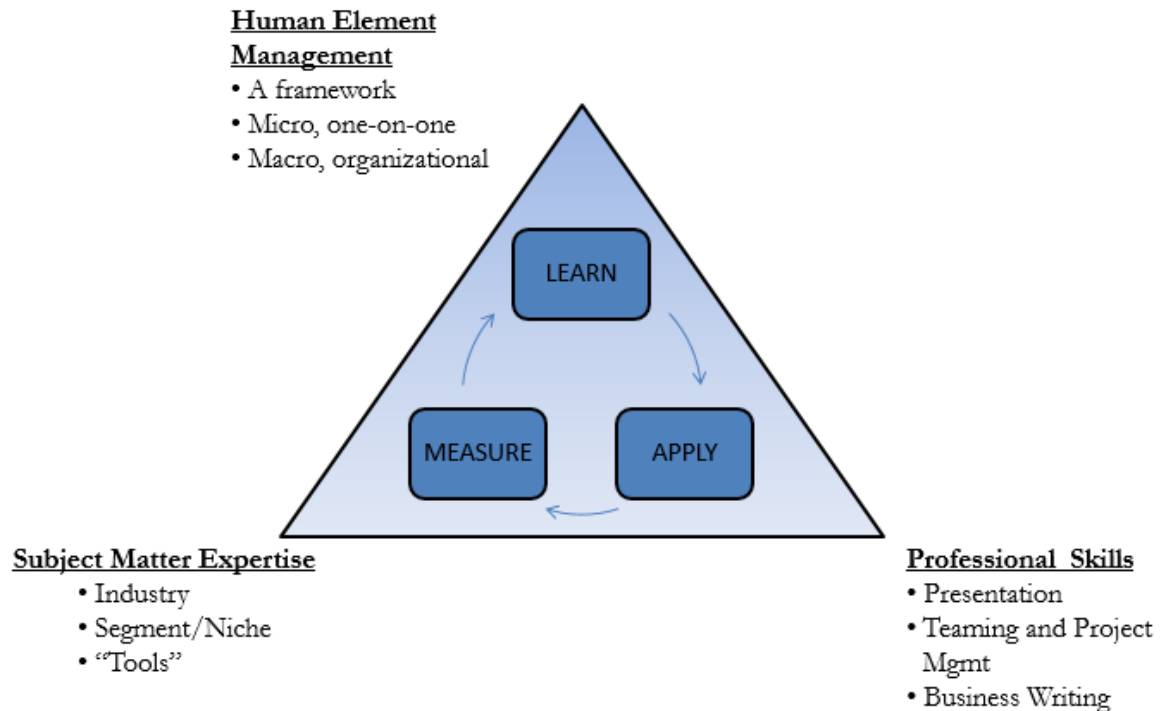


Lecture 1: Planning Your Project and the Proposal

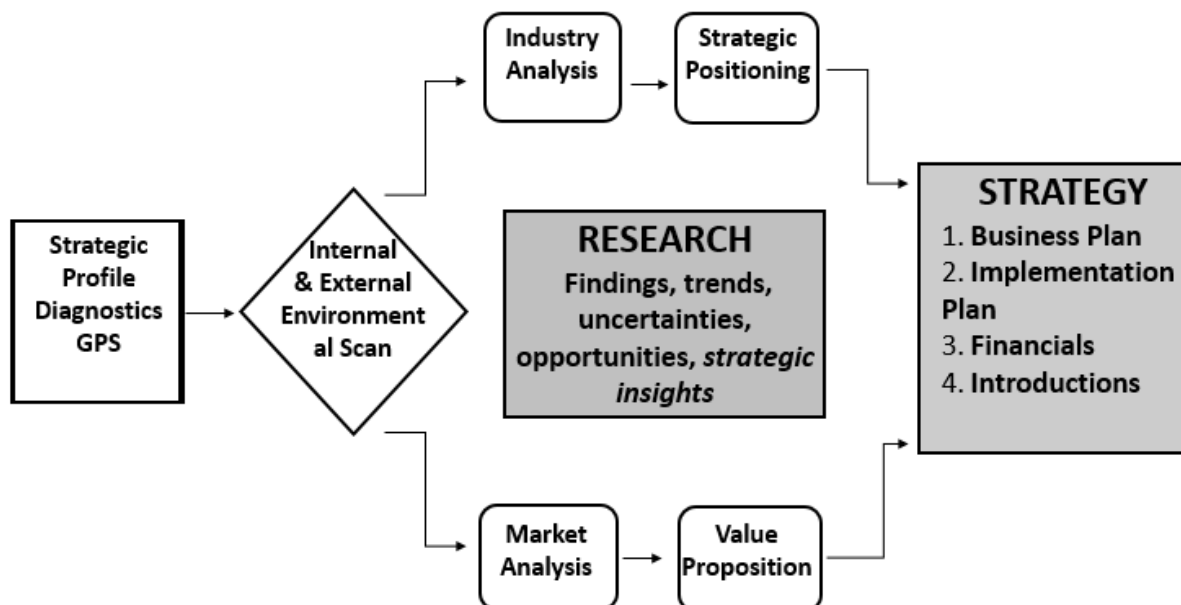
Our Goals

1. Critical thinking – inferential skills
2. Application and integration – theory as lens for practice
3. Practical professional skills – “behaviours” consistent with success in business

Our Learning Model



Applied Project at a Glance

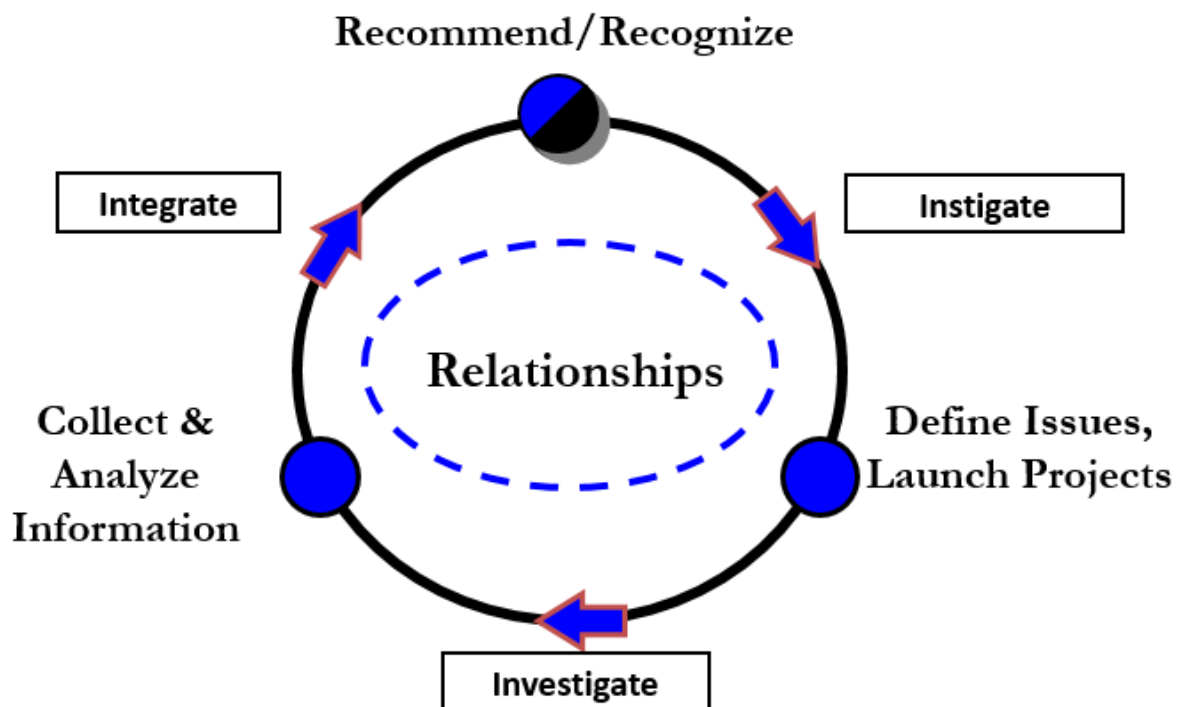


The Client Experience

- Generally love the experience.
- Consistently rate us as “professional grade....”
- Many become repeat customers
- Cautious at the beginning, want us to succeed
- Some become part of our advising team

Consulting process spiral

- The consulting process is a repeating cycle, or spiral, of investigating, integrating and instigating. Along the way, consultants define projects and issues, collect and analyze information, and make recommendations.



Management Consultants Advise and Facilitate

- Find & analyze data - to create information
 - Markets, competitors, industries, sources of \$\$\$
 - Cogent organization, fresh perspective
- Provide special expertise
 - Functional (strategy, marketing, MIS)
 - Industry-specific (product development)
- Provide political support
- Locate and obtain resources
 - Capital, people, strategic partners
 - Implementation help

Consulting skills

- **Technical skills & expertise**
 - Systems design, sales, accounting, research, management
- **Relationship skills**

- Trust building, excellent communications, selling, follow-through
- **Consulting skills**
 - Contracting, project management, discovery & analysis, reporting, facilitating implementation, ending or extending projects
- **Sales skills**
 - Ideas, not just projects
 - Behaviour – motivation to implement

Communication is everything

- No direct power, only influence
 - Words & visuals & personality are all consultants have to facilitate change
- Consulting requires a full tool kit of communication skills
 - Listening, writing, presenting, coaching, training, modelling
- Fundamental to all communication is extraordinary perceptiveness, clarity of thought, and simplicity of structure

Hard Truths about Teams

- A collection of high-performing individuals is not enough to create a high-performing team
- Teams can and must allocate responsibilities, but accountability is always shared
- You must trust one another
- Get organization right now: Commit to decisions, roles and a plan of action
- The focus must be on the achievement of collective results
- Confronting conflict is the hardest part - but problems multiply if not corrected
- Power in a team should be a “movable feast”

Good Work Requires Effective Team Work

- Teams evolve from a collection of individuals to a productive team
- This evolution involves cycling through four stages (often several times!)

General rules

The proposal should demonstrate that

- you have understood the assignment brief
- you are already sufficiently enthused that you have done some background research
- that you respect any parameters that may have placed on the project (particularly the research component)
- you have the necessary skills and have an understanding of appropriate related theories and concepts

Assessment 1: Project proposal Group

- Introduction to company
- The strengths / weaknesses of the organisation or entity under consideration
- Marketing issue identified by the client company
- The research plan and method
- Work in Progress

Lecture 2: Situational Analysis: Internal Analysis and Business Model Canvas

Operating Environment Influence Diagram



Analysis of internal environment

Two models to use:

Resource audit

- financial resources,
- human resources,
- physical resources,
- intangible resources

Porter's Value Chain Model:

Help analysing Firm's Competitive Advantage and Core Competencies

Strategic Analysis of the internal environment

- Internal analysis aims to provide a detailed understanding of those aspects of the organization that are of strategic importance.
- Need to identify an organizations key strengths and weaknesses
- A firm's assets and resources are the building block of marketing strategy.

STRATEGIC CAPABILITY PROFILE- Resource Audit

Internal area	Resource/competence	Evaluation
Physical resources	New facilities incorporating latest technology	Major strength (+4)
Human resources	Highly trained technical staff Top scientists recruited	Minor strength (+2)
Financial resources	High gearing	Mild weakness (-2)

VALUE CHAIN ANALYSIS:

Competitive advantage will arise through:

- Providing buyer value comparable to competitors but performing value chain activities more efficiently – **cost based advantage**
- Performing value chain activities in unique ways that create greater buyer value than competitors and hence command a premium price – **differentiation based advantage**