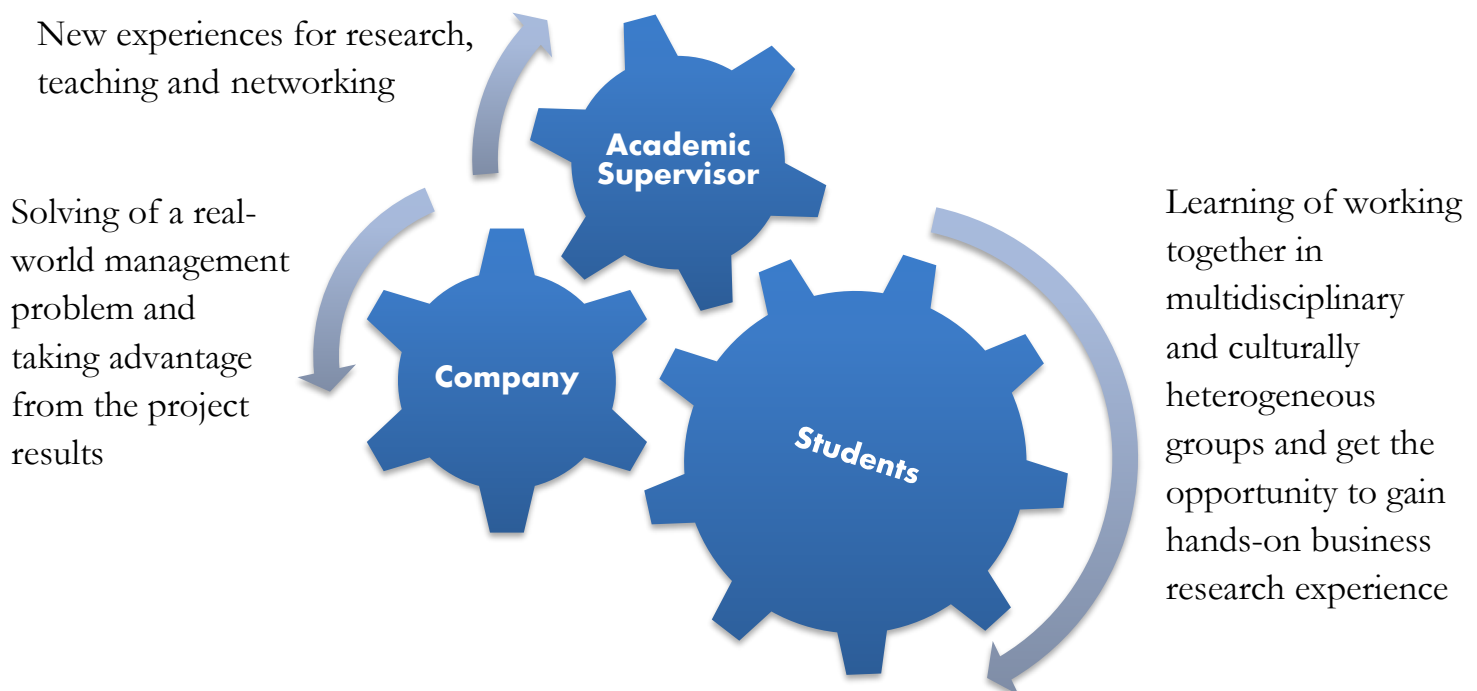


## Business Projects Overview

- 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 3-5 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 proposal for Spring 2022

Company & Contact Information	
Organisation Name	Hilti
Primary Industry	Construction industry
Company logo	
Project Sponsor	
Name	Rafail Foutzopoulos
Job Title	Head of Trade Marketing
Main contact (if different from Project Sponsor)	
Name	Michalina Pajestka
Job Title	Talent Acquisition Manager
Location (City, Country)	Warsaw, Poland

Project Information	
Business Project Title (short clear title)	Jobsite productivity increase through reality capture - outset situation and outlook for Central Europe
Business Project objectives (describe the project and desired outcome)	<p>Goal: proposal for improving customers workflows for progress documentation and quality control for contractors</p> <ul style="list-style-type: none"> <li>current workflows in progress documentation – map current processes, identify needs, personas involved, pain points, best practices, SW and HW in use</li> <li>current workflows in quality control – map current processes, identify needs, personas involved, pain points, best practices, SW and HW in use</li> <li>make proposals based on SW and HW needs focused on key use cases</li> </ul> <p>TBC</p>
Business Project background information and key challenges	<p>Roadmap &amp; Methodology:</p> <ol style="list-style-type: none"> <li>Kick-off session (local PM, global PM)</li> <li>Q&amp;A before field rides (if needed)</li> <li>Field rides with account managers – pre-arranged customer visits with selected customers who are open to innovations</li> </ol>

	<p>(supporting material available: 1 pilot sensing tool which needs to rotate between countries – schedule to be agreed, how to videos, sensing videos)</p> <p>1.Catch-up session, Q&amp;A (local PM, global PM)</p> <p>2.Final presentation</p> <p>*we will be available for discussion/questions/catch up session during the whole project if necessary</p>
<b>Expected outcome (describe what outcomes do you feel would confirm the project was a success)</b>	TBA
<b>Planned Timeline (your project timeline should be in line with the proposed timeline of our school – already put forward)</b>	<p>Kick off meeting at the company- second half of February 2022</p> <p>Mid –term presentation – till 14 April 2022 (TBC)</p> <p>Final Presentation (till end of May 2022) - late May</p> <p>BP conclusion meeting - 7-8 June 2022 (TBC)</p> <p>Weekly meetings of the student team are expected</p>
<b>Final outcomes will be in the form of:</b>	x extensive Power Point presentation
<b>Expected number of students for the project</b>	6 (2 from SGH, others from VSE and CUB)
<b>Are there specific requirements and/or expertise necessary for students on this project (language/skills)? We will try to accommodate your request but cannot guarantee it.</b>	English sufficient, Czech/Slovak/Polish/Hungarian advantageous but not necessary
<b>Confidentiality: Are students required to sign a non-disclosure agreement?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Other requirements and information about the project that you would like to share at this stage</b>	This is x-border project that is done in cooperation between 3 countries: Czechs, Hungary and Poland. Special focus on this problematics in V4 countries.

Company & Contact Information	
Organisation Name	McKinsey & Company
Primary Industry	Strategy Consulting
Company logo	
Project Sponsor	
Name	Paul Rutten
Job Title	Partner
Main contact (if different from Project Sponsor)	
Name	Michal Hajdan
Job Title	Senior Business Analyst
Location (City, Country)	Warsaw, Poland

Project Information	
Business Project Title (short clear title)	#SpeedUpSustainability – How can SMEs improve their environmental sustainability fast?
Business Project objectives (describe the project and desired outcome)	<p>Students will identify barriers and opportunities for environmental sustainability in SMEs per country and will have the opportunity to present team specific results at the "Estoril conference" in 2022 at Nova (Portugal)<sup>1</sup></p> <p>Project steps and guiding questions:</p> <ol style="list-style-type: none"> <li>1. Situation – Country perspective: What are the locally relevant sustainability challenges (in general)? What is the country's industry footprint and which sustainability challenges are imposed by that? What is the respective share of SMEs per country and within those industries? What are industry specific levers to increase the sustainability of SMEs? Which already established local support mechanisms (i.e., governmental programs) have proven successful to foster sustainability in SMEs?</li> <li>2. Situation – SME perspective: Are local SMEs aware of their need for change in light of sustainability? What are they doing or planning to do to address local sustainability challenges, especially if their business is facing economic pressure? Which KPIs are used to track the</li> </ol>

	<p>changes? How is the transformation communicated to shareholders and employees?</p> <p>3. Solution – SME perspective: Which specific SMEs stand out in addressing the local sustainability challenges? What are the main reasons for their success? Through which mechanisms do they address sustainability challenges? In contrast, which factors led to SMEs lagging behind, and how can these inhibiting factors be addressed? What are key learnings?</p> <p>1. Format: Pitch sessions of results per country and consolidation of overarching learnings; Either live at the Nova university campus or online [TBD]</p>
<p><b>Business Project background information and key challenges</b></p>	<p>Sustainability</p> <ul style="list-style-type: none"> <li>– Sustainability is the defining strategic topic in the upcoming decades. While the overall importance is clear, tangible levers for impactful local/individual action are not.</li> <li>– As leaders of tomorrow, younger “purpose” generation aims to positively change the world and demands fast action to become more sustainable, as their livelihood is on the line. Currently, they are pushing the older generation that is still in the political and economic driver seat to stronger focus on sustainability by raising their voice through initiatives such as “Fridays for Future”</li> </ul> <p>SMEs</p> <ul style="list-style-type: none"> <li>– SMEs are oftentimes overlooked in public discussions about sustainability. While the contribution of major corporations (e.g., “just 100 companies responsible for 71% of global emissions”) as well as their upcoming transformations receive major attention (e.g., “Exxon loses board seats to activist hedge fund in landmark climate vote”), the role of SMEs receives significantly less attention.</li> <li>– SMEs are impacted more by local specifics and less exposed to global pressures. Due to their global footprint, large companies face a more uniform pressure to change than local SMEs. At the same time, large companies have more room for maneuvers to address the required change, and are not limited by local circumstances of specific countries.</li> </ul>

	<ul style="list-style-type: none"> <li>- Beyond tangible improvements within their core business, SME actions can have a large societal impact. In the EU, two out of three employees are employed at SMEs. Efforts to influence the individual employee's perception of, opinion on, and personal action in favor of sustainability can thus be a multiplier for change on a societal level.</li> </ul> <p>Sources: The Guardian, Reuters, Eurostat</p>
<p><b>Expected outcome (describe what outcomes do you feel would confirm the project was a success)</b></p>	<p><b>1. Situation – Country perspective</b></p> <ul style="list-style-type: none"> <li>- Overview on: local challenges regarding sustainability (in general and for SMEs based on specific industry footprint, etc.), SME share (and descriptives<sup>1</sup>), country practices/levers/support mechanisms to facilitate change of SMEs, local challenges that hinder businesses from changing faster</li> </ul> <p><b>2. Situation – SME perspective</b></p> <ul style="list-style-type: none"> <li>- Transcripts of interviews with at least 3x3 SMEs and max. 6 customers/suppliers</li> <li>- List of descriptive statistics of per interview partner (size, industry, ...)</li> <li>- Assessment of sustainability maturity level per interview partner based on interview and deviation of overview “Number of SMEs per maturity level”</li> <li>- Standardized profiles of SMEs’ sustainability maturity levels, drivers/barriers of sustainability, plans, ...</li> <li>- Clustering of SMEs in sustainability “frontrunners” and “laggards”</li> </ul> <p><i>Note: The unstructured interviews only serve to validate SMEs’ statements/positioning</i></p> <p><b>3. Solution – SME perspective</b></p> <p>Per industry of SMEs</p> <ul style="list-style-type: none"> <li>- “Frontrunners”: Overview on relevant levers and drivers for sustainability in those SMEs &gt; Why are the fast SMEs fast in sustainability?</li> <li>- “Laggards”: Overview on relevant barriers of becoming more sustainable and levers to support those &gt; How can we speed up those SMEs?</li> </ul>

	<ul style="list-style-type: none"> <li>List of tangible best practices (that can also be shared across industries)</li> </ul> <p>Per country: Overview showing which SDGs are addressed by SMEs in this country</p> <p>1. Business focus, employees, share on total industry/GDP, ...</p>
<b>Planned Timeline (your project timeline should be in line with the proposed timeline of our school – already put forward)</b>	<p>Kick off meeting at the company (1-12 March 2022)</p> <p>Mid-term presentation – till 14 April 2022 (TBC)</p> <p>Final Presentation (till end of May 2022) - BP conclusion meeting - 7-8 June 2022 (TBC)</p> <p>Biweekly problem-solving sessions (PSS) with business consultants throughout the project (optional).</p>
<b>Final outcomes will be in the form of:</b>	x extensive Power Point presentation
<b>Expected number of students for the project</b>	6 however we are flexible
<b>Are there specific requirements and/or expertise necessary for students on this project (language/skills)? We will try to accommodate your request but cannot guarantee it.</b>	<p>We welcome all skill profiles, but we want to aim for a team with a 50:50 gender quota and at least one Polish native speaker (ideally, two). In general, we are looking for intrinsically motivated students with outstanding grades and references, willing to make a real change.</p> <p>Profiles with experience in quantitative/qualitative analyses as well as experience in sustainability and/or consulting are preferred (not mandatory).</p>
<b>Confidentiality: Are students required to sign a non-disclosure agreement?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Other requirements and information about the project that you would like to share at this stage</b>	<p>In 2019, 2020 and 2021, McKinsey &amp; Company has successfully leveraged the potential of CEMS and its global network by offering international, cross-border Business Projects called #SpeedUp. We have offered our Business Projects at 15+ CEMS universities around the world, aiming to compare nation-specific approaches to contemporary issues. The unprecedented initiative has brought together 100+ consultants in our local McKinsey offices, 25+ CEMS student teams with academic advisors, as well as numerous external experts. CEMS student teams also had the chance to interact among each other, further fostering</p>



	the global CEMS network. As a result, student teams have identified numerous tangible
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### Company & Contact Information

<b>Organisation Name</b>	L'Oréal
<b>Primary Industry</b>	Beauty Care- Cosmetics
<b>Company logo</b>	L'ORÉAL
<b>Project Sponsor</b>	
<b>Name</b>	Inez Golda, Senior Brand Manager with participation of Tomasz Żelichowski, Brand Business Director La Roche-Posay & CeraVe Poland-Baltics
<b>Job Title</b>	CeraVe Senior Brand Manager

### Project Information

<b>Business Project Title (short clear title)</b>	How to increase penetration of dermocosmetics among young consumers (age 18-24) through the CeraVe brand in Poland?
<b>Business Project objectives (describe the project and desired outcome)</b>	<p>Answer following questions:</p> <ul style="list-style-type: none"> <li>• How to reach young consumers?</li> <li>• How to convince them to use dermocosmetic? How make young consumer aware of the advantage of dermocosmetic products? What barriers need to be overcome?</li> <li>• How to effectively promote dermocosmetic products to young population?</li> <li>• How to build the brand image in answering to young people's needs and doubts with Cerave products?</li> </ul>
<b>Business Project background information and key challenges</b>	CeraVe is a shining, growing star of dermocosmetics markets. Launched in 2010s, the brand is already #3 global dermocosmetic brand, growing its business by 200-250% by year. The brand is native to social media and has already started to democratize the access to good quality cosmetics to young people. How to further use the potential that the brand has to attract young people to look for better

	skincare products in the pharmacy (online & offline) channel.
<b>Expected outcome (describe what outcomes do you feel would confirm the project was a success)</b>	<ul style="list-style-type: none"> <li>• The team consisting of students will be working on the topic in close cooperation with Cerave polish marketing team.</li> <li>• Collect best practices from external environment</li> <li>• Identify key focus areas to increase penetration of dermocosmetics among young consumers</li> <li>• Propose strategy and action points for Cerave brand to explore this area in Poland</li> </ul>
<b>Planned Timeline (your project timeline should be in line with the proposed timeline of our school – already put forward)</b>	<p>Kick off meeting at the company (1-12 March 2022)</p> <p>Mid –term presentation – till 14 April 2022 (TBC)</p> <p>Final Presentation (till end of May 2022) - BP conclusion meeting - 7-8 June 2022 (TBC)</p>
<b>Final outcomes will be in the form of:</b>	<input type="checkbox"/> <b>extensive Power Point presentation</b>
<b>Expected number of students for the project</b>	3-6
<b>Are there specific requirements and/or expertise necessary for students on this project (language/skills)? We will try to accommodate your request but cannot guarantee it.</b>	English is sufficient. Polish are advantage.
<b>Confidentiality:</b> <b>Are students required to sign a non-disclosure agreement?</b>	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Other requirements and information about the project that you would like to share at this stage</b>	We offer a lot of internal market and consumer research, market data, consultation with the L'Oréal mass market division to explore the topic.


Company & Contact Information	
Organisation Name	Siemens Healthineers (SHS) Global HQ
Primary Industry	Healthcare, med-tech
Company logo	
Project Sponsor	
Name	Indrajit Sahoo
Job Title	Global Head, Business & Operations Development, SkillSphere
Main contact (if different from Project Sponsor)	
Name	Jenny Pak & Jitendra Kumar Behera
Job Title	Business & Operations Development, SkillSphere
Location (City, Country)	Erlangen, Germany

Project Information	
Business Project Title (short clear title)	Medtech: Go-to-Market Strategy for Next-Gen Digital Education Technology
Business Project objectives (describe the project and desired outcome)	<ul style="list-style-type: none"> <li>Develop a Go-to-Market strategy for Siemens Healthineers' state-of-the-art digital Education products, within Artificial Intelligence, Virtual Reality, Augmented Reality and Machine Learning</li> <li>Create a new break-through model for a digital education environment which will be suitable to the healthcare education market and increase the customer's Willingness to Pay (WTP) and the usability</li> </ul>
Business Project background information and key challenges	<p>Background</p> <ul style="list-style-type: none"> <li>Siemens Healthineers has over the last years developed a series of state-of-the art digital education within Artificial Intelligence, Virtual Reality, Augmented Reality and Machine Learning to cover an unmet market need</li> <li>Our market research shows that the med-tech digital learning technology/solutions will experience exponential growth in future.</li> <li>However, there is a lack of clear understanding of the market needs, characteristics and which products should be emphasized in Poland.</li> </ul>

	<p>Key challenges</p> <ul style="list-style-type: none"> <li>• Diverse product portfolio: How does the created strategy account for the diverse scope of immersive and digital education products that SHS have? What is the common ground between the products? And how can they be promoted in unity (or could there be a different strategy?)</li> <li>• Innovation: what are the innovative tools/channels to communicate successfully with customers?</li> <li>• Partnership: Should we seek partnerships to build our digital environment?</li> <li>• New opportunities: What other new business opportunities could exist?</li> <li>• Willingness to pay: How can we increase customers willingness to pay for education?</li> <li>• Acceptance of online/digital training: How do we influence adoption?</li> <li>• Value of education: How do we define and measure the customer's return on investment?</li> </ul>
<p><b>Expected outcome (describe what outcomes do you feel would confirm the project was a success)</b></p>	<p>Please refer to Business Project objectives above. Example of deliverable could be:</p> <ul style="list-style-type: none"> <li>• Holistic GTM strategy1 (.pptx): <ul style="list-style-type: none"> <li>▪ Executive Summary</li> <li>▪ Value proposition</li> <li>▪ Identify targetable, addressable market</li> <li>▪ Pricing strategy for products</li> <li>▪ Positioning strategy for products</li> <li>▪ Marketing plan</li> <li>▪ Sales strategy</li> <li>▪ GTM implementation process roadmap</li> </ul> </li> <li>• Business Model Canvas (.pptx)</li> <li>• Business case for the target customer &amp; SHS Poland (.xlsx or .pptx)</li> </ul>
<p><b>Planned Timeline (your project timeline should be in line with the proposed timeline of our school – already put forward)</b></p>	<p>Kick off meeting at the company (1-12 March 2022)</p> <ul style="list-style-type: none"> <li>- Proposed timeline works for SHS.</li> </ul> <p>Mid-term presentation – till 14 April 2022 (TBC)</p> <ul style="list-style-type: none"> <li>- Proposed timeline works for SHS.</li> </ul> <p>Final Presentation (till end of May 2022)</p> <ul style="list-style-type: none"> <li>- Proposed timeline works for SHS.</li> </ul> <p>BP conclusion meeting - 7-8 June 2022 (TBC)</p> <ul style="list-style-type: none"> <li>- Proposed timeline works for SHS.</li> </ul>
<p><b>Final outcomes will be in the form of:</b></p>	<p><input type="checkbox"/> <b>extensive Power Point presentation and written report</b></p>
<p><b>Expected number of students for the project</b></p>	<p>4-5 students are recommended (flexible)</p>

<p><b>Are there specific requirements and/or expertise necessary for students on this project (language/skills)? We will try to accommodate your request but cannot guarantee it.</b></p>	<ul style="list-style-type: none"> <li>• Specialisation/Skills: Consulting, Market Research, Marketing, Digital technologies, Digital transformation, Business Analytics, Excel, Power Point.</li> <li>• Affinity: Customer Experience, Customer Engagement, Learning, IT</li> <li>• Languages: English + local language of at least two members of the team</li> </ul>
<p><b>Confidentiality:</b> Are students required to sign a non-disclosure agreement?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<p><b>Other requirements and information about the project that you would like to share at this stage</b></p>	

### Company & Contact Information

Organisation Name	Unibail-Rodamco-Westfield
Primary Industry	Real Estate
Company logo	 UNIBAIL-RODAMCO-WESTFIELD
<b>Project Sponsor</b>	
Name	Katarzyna Majewska
Job Title	Junior Human Resources Manager
<b>Main contact (if different from Project Sponsor)</b>	
Name	Natalia Kuc
Job Title	Development Analyst
Location (City, Country)	Warsaw, Poland

### Project Information

<p><b>Business Project Title (short clear title)</b></p>	<p>Designing the strategy for large-scale, mixed-use development project based on the example of real-life case. Research of the best mixed used projects in the world.</p>
<p><b>Business Project objectives (describe the project and desired outcome)</b></p>	<p>The main objective of the project is to:</p> <ol style="list-style-type: none"> <li>1. Make a recommendation on the ambition, positioning, uses mix, size and key tenants for real life development project</li> <li>2. Analyse real estate market trends,</li> </ol>

	<ol style="list-style-type: none"> <li>3. Find the best examples of the mixed-use projects around the world and understand their unique selling points</li> <li>4. Understand the key challenges of defining the real estate development project</li> </ol>
<b>Business Project background information and key challenges</b>	<p>Unibail-Rodamco-Westfield development team is currently working on the redefinition of one of their large-scale projects. Therefore, the students will be working on a real life case. The key challenges are:</p> <ol style="list-style-type: none"> <li>1. Understanding of the current real estate market and future trends</li> <li>2. Understanding the complexity and limitations of the development projects, as well as the need for balance between the stakeholders.</li> </ol>
<b>Expected outcome (describe what outcomes do you feel would confirm the project was a success)</b>	<ol style="list-style-type: none"> <li>1. Creative and rational strategy for the real-life development project (inc. ambition, positioning, functions, unique selling points, size).</li> <li>2. Inspiring and insightful mixed-use project market research</li> </ol>
<b>Planned Timeline (your project timeline should be in line with the proposed timeline of our school – already put forward)</b>	<p>Kick off meeting at the company (1-12 March 2022)          Mid-term presentation – till 14 April 2022 (TBC)          Final Presentation (till end of May 2022) - BP conclusion meeting - 7-8 June 2022 (TBC)</p>
<b>Final outcomes will be in the form of:</b>	<input type="checkbox"/> extensive Power Point presentation
<b>Expected number of students for the project</b>	3-4 students, including at least 1 Polish speaker
<b>Are there specific requirements and/or expertise necessary for students on this project (language/skills)? We will try to accommodate your request but cannot guarantee it.</b>	<p>At least 1 Polish speaker in the group will be needed.          Working knowledge of Microsoft Office package is required.</p>
<b>Confidentiality: Are students required to sign a non-disclosure agreement?</b>	Yes, NDA is required.
<b>Other requirements and information about the project that you would like to share at this stage</b>	