

CARLSON CONSULTING ENTERPRISE

A newsletter of the Carlson School Enterprises



Managing relationships

Carlson Consulting Enterprise students bring their expertise home

The Carlson School has an impressive relationship with the business community, but that doesn't mean it can't improve. In the spring of 2006, then-interim Dean Jim Campbell tapped the Carlson Consulting Enterprise to formulate a customer relationship management (CRM) strategy.

Who are the customers of a leading business school? Think of the degree-holder as the school's product, and it becomes obvious: the companies that hire Carlson School students. This innovative approach to evaluating business education allowed the consultants to apply CRM methodologies to the Carlson School's interactions with its business partners.

"CRM enables the Carlson School to approach customers as a single entity and provide them with more valuable services," says Jim Campbell, retired CEO of Wells Fargo. The objectives of the project were three-fold: to define the current state of customer relationship management at

the school, to benchmark and identify CRM best practices in the education industry, and to develop a conceptual design with implementation strategy to improve the coordination and effectiveness of managing external relations.

The Consulting Enterprise team defined a CRM framework—define, track, share, and maintain—which encapsulated the entire lifecycle of relationship management. The team applied this framework to aid in data gathering and analysis. Next, the team conducted 22 interviews to understand current relationship management at the school. The resulting information was analyzed to identify the root causes for behaviors.

To identify industry best practices, the team interviewed corporate relations groups from 11 peer business schools, including the Sloan School of Management at the Massachusetts Institute of Technology and the McCombs School of Business at the University of Texas at Austin. To

capture the voice of the customer, the team conducted on-site visits to four companies that hire Carlson School students: Cargill, General Mills, Target, and 3M. The team also identified professional services industries that face similar challenges to academia in managing external relations. To understand the practices of these companies, the team interviewed executives from Accenture, Cap Gemini, and Deloitte Consulting.

The team's secondary research efforts focused on CRM implementation, cultural and incentive change, best practices, and technology. The team conducted a half-day visioning session with nine stakeholders from across the Carlson School to brainstorm CRM vision, conceptual design, enablers of design, and risks and barriers to the design. Finally, the team conducted 26 internal buy-in interviews to ensure that stakeholders were on-board with the strategy.

Continued on page 2

Enterprise calendar year

The Carlson Consulting Enterprise has several project start dates available to meet your project needs. For more information, contact Laura TerWisscha by email at lterwisscha@csom.umn.edu or phone at 612-626-0682.

				FALL SEMESTER				SPRING SEMESTER				
JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	
	FALL PROJECT SCOPING			PROJECT CONDUCTED (APPROXIMATELY 12 WEEKS)								
				SPRING FULL-TERM PROJECT SCOPING				PROJECT CONDUCTED (APPROXIMATELY 12 WEEKS)				
							SPRING HALF-TERM PROJECT SCOPING			PROJECT CONDUCTED (APPROX. 7 WEEKS)		

Consulting for success

This fall, the Consulting Enterprise students are working on a variety of projects.

Ecolab

Objective: New global market opportunity

Expected Outcome: Strategy and business model recommendations for new market opportunity

Thrivent Financial for Lutherans

Objective: New market opportunity

Expected Outcome: Competitive and industry analysis for new market and assessment of alternative business models for market entry

Select Comfort

Objective: Commodity profiles

Expected Outcome: Predictive cost model for each commodity and identification of risk and opportunities to manage supply chain

Select Comfort

Objective: Margin improvement

Expected Outcome: Costing model and scenario analysis with recommendations to improve margins

Walker Art Center

Objective: Retail and membership strategy

Expected Outcome: Three-to-five year retail store strategy and recommendations for further development and investment; also, opportunities to increase membership

Expert advice

Carlson School Professor Emeritus Fred Beier becomes new academic director of Consulting Enterprise

Fred Beier, professor emeritus of marketing and logistics management, has taken on the role of academic director of the Carlson Consulting Enterprise.

“Fred brings tremendous expertise and a passion for developing students to this role,” says Consulting Enterprise professional director Laura TerWisscha.

Beier received his doctorate in logistics from Ohio State University, and he joined the faculty of the Carlson School of Management in 1967. His contributions to the Carlson School include serving as associate dean of academic affairs for six years, being instrumental in the design and implementation of the Carlson School’s integrative curriculum in supply chain management, and serving as the first director of the Carlson School’s supply chain advisory board. His research has been published in major academic journals in the field of transportation and logistics, and he has served on the editorial boards of logistics and supply chain management journals.

While on leave from the University, Beier served as market manager for a transportation firm, where he developed marketing and competitive strategies for selected industries being served. He was also the first faculty fellow to the U. S. Department of Transportation. He has consulted with firms in a number of sectors including transportation, wholesale/retail distribution, manufacturing, and finance.

Beier replaces Alok Gupta, Carlson School Professor of Information and Decision Sciences, who now serves as chair of the Department of Information and Decision Sciences.

Managing Relationships - continued from page 1

“CRM has evolved from a technology solution to a driver of change in organizations,” notes Sandeep Anand, ’06 MBA, who led the team on the project. That seems to be the case at the Carlson School. The consultants developed a phased implementation plan with well-defined milestones, and they presented this plan to the Carlson School’s corporate council and board of overseers. The consultants’ recommendations included structuring an External Relations department to coordinate CRM activities; developing a key account strategy for identifying key customers; and identifying roles and responsibilities to help implement CRM strategy.

“We plan to begin the pilot stage of the CRM project by the end of the year, focusing first on how we can improve our internal interactions around issues involving our customers with the intent to eventually move to a technology enabler,” says Deb Cundy, who joined the Carlson School in May as assistant dean of External Relations.

“This project provided a unique consulting opportunity,” says Joshua Loehrke, ’06 MBA. “In our short time at the Carlson School and in the Consulting Enterprise, it’s difficult to truly have a lasting impact on the school. This project will benefit future students, as well as improve our relationships with the Carlson School as alumni and as potential employers.”

“CRM is a journey, not a destination,” says Jim Campbell. “The Consulting Enterprise team has made a huge step in the right direction for CRM at the Carlson School.”



Internship spotlight

Real-world application of Consulting Enterprise frameworks

3M Strategic Business Development (SBD) provides internal consulting services to the company's 50-plus divisions. This leadership development program exposes analysts to real challenges facing 3M's six global businesses.

"This past summer, I had an incredible opportunity to leverage frameworks and tools learned in the Consulting Enterprise to better structure business problems and provide solutions that clients value," says Nathan Windom, second-year MBA student who worked as a summer intern with the SBD group.

Windom's undergraduate work in strategic marketing and his management and IT consulting background provided a foundation of knowledge that allowed him to apply the hypothesis-driven frameworks taught in the Consulting Enterprise. "I used frameworks in the past, but after my experience in the

Enterprise, I am more confident that I have the tools necessary to approach the most challenging issues facing businesses today," says Windom.

Despite having three very different projects during his summer internship, he consistently started with the end in mind and used a hypothesis-driven approach to each unique problem. Another approach he consistently used was the development of an issue tree and research plan. "We were constantly told of the importance of MECE (mutually exclusive, collectively exhaustive) in our classes, so I developed an issue tree to ensure I identified all of the relevant issues and that the main points did not overlap," Windom says.

Grouping ideas allowed Windom to visualize the problem in manageable pieces and direct further analysis in a logical manner. The frameworks and

tools used helped him with his analysis and provided an invaluable method to clearly communicate with clients. Windom says, "My clients were aware of what we've done in the past, what we need to do in the future, and the expectations of what it will take to get us there."

The Consulting Enterprise helped Windom identify approaches that can be applied to any business challenge. "The true value of the Enterprise is applying what you've learned in class on real projects, with real clients," says Windom. "I was impressed by the high-caliber team I worked with on my last Enterprise project and the way we used the tools and techniques learned to help our client best address its tenure and retention issues. My experience in the Consulting Enterprise prepared me to be successful at 3M."

Managing globally

Jennifer Beske, '04 MBA, uses her Consulting Enterprise experience to build Medtronic's business in China

Shanghai, China-based Jennifer Beske, '04 MBA, serves as a business development manager for Medtronic's Greater China division. She is charged with developing business growth strategies for the Minn.-based medical device leader across China as well as leading Medtronic China's mergers & acquisition (M&A) group.

"I look for ways that Medtronic can grow its business exponentially in China by serving and improving more patients' lives with Medtronic's therapies," says Beske. "I also attempt to define how Medtronic will be positioned in China's medical device industry in the next five years." Currently, Medtronic is a leader in the Chinese market for most of its divisions and has had double-digit growth in China in the last five years.

While pursuing her Carlson MBA, Beske participated in the Carlson Consulting Enterprise. Beske's MBA-student experiences could seem remote from her current role. In fact, she finds that the skills she developed while consulting on Enterprise projects have everyday applications. "As a business consultant, you acquire information and knowledge about the company and industry that you need to analyze and translate into tangible recommendations useful to the client," she says. "The Enterprise reinforced my ability to deliver value-added analysis and recommendations to a client, to tell them a story about their business and market that is both meaningful and actionable."

While participating in the Enterprise, Beske led a team of student consultants

on a project with Minneapolis-based Rimage Inc., the world's largest full-line manufacturer of CD and DVD publishing, duplication, and printing systems. Her team produced lifetime value calculations, as well as product positioning analyses and recommendations for the company.

Soon after graduation, Beske started working for Medtronic in its corporate development group, where she partnered with Medtronic leaders to execute in its M&A-related plans and deals. "Going into my first job at Medtronic, I felt grateful to have developed analytical and 'consultancy' skills from my Consulting Enterprise projects necessary to execute these deals," she says now. "Every deal was—and still is—a project."

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Inside this Edition

- > Carlson School consultants provide a CRM strategy
- > Internship spotlight on 3M
- > Fred Beier is new academic director

CARLSON CONSULTING ENTERPRISE

A unique solution to your business challenges

Using cutting-edge research and access to thought leadership, Carlson Consulting Enterprise students partner with a team of experienced professionals to deliver bottom-line results...at a tremendous value.

We deliver a disciplined, fact-based approach within:

Strategy

Competitive Analysis
Cost Reduction
Performance Management
Business/Strategic Planning
Industry Analysis

Operations

Process Improvement
Logistics
Manufacturing Processes
Supply Chain Management
Inventory Management

We partner with some of the world's leading organizations including:



For more information, visit our website at carlsonschool.umn.edu/consulting
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