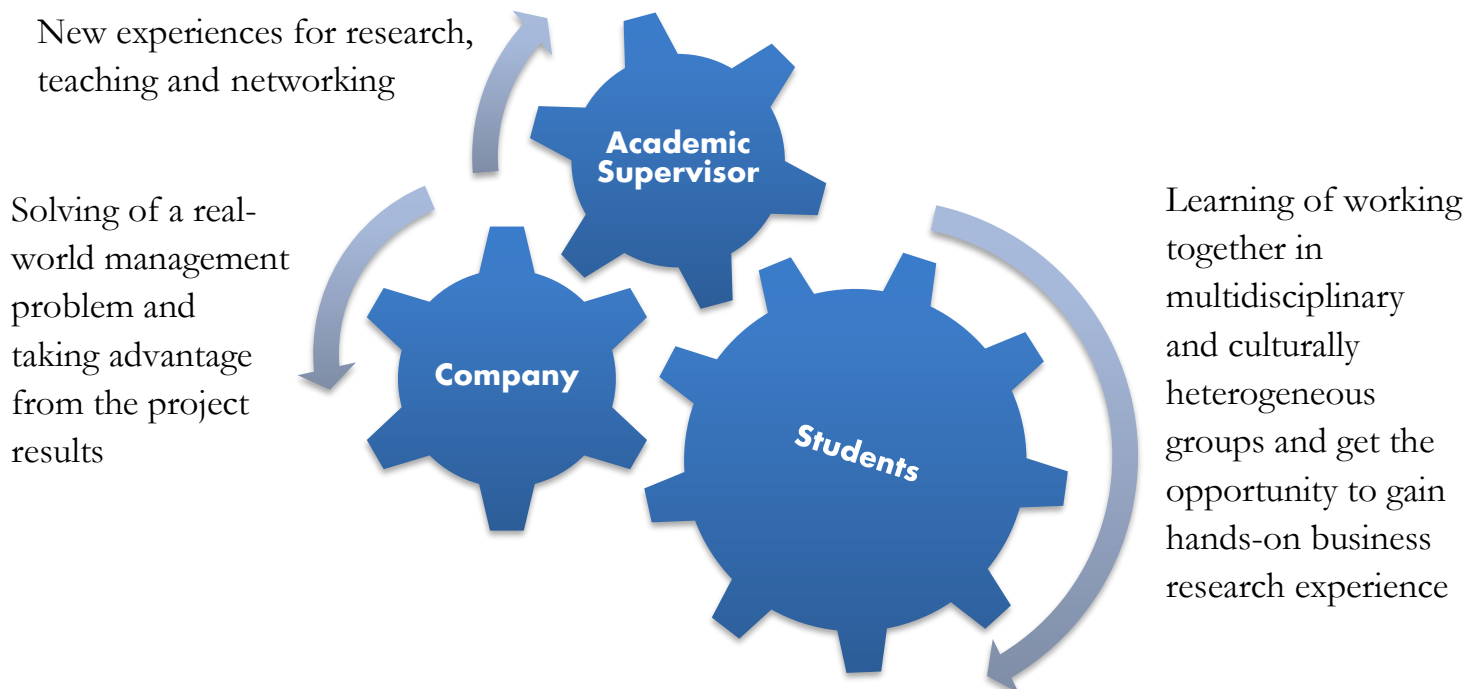


## Business Projects Overview

- CEMS programme requires the realization of a compulsory business project during Term 2 which represents 50% of the workload (**15 ECTS**);
- At the SGH Warsaw School of Economics projects run from March to end of May;
- Attendance of all the team members at kick-off meeting, mid – term presentation, final presentation, BP conclusion meeting is mandatory;
- Business Project is a part of the academic term during which students have compulsory classes. They are not hired by company as employees or interns (internship is a separate part of the CEMS degree);
- Projects will be conducted in 3-4 person teams;
- Project can be submitted to a confidentiality clause if required by company.

## Win-win-win concept



## Evaluation of Business Projects

- Company Business Project Coordinator(s) and SGH Academic Advisors supervise the project.
- The scope of work (similar to a half-time job), encounters calendar, intermediate reports, global timing and other practical details are defined by company (Company Business Project Coordinators) and SGH Academic Advisors.
- Business Project evaluation is based on:
  - an oral presentation
  - a written report (if required by the company).
- Company Business Project Coordinator(s) and Academic Advisors will evaluate the project on the basis of the written report and oral presentation. SGH Business Project Coordinator is responsible for grading the project.

## CEMS Business Project for 2020



Company: HILTI Poland sp. z o.o.
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1. **Business project topic** (title: short and clear):

How effectively use services and digitalization to build engagement in the construction industry.

2. **Business project objectives:**

Students should verify:

- which services are used by construction companies
- what services they expect from companies such as Hilti
- does Hilti offer of services meets the needs of our clients
- in what direction we should develop our services

3. **Business project description** (here please define, in what way will students contribute to the project):

Students should verify the usage of services and openness for digitization in the construction industry. They should base on available literature, publications and direct conversations with owners of construction companies (Hilti customers).

The results should be presented in the form of a presentation as an analysis of the current Hilti portfolio of services and recommendation of development directions.

4. **What kind of tools and for what purposes will be used by Students during Business Project?** (e.g. Microsoft Office, internal databases, specific computer programmes etc.):

- Microsoft Powerpoint – prepare presentation
- Internal database of customers – to choose sample for interviews

5. **Knowledge and skills to be gained by the students during BP:**

Understanding how the construction market works from an innovation perspective. Students will gain the ability to compare theoretical knowledge with reality. In addition, the project will allow students to acquire skills in analyzing and determining development directions based on the needs of construction companies.

6. **Estimated workload** (in hours, the workload of minimum 15 to maximum 20 hours per student per week) **and required students' availability** (work office/remote working):

**Total Hours: 15 hours per week.**

**Office Hours: 25%.**

7. **Business project timeline** (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):

Kick off meeting at the company – 2-13 March 2020

Mid – term presentation – 16-17 April 2020 (TBC)

Final Presentation – till end of May 2020

8. **Business projects milestones** (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):

**To be defined by the Team Members during Kick off meeting.**

9. **Final results will be in the form of (cross out unnecessary)**  
extensive Power Point presentation

10. **Expected number of students / participants** (groups are international but if you have any requirement concerning nationality, please specify it here; we will try to take it into account as much as possible):

**4-5 students**

11. **Company** (name and address):

Hilti Poland Sp. z o.o.

Puławska 491

02-844 Warszawa



Company: Mastercard Europe – Mastercard Advisors

**1. Business project topic (title: short and clear):**

Slow down. Watch for children.

**2. Business project objectives:**

Improvement of a patient experience in the largest pediatric hospital based in Warsaw with the use of the latest technology solutions with an aim to develop smooth and convenient end-to-end patient journey.

**3. Business project description** (here please define, in what way will students contribute to the project):

Analysis of sources related to patient experience especially in pediatric hospitals in order to:

- Identify patient and caregivers' existing journeys, pain points and needs
- Benchmark to best-in-class solutions globally supporting them at their touchpoints with hospital
- Analyse existing research materials
- Develop & test potential solutions with particular reference to mobile technology (specific areas for deep dive to be defined in the first phase of the project)
- Provide recommendations based on conducted analyses and research

**4. What kind of tools and for what purposes will be used by Students during Business Project?** (e.g. Microsoft Office, internal databases, specific computer programmes etc.):

- Microsoft Office tools
- External databases
- Mastercard's and external reports
- Surveys/ interviews
- On-site observation

## 5. Knowledge and skills to be gained by the students during BP:

Students will:

- Cover an important topic at the crossroads of modern technology solutions and healthcare sector
- Get to know research tools and techniques
- Gain knowledge on how to run an end-to-end consulting project
- Learn how to provide client-ready materials and recommendations
- Improve team-working and presentation skills
- Deliver value on the socially important matter

## 6. Estimated workload (in hours, the workload of minimum 15 to maximum 20 hours per student per week) and required students' availability (work office/remote working):

Estimated workload should not exceed 15 hours per student per week and the work could be done remotely.

All meetings with coordinators will be held in Mastercard office (Warsaw Spire). Visit in specific pediatric hospital based in Warsaw is optional, after confirmation between students and coordinators.

If needed, project team could work on Mastercard premises at agreed times, not exceeding 8 hours per week.

## 7. Business project timeline (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):

Kick off meeting at the company – 2<sup>nd</sup> March 2020

Mid – term presentation – 16<sup>th</sup> April 2020 (TBC)

Final Presentation – 25<sup>th</sup> May 2020

## 8. Business projects milestones (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):

- a) Summary of the first phase of analysis (research on global best practices at handling patient experience in healthcare industry) along with the mid-term presentation, **until:** 16/04/2020
- b) Summary of the second phase of analysis (specific pediatric hospital analysis in terms of patient experience), **until:** 11/05/2020
- c) Summary of the recommendations along with the final presentation, **until:** 25/05/2020

**9. Final results will be in the form of (cross out unnecessary)**

extensive Power Point presentation

~~extensive Power Point presentation and written report~~

~~written report~~

**10. Expected number of students / participants** (groups are international but if you have any requirement concerning nationality, please specify it here; we will try to take it into account as much as possible):

Any number of students between 3-5 is acceptable, but the most efficient setup for the project would be max 4 students.

**11. Company** (name and address):

Mastercard Europe  
Plac Europejski 1 (Warsaw Spire)  
00-844 Warszawa

**Company: Pflegista UG**

Remote Business Project

**1. Business project topic** (title: short and clear):

Develop and execute marketing and sales strategy to address Polish nurses

**2. Business project objectives:**

Identify market potential in Poland and its regions to source German-speaking nurses as well as develop and execute tailor-made marketing and sales strategy ready for execution

**3. Business project description** (here please define, in what way will students contribute to the project):

- Conduct market research and assessment (via primary and secondary research)
- Develop market model including
  - Macro data (# nurses per region: cluster by age, average salary, employment status, employment type (full vs half), employer type (nursing home, care service, hospital etc.), ability of speaking German)
  - Customer persona of ideal user (main characteristics, media consumption, current pain points, desires, willingness to work abroad)
  - Potential partner (recruiter, agencies, universities, language schools)
- Develop Sales and Marketing strategy including
  - Content Marketing
  - Marketing channels
  - Partnership structure
- Develop step-by-step implementation plan and execute first steps
  - Cold acquisition of partners
  - Development of concrete content

**4. What kind of tools and for what purposes will be used by Students during Business Project?** (e.g. Microsoft Office, internal databases, specific computer programmes etc.):

- Microsoft Office Suite



## 5. Knowledge and skills to be gained by the students during BP:

The students will gain following skills:

- Market research and assessment
- Customer personal development
- Strategic and conceptual thinking
- Marketing and sales techniques
- Excel model development
- Presentation development
- Cold acquisition of partners/clients

In addition, the student will build up and gain knowledge in the Polish healthcare market.

## 6. Estimated workload (in hours, the workload of minimum 15 to maximum 20 hours per student per week) and required students' availability (work office/remote working):

Depending in the group size the workload will be between 15-20 hours a week. The work can be done remote and communication will be mainly via video calls provided by Pflegista.

## 7. Business project timeline (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):

Kick off meeting at SGH or via video call – 2-13 March 2020

Mid – term presentation – 16-17 April 2020 (TBC)

Final Presentation – till end of May 2020

## 8. Business projects milestones (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):

- a) Market model developed, until: 16/04/2020
- b) Marketing and sales strategy as well as implementation plan developed and decision needs presented and agreed upon, until: 16/04/2020
- c) According to decisions taken during mid-term presentation first implementation steps executed, until: end of May

## 9. Final results will be in the form of (cross out unnecessary)

Excel market model

extensive Power Point presentation

Leads to potential partners

~~extensive Power Point presentation and written report~~

written report

**10. Expected number of students / participants** (groups are international but if you have any requirement concerning nationality, please specify it here; we will try to take it into account as much as possible):

Nationality: At least two native Polish speakers

**11. Company** (name and address):

Pflegista UG (haftungsbeschränkt)  
Rohrdamm 88, 13629 Berlin  
Germany



Company: Procter & Gamble

**1. Business project topic (title):**

**2025 trends within FMCG and FMCD world – how to face changes and win consumers. How to double number of Electrical toothbrushes users until 2025 in Poland.**

**2. Business project objectives:**

Analyse and define the current and future Consumer and Retailer. Define key challenges both for the Producer and the Retailer in 2025. Analyse current Oral-B go to market strategy & develop transformation plan to fit Consumer & Retailers 2025 profile. Prepare holistic plan for e-commerce, electro and omnichannel.

Sales:

Distribution strategy by channel

Pricing strategy

Promotion & visibility strategy

Marketing:

Category vision

Competition analysis

ZMOT, FMOT, SMOT analysis

Brand communication plan (including all media touchpoints)

**3. Business project description (here please define, in what way will students contribute to the project):**

Procter & Gamble is providing products from FMCG industry to consumers all over the world. The environment is constantly changing, consumers shop a diversified way, perceive brands and producers from different perspective. The industry is developing towards digital solutions and transformation is just behind the corner.

Through the Business Project you will get a clear vision how Procter & Gamble operates, how we communicate with our consumers and how we plan to grow in future.

Key phases of the project:

1. Sales – understand background, so current status of market & communication landscape, product portfolio and product environment
2. Marketing – understand the role and shopping goal of consumers teams to work separately on sales and marketing part

As a result, Students should prepare one recommendation for P&G role in Power Oral Care category.

- 4. What kind of tools and for what purposes will be used by Students during Business Project? (e.g. Microsoft Office, internal databases, specific computer programmes etc.):**
- Power BI
  - Internal database
  - online & offline store checks with P&G manager
  - set of workshops at P&G HQ (P&G structure / go to market strategy /retailer/ portfolio / brand communication and media strategy /consumer insights / shopper profile / shopper psychology)
  - brand equity pyramid analysis
  - Global external sources and reports
- 5. Knowledge and skills to be gained by the students during BP:**
- understand sales and marketing role in brand and market strategy execution;
  - get familiar with business culture and go to market model of the global leader in FMCG industry;
  - insight into FMCG industry - market and consumer trends;
  - shopper psychology influence on business decisions;
  - analytical skills development - make creative connections based on different sources of data;
  - Strategic Selling Model: identify joint value drivers, align objectives, create and sell the plan.
  - Consumer behaviour analysis
  - Presentation skills
  - Project Management
  - Team Work
- 6. Estimated workload (in hours, the workload of minimum 15 to maximum 20 hours per student per week) and required students' availability (work office/remote working):**
- 15 hours per week;  
Meeting at P&G headquarter, ~2 hours every 3 weeks;  
Additional time need to be spent on store checks (~10-15 hours).
- 7. Business project timeline (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):**
- Kick off meeting at the company – March 2019  
Mid – term presentation – April 2019  
Final Presentation – till end of May 2019
- 8. Business projects milestones (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):**
- To be defined after project kick off

**Final results will be in the form of extensive Power Point presentation / extensive Power Point presentation and ~~written report~~/written report (cross-out unnecessary)**

Presentation in front of P&G Lead Team

**9. Expected number of students / participants:**

4-5 students, at least 4 polish speakers

**10. Company (name and address):**

Procter and Gamble DS Polska Sp. z o.o.  
ul. Zabraniecka 20  
03-872 Warszawa



Company: Santander Bank Polska S.A.

1. **Business project topic** (title: short and clear):

Bank and FinTech synergy on the international payments market.

2. **Business project objectives:**

- Establishing business relationships between bank and FinTechs with the highest income potential for the bank.
- Determining of the main opportunities and threats for the bank on the international payments market in the part covered by FinTechs.

3. **Business project description** (here please define, in what way will students contribute to the project):

- Market study – deep research of the FinTech market (business models, volumes, applied technologies, etc.) in the area of international payments
- Market analysis in perspective: Poland, CEE, Europe, Asia, South America.
- Developing cooperation models BANK - FINTECH and indicating the optimal from the Santander Bank points of view.
- Developing of a projects pipeline

4. **What kind of tools and for what purposes will be used by Students during Business Project?** (e.g. Microsoft Office, internal databases, specific computer programmes etc.):

a. Microsoft Office or equivalent

- Reports and letters
- E-mail
- Presentations
- WWW research
- Database analyses

5. **Knowledge and skills to be gained by the students during BP:**

- Services used by banks and FinTech on international payment market
- General view on legal environment on international payment market
- Existing business models in FinTech world
- Data research useful from business perspectives
- Preparation and presentation of reports expected by business decision makers
- Cooperation with international Teams being part of a global financial institution.

6. **Estimated workload** (in hours, the workload of minimum 15 to maximum 20 hours per student per week) **and required students' availability** (work office/remote working):
- a. **15-17 hours per week**
    - i. 2-3 in an office
    - ii. The rest - remote
7. **Business project timeline** (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):

Kick off meeting at the company – 2-13 March 2020

Mid – term presentation – 16-17 April 2020 (TBC)

Final Presentation – till end of May 2020

8. **Business projects milestones** (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):
- a) Market study - until: 6<sup>TH</sup> April 2020
  - b) Initial Market analysis – until: 15<sup>th</sup> April 2020
  - c) Mid – term presentation: until: 17<sup>th</sup> April 2020
  - d) Final research report and market analysis: 11<sup>th</sup> May 2020
  - e) Cooperation models – until 18<sup>th</sup> May 2020
  - f) Projects pipeline- until 25<sup>th</sup> May 2020
  - g) Presentation for Business decisions makers until 29<sup>th</sup> May 2020

9. **Final results will be in the form of (cross out unnecessary)**

Meeting with decision makers, extensive Power Point presentation, written report, Excel database

10. **Expected number of students / participants** (groups are international but if you have any requirement concerning nationality, please specify it here; we will try to take it into account as much as possible):

4-6

11. **Company** (name and address):

Santander Bank Polska S.A. z siedzibą w Warszawie, przy al. Jana Pawła II 17,  
00-854 Warszawa,



UNIBAIL-RODAMCO-WESTFIELD

<b>Company: Unibail-Rodamco-Westfield</b>
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**1. Business project topic (title):**

Leveraging on retailers' omnichannel strategies in our shopping malls.  
Research of the top and flop omnichannel brands with focus on key aspects for success in dynamic omnichannel environment.

**2. Business project objectives:**

The main objective of the project is to:

- Make a recommendation for implementation of the most up-to-date omnichannel and DNVB concepts to our shopping malls.
- Analyse the current omnichannel retailers and DNVBs (digitally native vertical brands) on the market and in Unibail-Rodamco-Westfield shopping malls and define a strategy for the leading URW shopping centres in Poland.

**3. Business project description (here please define, in what way will students contribute to the project):**

- The business project is designed around Unibail-Rodamco-Westfield daily life and challenges. Its output shall provide recommendations to be used by URW to take advantage from Omnichannel in a dynamic and fast changing marketing environment, with the main focus on increasing income.
- We count on you to propose creative ideas and recommendations for URW shopping centers in Poland (Arkadia, Galeria Mokotow, Wroclavia).

**4. What kind of tools and for what purposes will be used by Students during Business Project? (e.g. Microsoft Office, internal databases, specific computer programmes etc.):**

No specific tools will be required, except for Microsoft Office (analysis, presentation).



**5. Knowledge and skills to be gained by the students during BP:**

Latest knowledge about the commercial real estate market and understanding of Retail sector with inside view of the world leading player.

**6. Estimated workload (in hours, the workload of minimum 15 to maximum 20 hours per student per week) and required students' availability (work office/remote working):**

Around 15 hours per week. Students should be available for a meeting at company's headquarters in Warsaw every 3-4 weeks (on average). They will also have the opportunity to use Creativity Room in URW premises (subjected to prior confirmation of availability).

**7. Business project timeline (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):**

Kick off meeting at the company – 4-14 March 2019

Mid – term presentation – 15 April 2019

Final Presentation – till end of May 2019

**8. Business projects milestones (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):**

Monthly follow up meetings

Mid-term Presentation

Final Project Presentation in front of the Country Management Team

**9. Final results will be in the form of extensive Power Point presentation / extensive Power Point presentation and written report / written report (cross-out unnecessary)****10. Expected number of students / participants:**

3-4 students, including min. 1 Polish speaker

**11. Company (name and address):**

Unibail-Rodamco-Westfield

Skylight Office Building

Złota 59, Warsaw



# ZURICH

## Company: Zurich Insurance Company

Remote Business Project

### 1. Business project topic (title: short and clear):

**Helping Zurich Insurance identify ecosystems for its SME Strategy 2020+**

### 2. Business project objectives:

Contribute to build Zurich Insurance's SME strategy in Switzerland for 2020+ by identifying possible "SME ecosystems" that the company could focus on. Develop a framework starting with a clear view of critical SME "pain points" and how they could be better addressed through cooperation between companies within ecosystems.

Scope:

- Target companies for Zurich Insurance are SMEs (Small and Medium sized Enterprises with up to 250 employees)
- The ecosystems must be somehow related to insurance: this means that Zurich can establish cooperation with companies operating in industries that are different from insurance but such cooperation shall allow Zurich to better reach out / target SMEs and ultimately their respective insurance needs (also in combination with other business needs or pain points that SMEs may have)
- The ecosystem framework must include the dimensions "People/employees", "Company assets" and "Mobility" (these have already been identified as relevant and can be further combined or broken down into more specific ecosystems). Additional ecosystems may also be identified as long as they fulfill the definition in the previous bullet point
- Consider worldwide trends and best practices, but keep in mind the framework should be suitable to mature European markets, especially where Zurich already has a meaningful retail presence (CH, DE, SP, IT, UK). Note: for instance, Zurich does not currently have a retail or SME business in Poland.

Key questions to be answered by this project:

- What are the most relevant SME ecosystems for Zurich?
- What value can they generate to Zurich, its partners and ultimately to the target customers (i.e. SMEs)?
- How should Zurich operate in these ecosystems, through which concrete propositions and through which types of cooperation (who does what in the ecosystem)?
- What are the key success factors for these ecosystems?

### 3. Business project description (here please define, in what way will students contribute to the project):

Students will conduct the following tasks:

- Conduct thorough research on SME business characteristics, pain points, as well as trends in the B2B / B2B2C markets; consider differences across main groups of sub industries for SMEs
- Map out existing SME ecosystems which are or could be related to insurance
- Develop ideas and value propositions for new SME ecosystems that may address existing gaps
- Describe each ecosystem and evaluate their importance based on the value they may create and their attractiveness to Zurich
- Evaluation criteria should include at least: insurance potential, potential for cost savings/efficiency, generation of data/insights as well as convenience & flexibility for end-users
- Select top 2-3 ecosystems and suggest list of potential cooperation partners (preferably companies based in Switzerland)
- When possible, be specific and formulate concrete hypotheses / proposal about insurance products in scope, distribution channels, high level customer journey

#### 4. What kind of tools and for what purposes will be used by Students during Business Project?

- Power point
- Project Management tool for document repository, exchange, webinars, chats – TBD (potentially Microsoft Teams but we need to evaluate what works better)

#### 5. Knowledge and skills to be gained by the students during BP:

- Commercial Insurance for SMEs
- Small Businesses (industry insights, business needs, risks)
- Ecosystems and new cooperation models across industries
- B2B markets
- Strategy and value proposition
- Virtual project work

#### 6. Estimated workload (in hours, the workload of minimum 15 to maximum 20 hours per student per week) and required students' availability (work office/remote working):

- We estimate that the project will require 15 hours per student per week

7. **Business project timeline** (please specify the date for kick – off meeting, mid-term presentation and final presentation. Any further changes in dates must be accepted by Students and SGH Academic Advisor):

Kick off meeting via webinar – 2nd of March 2020

Mid – term presentation – 16-17 April 2020 (TBC)

Final Presentation – till end of May 2020

8. **Business projects milestones** (you may optionally divide the project outcomes into certain parts and deadlines that have to be met by Students; the Mid – term presentation might be also a milestone):

- a) Get familiar with the concept of ecosystems and define approach to research work, until: 13th March 2020
- b) Create long-list of SME ecosystems, discuss potential value propositions and cooperations (Mid-term presentation), till 16th April 2020
- c) Deep dive and prioritize ecosystems, respective potential partners, propositions (Final Presentation), till end of May 2020

9. **Final results will be in the form of (cross out unnecessary)**

Extensive Power Point presentation

10. **Expected number of students / participants** (groups are international but if you have any requirement concerning nationality, please specify it here; we will try to take it into account as much as possible):

We believe that 3 would be sufficient but would be happy to work with up to 5 if required.

11. **Company** (name and address):

Zurich Insurance Company  
Hagenholzstrasse 60  
8050 Zurich

### Further requirements

- Business partner demands full project confidentiality. Project findings become ownership of business partner and can't be used/published by students or other parties for any purposes. Students are not allowed to use project findings in any educational activities. Signing NDA may be required by Zurich at commencement of the project.
- It is desirable that at least one student can read German. This will enable the group to research online and analyze company material that is only available in German.