extended economic plan to reduce dependency on oil and target potential target acquisitions in alternative energy sectors. The team's research and analysis focused heavily on identifying the current "players" in renewable wind energy on a global scale. The team needed to not only identify potential partners, joint-ventures, or firms available for acquisition, they had to ensure that these companies had core values that aligned with the vision of the KSA.

Location: **Tanzania**

The client for this project is a Non-Profit Organization that seeks to provide sustainable systems solutions for communities facing resource challenges. The entity integrates research and education to tackle specific water resources issues with global applications concentrating on sustainable village water systems (SVWS). The team for this project assisted the entity in identifying partners for future workforce development activities related to the SVSWs and understanding how to capitalize on emerging relationships with best-in-country training organizations, such as two-year diploma schools and vocational high schools.

Location: **Italy**

The client for this project is a global alternator supplier with expertise in the research and design of low-cost manufacturing and development capabilities. Current manufacturing operations span Western Europe, Southeast Asia, and Mainland China. The client tasked the team to explore growth in the large OEM markets of the USA, Canada, and Mexico by identifying new distribution and manufacturing opportunities with a potential new manufacturing plant in the USA. The team's recommendation revolved around a thorough analysis of the U.S. market especially, for alternators in automotive and marine industries, examining market saturation and potential growth. The team's strategy ultimately involved a decision of whether to stay in Italy and continue exporting their products to North America or whether to open a N.A.-based plant.

Location: **Singapore**

The client for this project is a global hospitality leader and specifically within their supply chain management subsidiary organization. The client group focuses on procurement for its parent company, but also sells its procurement program and services to the greater global hospitality/leisure industry. The team assisted the subsidiary in understanding why revenue growth has found more success in the US market than in the Middle East/Africa/Asia Pacific markets. The team worked to establish a market leading position by developing a growth plan centering on opportunities, barriers, constraints and approaches. With the direct impact of COVID19 on the client and their inability to provide all of the necessary resource information to the team during the project, the team developed a secondary plan that allowed them to provide the client with recommendations to their proposed project while also addressing another area of focus to the client that involved more secondary data sources that enabled the team to avoid burdening the client during this time of turmoil and disruption.

2019 Selected Projects:

Location: **France**

The client is a leading energy company with global operations. The team analyzed hydrogen business models in ports, including heavy-duty mobility, hydrogen stations, material handling equipment, hydrogen boats, etc. The team used their research on port ecosystems to propose an actionable strategy to develop hydrogen businesses in the most favorable port locations.

Location: **China**

The client provides reservation services to airlines, hotels, and travel agents within the commercial travel space. The team worked with the firm and a resident expert on the airline industry to research digital trends/changes in marketing, retailing, sales, and distribution in the airline industry. The team provided a strategy to best meet the changing needs of their clients in this industry, including adoption of current and emerging technologies and improvement to business functions in response to changing consumer expectations.

Location: **China**

The client is a leading provider of healthcare products. The firm offers an array of devices and monitors to consumers and is considering additions to its product portfolio. To facilitate this growth, the firm required an in-depth analysis to strategically manage its product portfolio and maximize the value of the portfolio in serving patients and health care professionals. The team provided the client with this in-depth analysis which included an analysis of the customer base (insurance companies, healthcare professionals, and patients), needs and wants of each of these segments w.r.t. the firm's products, and a competitive analysis for existing and potential new products the firm could offer.

Location: **Thailand**

The client provides data solutions and has focused on improvements in operations and training, and wanted to investigate potential solutions for automating the source-to-pay process. The team evaluated the existing process flow and requirements, then created a business case and identified solutions to automate the source-to-pay process. This included an investigation of source-to-contact and procure-to-pay, with potential solutions coming from robotic process automation, machine learning, smart work-flow technologies, and natural language processing.

Location: **China**

The client is a conglomerate with businesses in many sectors including investment and real estate development, and is under contract to build an international cultural exchange center outside the host city. The center will combine unique elements and characteristics of different countries, providing many services in line with a world-class destination/resort. This required identification of top luxury brands in the wine, tourism, and wellness industry from around the World. The team built a strategy to develop a relationship with each of these brands that highlights the joint value in a partnership with the cultural center and how the brand would be featured/introduced in the center.

Location: **Brazil**

This client is an international consulting company providing an array of services. The client would like to better understand the state-of-the-art in omnichannel retailing in the United States and implementation challenges in the host country. The team researched the current state of omnichannel retailing, providing a comprehensive analysis of various models, how they integrate in-store and online operations, and their advantages and disadvantages.

2018 Selected Projects:

Location: **UK/Germany/Singapore/Indonesia**

The client requested research into the "Use" phase of their customer lifecycle journey to better understand expectations from customers: What type of information is required, how would they like to communicate with their supply chain solution providers, and what type of reporting or systems do they require. This was compared to the client's current offerings to identify gaps, and develop a plan to better meet customer expectations. The GAP team's goal was to enhance the customer experience and provide a comprehensive plan to digitize this "Use" phase of the customer journey.

Location: **Canada**

The client is focused on providing the best shopping experience possible and is a Canadian retailer with over 30 locations across Canada. The GAP team compared the client's digital penetration with overall digital penetration for their product in Canada. The team evaluated the industry and customer expectations in regard to digital, created a strategy to increase the client's digital demand, execution to support the planned growth, and a plan for improved profitability.

Location: **Brazil**

The client is a global modern agriculture company that develops products and tools to help farmers around the world grow crops while using energy, water, and land more efficiently. The GAP team led the creation of a single, real-time platform that gave end-to-end visibility over the client's entire logistics operations chain. This platform will allow the client to be more proactive, analytic, and customer centric while supporting key stakeholders, promoting clear and assertive communication, and making decisions based on reliable information.

Location: **China**

The GAP team developed a comprehensive digital strategy for the client. The digital strategy covered all aspects of the business but focused on innovative patient solutions, and marketing. This new direction redefined the blood glucose meter industry with a holistic approach to patient diabetes management.

Location: **Italy**

The GAP team created a business plan around molded products, including product, target customer, and potential for partnerships (public or private).

Location: **China** and **Malaysia**

The GAP team evaluated the current client's supplier risk management system and compared it to industry BIC or alternatives. They researched current the client's supply chain segmentation capabilities and supply chain trade-offs and designed a web-based portal on a big data platform.