



**Let your business problems
become our problems!**
Apply up until September 09, 2017 !

- *Are you looking for ideas for new products/services or businesses?*
- *Do you face challenges satisfying or retaining customers and look for inputs that might resolve your issues?*
- *Are you trying to develop a business model for your product/service(idea)?*
- *Do you face competitive or regulatory challenges that require you to rethink your business?*
- *Are you trying to develop a business plan for your start-up business?*
- *Are you thinking of launching a social entrepreneurial venture and lack management knowledge?*
- *Are you successful, but not really profitable?*
- *Are you facing management challenges that you can not solve yourselves?*
- *Are you looking for help finding solutions to complex business problems?*

Apply for the 2017/18
Lauder Business School and
Institute of Competitiveness
Student Consulting Project (SCP)

What are SCP consulting projects?

SCP projects are **8-month project collaboration** (October-May) **between corporate or not-for-profit clients, LBS advanced master students and qualified LBS faculty members.**

They are intended to **assist local corporations, entrepreneurs and also non-profits with typical business issues.**

How does it work?

Tell us about your current needs by completing a Project Application. Please remember that, while LBS students can provide substantial value to your organization, they **require a well-defined business or strategic question** so they can focus their services on the issue of greatest importance to you. Therefore, the more specific you can be in your application, the better.

If your project is a good fit, the **Director of the LBS master's program will contact you to schedule a meeting at LBS.** and will then assign a student team, who will meet with you, complete the analysis, and finally present the findings. Lastly, we will ask you to complete a feedback form to discuss your experience.

What makes for a successful project?

Commitment to the project: Senior staff must commit to being available, responsive, and supportive before and during the project. A staff person **MUST** be assigned to be the key point of contact for the student team. This person should be excited about working with students, have the knowledge to guide the team, and be accessible to communicate with students.

Clearly defined and interesting project idea: Partner organizations must identify a project that: (1) is strategically important to their organization, (2) has clear scope/objectives, and (3) is a business problem that students can address in the defined timeframe. LBS students are skilled and talented – appreciating the opportunity to contribute in a creative, meaningful manner that leverages their theoretical learning with experiential learning.

Ability to effectively communicate in English: As our students are coming from around the world, our language of instruction is English. It would therefore be necessary to have an English speaking contact in the client firm. We will nevertheless ensure that our project coaches from LBS have a good command of the German language.

How is client confidentiality maintained?

All projects conducted through the LBS are done in strict confidence. No confidential information is released until a team is assigned and each student has signed a Non-Disclosure Agreement. Faculty involved with the project also sign the **Non-Disclosure Agreement.** We recognize the sensitivity of your business information, and we emphasize confidentiality in our program.

What is the contribution from LBS?

- **4500 human-hours** per project
- **6-10 Master students** per group (up to 10 native languages among them Russian, Ukrainian, French, Spanish, Portuguese, Hungarian, Turkish, Romanian, Albanian, Georgian, Serbian, Croatian, Bulgarian, Hebrew, ...) in their **2nd year of studies**

- Generation Y's perspective – IT, 21C communication, and a global mind-set
- **Academic and professional supervision**
- Short personal communication channels
- **Qualifications in many disciplines** (e.g. International Markets and Competitiveness, Economics, International Business, Entrepreneurship, Innovation Management, Marketing, Finance and Controlling, Performance Management, Process and Project Management, Human Resource Management, Organizational Behavior, Change Management, Business Research, and Business English)

How much time will participating in SCP projects require of my organization?

Typically, client personnel spend an **average of 20 hours** working with the student team from October through May. This generally involves communication through some **combination of telephone, video conference, and/or internet-enabled technology** to address:

- Providing direction on initial project scope and on-going project management review.
- Providing documentation and data to support project activities.
- Recommending interviewees that can provide needed information.
- Set-up of site visit activities.
- Providing feedback on interim and final deliverables/recommendations.

What is the timeline?

The following schedule is tentative and subject to change. Please submit your project proposals as early as possible.

Project Submission	By September 09, 2017
Project Discussion with Director of Studies	Up until the end of September 2017
Team Selection	Beginning of October 2017
Projects Launch	Mid-Late October 2017
Projects Conclude	End of May 2018
Project Presentation Showcase	Early of June 2018
Client Feedback Due	End of June 2018

What are the output and results?

- Key Activities & Deliverables: prepare work plans, conduct research, and develop recommendations, including implementation plans
- Operational and/or strategic focus
- **Applicable results** – Projects are ready for implementation
- **Client ownership of the project outcome** (i.e. concepts, tools, recommendations, strategy papers, written reports, presentations, research data and analyses)

Some recently completed projects



LBS STUDENTS CONSULTING THE GAZ GROUP

On Monday, March 13, LBS students presented their final results of the [Student Consultancy Project \(SCP\)](#) as part of the [International Management and Leadership Program](#) to the CEO of [Russian Machines](#) Mr. Manfred Eibeck and the Chief Developer of the African market of the [GAZ Group](#) Mr. Alexander Schierhuber. Due to the well-maintained connection with alumnus Mr. Schierhuber, Lauder Business School could win Russian Machines as a cooperation partner for this project and establish network for future endeavors.



from left: A. Schierhuber (Chief Developer of the African market), N. Lortkipanidze (IML15), M. Eibeck (CEO Russian Machines), D. Stadler (IML15), W. Müller (IML15)

Present at the meeting were also the Managing Director of Lauder Business School Mr. Alexander Zirkler, as well as the Director of the Master programs Prof. Dr. Hanno Poeschl, MBA. SCP team members Wiebke Müller, Nikoloz Lortkipanidze, and Dionne Stadler summarized the results of their work, gave recommendations and suggested an action plan for the GAZ Group.

In the framework of the SCP, the group delivered 3 reports. In the first report, students analyzed 540 surveys using descriptive statistics that GAZ collected at an international motor show in Germany. The second report was the analysis of GAZ's international brand image in the press. LBS students were the first ones to conduct such an extensive analysis of the GAZ brand image outside Russia. According to Mr. Eibeck, these results are extremely important for building the GAZ international brand image and for further development of company's international communications.

The third report had the goal to explore the marketing positioning opportunities for the GAZ Group in the Middle East and North Africa (MENA) region. This is a very challenging region due to various political, topographic, climatic and demographic circumstances. However, the LBS team isolated a number of countries as potential entry markets for GAZ and could recommend brand positioning for the specific region. The analysis was done using the data from competitors' localized websites, which resulted in developing a blue ocean strategy for GAZ.

Concluding the meeting, Mr. Eibeck praised the work of the LBS team and highlighted that GAZ can use these results to coach their own employees. Moreover, he pointed out: "Your feedback is extremely valuable for our international development." Finally, he suggested that the results of this study be used for making important decisions in future. Mr. Alexander Zirkler congratulated the students, "We will use your performance and the relevance of the results as a benchmark for future SCP projects".

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WHEN BUSINESS MEETS SCIENCE – OUR DAY AT IST AUSTRIA



On November 19, several of us LBS students (Ivana C., Danita M., Artem B., Mariia M., Irena K., Ori G., Andres S.) from the masters degree program IML 2014 undertook our first official visit to the Institute of Science and Technology (IST) Austria with our supervisors Prof. (FH) Mag. (FH) Miha and Prof. (FH) Dr. Pöschl. The aim of the visit was to set the ground for collaboration on a Student Consulting Project (SCP), recently assigned to us. The project's objectives are to find potential industry applications and to prepare a commercialization plan for one of the recent IST technical inventions, namely the Commercialization Laminar Flow.

Specific business problems the students will work on during their SCP

The role of the student team will be to determine the commercial potential of a specific scientific invention, in this case an invention by one of our experimental physics groups. Björn Hof's group deals with fluid dynamics and works on understanding a seemingly simple everyday phenomenon, i.e. why flows become turbulent. Water, or any liquid or gas really, will initially flow in a laminar way and then become turbulent. The group also understands the opposite effect, i.e. how turbulent flows can be "re-laminarized". They design and build devices that can be inserted into pipes that can create this effect.

Role of the student team

- (i) think about possible applications: the student team should creatively consider a range of different applications areas where the presence of a laminar rather than a turbulent flow is advantageous.
- (ii) deep dive on selected applications: the most obvious advantage of the technology lies in the dramatically reduced (>80%) energy demand for pumping laminar flows compared to turbulent ones. The team should understand where this advantage is relevant, also in the context of the technical limitations to our technology, mainly regarding flow velocities. this step will include research with companies in pipeline, process plant engineering etc.
- (iii) develop business models for selected applications: understand value creation, ability to capture value, quantify with actual cost data

RECENT NEWS

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Institute of Science and Technology

FUNDRAISING FOR THE SIGMUND FREUD MUSEUM IN THE USA

Objectives of the project

Since 1971, the Sigmund Freud Museum is welcoming guests in the very apartment where Sigmund Freud lived and worked for 47 years. The museum has developed remarkably over the past 47 years: From a small place of commemoration with 8,000 visitors per year, it became a museum with 70,000 guests, providing Europe's largest library on psychoanalysis with 38,000 volumes as well as a program of scientific events and an archive with 50,000 volumes.

Since 2003, the museum is managed by the Sigmund Freud Foundation, which is also the owner of the property at Berggasse 19. Decreasing public funding combined with increasing visitor numbers, who do not only create financial income but also infrastructural needs, lead to an intensification of fundraising efforts. In Austria, the Society of Friends of the Sigmund Freud Museum is an active society of company sponsors.

To enable fundraising in the U.S., where Sigmund Freud is more recognized than in Austria, the Freud Foundation U.S. was established in 2006.

This foundation has the goal to raise funds for its own purposes, like organizing events in the U.S., and especially for the museum here in Vienna.

Despite having secured some major contributions to the museum, the board of the Foundation U.S. as well as the board of the Sigmund Freud Foundation in Vienna seek new ideas in conception, coordination and communication.

We strived to set up a strategic approach to fundraising, based on a clear concept and outlines of cooperation and communication. Therefore the main goal of the project was to develop a fundraising concept for the Sigmund Freud Museum addressing potential donors in the United States of America.

The key objectives of the project are

- to develop a framework for an active and permanent communication between the foundations in Vienna and New York
- to create a concept for a fund raising campaign in the U.S.
- to identify potential target groups and to develop an approach strategy
- to design possible incentives for financial contributors and facilitators

Research methods

The research process comprised a qualitative secondary analysis of resources with a special focus on fundraising in the United States of America, fundraising for NPOs, especially museums and research institutions, followed by an evaluation of the feasibility and potential to approach the identified segments of donors. The research components of this project work consisted of an analysis and evaluation of contemporary fund raising methods, tools and techniques, and an assessment of best practices in fundraising with a special focus on museums. Research has been conducted to identify potential target groups, their preferences regarding the form of contribution, amount, place and promotion and to learn about the channels of communication with the museum, respectively the supporting fundraising organization.

Outcome

In accordance with the mission and strategic goals of the Sigmund Freud Museum, strategies have been developed to target the segments named Hollywood Psychology Related, Heritage Individual and Business/Corporate. For each respective target group a "fundraising mix" in the style of a marketing mix, consisting of the contribution option, amount, place and promotion has been devised. The project group suggested (a) a membership-based form of donation for the Psychology Related group, (b) a tourism/travel related option for the Heritage Individual segment, (c) the venue Berggasse 19 as the focal point for the Hollywood target, and (d) a platform for Scientists in Residence for donations from the Business/Corporate segment. This paper concludes with an HR and business plan for this fundraising strategy.



PERCEPTION OF THE BRAND JA! NATÜRLICH



Objectives of the project

In this collaborative industrial project, we seek to find out how the brand ja! Natürlich is perceived by the customer segment of people aged 18 to 27 and involved in higher education. According to the OECD definition, higher education refers to education in the years after compulsory schooling, but we further narrow down the target group to students in the tertiary sector. We specifically focus on the questions whether there exists a unitary image of the brand or whether fractals have developed. Based on the respective findings, it should be examined in which ways ja! Natürlich can achieve stronger differentiation from the brand zurück-zum-Ursprung.

Research methods

During phase I, the project team will assess in an exploratory-qualitative fashion the connotations evoked in the above described target group with the term BIO and the brand ja! Natürlich. BIO in this context refers to a product that is being certified by Agrarmarkt Austria with the BIO label for having been produced in accordance with the standards, laws and regulations of organic farming and production. More concretely, the research process comprises an analysis of the market communication of BIO-producers respectively retailers by means of qualitative text analysis, a qualitative audit concentrating on the product portfolio, display and sales support tools at POS, as well as focus groups with students at LBS.

Phase II extends the scope of research to a quantitative assessment of data at universities in Austria in order to gain representative information on the positioning of ja! Natürlich in the target group in question.

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GAEA – A BRAND ANALYSIS (WINKELBAUER GMBH)

Objectives of the project

Winkelbauer GmbH is an Austrian medium-sized company that distributes premium international nutrition brands in Austria. Lauder Business School was contacted by the company to deliver support for marketing analysis, as well as related recommendations for GAEA products, which are distributed by Winkelbauer GmbH in Austria. GAEA is a company that sells products made in Greece such as various types of olive oils and olives.

Especially after the brand relaunch of GAEA in 2014, Winkelbauer GmbH was expecting some significant improvements in the sales of products, but unfortunately, the outcome was not satisfactory. Therefore, in order to understand the root problems behind the situation, the project team was provided with a case study on GAEA's olive oil products. The main objective was to analyze consumer behavior patterns towards GAEA olive oil and to generate effective recommendations via conducting marketing research.

Research methods

A qualitative research method was chosen to reflect the information concerning customer attitudes, preferences, and incentives that affect their purchasing behavior. Based on this approach, 30 in-depth interviews were conducted in a face-to-face environment where the respondents had the opportunity to taste and evaluate GAEA olive oil. Those interviews provided up-to-date data on customer preferences in Austria while buying olive oil. In addition, secondary data on the Austrian food industry were collected and analyzed, in order to establish a good understanding of existing market conditions and trends.

Outcome

The analysis of the marketing research provided the company a review of customer preferences while deciding on whether to buy GAEA olive oil based on three major dimensions: price, packaging and taste. The responses received lead the project team to conclude that GAEA relaunch was not supported with sufficient activities on building brand awareness.

Based on the research findings, Winkelbauer GmbH was presented with a set of recommendations for promotion with Austrian retailers, promotion through special events, digital marketing, advertising in the entertainment sector, and further packaging design ideas that could enhance the brand awareness.

Story-telling packaging was one of the recommendations that the company liked the most. The idea was to design a card with stories and facts about olive products and the company itself, as well as short recipes that use GAEA's olive oil. The designed card would be enclosed in the packages of the olive oil bottles.



From left to right: Sonja Murauer (Winkelbauer GmbH), Gideon Thür (IML 2014), Ronit Lang (IML 2014), Sanya Gamidova (IML 2014), Prof. Julius Dem (Director of Studies IBA), Nicole Hofinger (Winkelbauer GmbH), Hannes Winkelbauer (CEO Winkelbauer GmbH)

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PEDAL ED

Project Description

PEdAL ED designs clothing for people who love cycling – garments for demanding cyclists. Its mission is to combine design, function and a deep understanding of cycling to create world-class products that make the ride better and life smarter.

Since 2007 PEdAL ED aims at making the most comfortable and long-lasting garments on the market. Founded by Hideto Suzuki and handcrafted in Japan, PEdAL ED has grown internationally and recently also started a new collaboration in Italy, the heart of cycling apparel production. Here Mr. Suzuki's creative talent has been able to develop new ideas, bringing together his unique understanding of materials and designs with the best of Italian manufacturing tradition. Made in Italy and made in Japan stand for great attention to detail and care for high quality products.

PEdAL ED's products are available internationally in selected bike stores and via PEdAL ED's web store which is embedded on their website www.pedaled.com.

Students of the LBS master's program in International Management and Leadership will collaborate with PEdAL ED's management to develop an e-commerce concept, which translates the company's unique selling proposition into its web shop.

Project Goals

This project aims at identifying which value propositions in e-commerce (free shipping, free return, real- or in-time virtual sales talk, etc.) can positively affect conversion, sales volume, propensity to purchase, repurchase, and average customer sales and customer retention.

After gaining a good understanding of the fashion industry, sports apparel and cycling in particular, students will extend their knowledge about e-commerce concepts and practices.

As the final deliverable the group will present a concept for PEdAL ED's e-commerce strategy and related applications (web shop, etc.), which will provide an extraordinary shopping experience matching the unique selling proposition of PEdAL ED.

Research methods

Secondary research, as a synthesis of existing research will provide the basis for the concept. Purchase behavior, value networks, distribution, market logistics, contemporary forms of retail, direct marketing, e-commerce and post-purchase behavior are the main fields, which should provide data and information for this project in applied business research.

The contribution of different value propositions to different types of marketing metrics will be the first focal point of desk research.

A structured assessment of e-commerce best-practices and solutions will be conducted to find ways of translating PEdAL ED's unique selling proposition to its web shop design, features and offerings.



PEdAL ED

How much does it cost?

SCP services are **100% pro-bono**, but we do require ongoing cooperation from your organization, especially access to key individuals and information.

What are the long-term benefits?

- Access to a **pool of potential employees** (qualifications and competencies of junior managerial staff)
- Building **reputation** through university cooperation
- **Long-term relationship** with a dynamic institution in tertiary education
- Further research as part of commissioned master theses and bachelor theses
- LBS as a provider of **expertise**
- **Access to** our MOC network partner, the **Harvard Business School**

About Lauder Business School and the Institute of Competitiveness

Lauder Business School (LBS) was founded in 2003 as a University of Applied Sciences with the aim of **offering first class business education on a highly international campus** in the heart of Central Europe. LBS is a **fully recognized and government-funded University of Applied Sciences**. Its degree programs are in line with the Bologna requirements, accredited by the Austrian Agency for Quality Assurance and listed with the Austrian Federal Ministry of Science, Research and Economy.

The **Lauder Business School** in Vienna, Austria, has established itself as **one of the leading business schools in Austria**. LBS is committed to preparing students for **entrepreneurial careers** as well as professional **careers in globally acting companies and organizations**. To achieve this goal, LBS focuses on student-centered learning in a highly international environment. LBS's teaching staff, who possess both scholarly qualifications and industry expertise, provide high-level academic training for future success in business management (for details please visit <http://www.lbs.ac.at>).

The **Institute of Competitiveness (IoC)**, created and supported by Lauder Business School (LBS) as a result of the cooperation between LBS and **Harvard Business School** through the Microeconomics of Competitiveness Network (MOC), is the first and only one of its kind in Austria. It **aims at developing and disseminating expertise as well as stimulating the development of best practices in the field of competitiveness ranging from SMEs to industries, clusters, regions, and countries** (for details please visit <http://www.lbs.ac.at/ioc/>)

With a strong academic background and in close relation to corporate partners, the IoC at LBS seeks to contribute to the creation, dissemination and exchange of knowledge between three types of stakeholders – academics, corporations and public policy-makers – to stimulate competitiveness of Austrian companies and the Austrian economy. Its main activities are:

- Carrying out research projects, either publicly or privately funded, together with partners from academia, industry or local authorities
- Facilitating the exchanges between academics, corporations and public policy-makers through meetings, executive courses, conferences, and advisory activities
- Enhancing knowledge and the understanding of competitiveness