



Consulting for Impact

School: **Católica Lisbon School of Business and Economics**

Academic Year: **2020/2021**

Duration and Dates: 2 weeks, June 21st – July 2nd 2021

Teaching format: 100% online course

Coordinators: Kyryl Lakishyk and André Pinho

Biography:

Kyryl Lakishyk is an Associate Professor of Marketing at CATÓLICA-LISBON (MSBA, PhD from John M. Olin School of Business, Washington University). His teaching interests are in Strategic Marketing and Branding. Prof. Lakishyk's professional and consulting experience includes non-profit sector (United Nations Development Project, The American Review of Public Administration), communication agencies (C'Est La Vie Productions and Pinela Communications), pharma services (startup Yäbulu.com), FMCG and luxury products (Atlantis Crystal, Delta Cafes, L'Oreal Portugal, One Watch Company, Vista Alegre) and online brands (Fixeads, OLX Group). His research interests lie in product and service innovation, competition in consumer technology markets, branding of consumer and luxury products, and effectiveness of in-store promotions. Kyryl's academic activities are focused on developing educational programs and content in his role of Academic Director of Master of Science Programs in Management at CATÓLICA-LISBON and coordinator of Leading Brands executive program.

André Pinho is the Innovation Officer at CATÓLICA-LISBON, driving disruptive innovation into its products and services. In parallel, he is an independent consultant carrying out strategic, management and operational projects for SMEs in Portugal. He has >10 years of strategic management consulting experience across multiple industries and functions, having worked for E.ON Inhouse Consulting as a Project Manager, A.T. Kearney as an Associate and Brisa as an Internal Consultant. Additionally, André teaches 'Strategic Management Consulting' (MSc), is a instructor in dissertation seminars on the topics of 'Digital Transformation', 'Doing Business in Emerging Markets', 'The Future of Industries' and 'The Point of Sale: Research in Retailing' (MSc), and a coach in the topics of 'Nailing Your Presentations', 'Complex Problems, Creative Solutions' and 'Leading Effective Online Sessions'.

André holds an MBA degree from INSEAD, a Master's degree in Strategy & Entrepreneurship from CATÓLICA-LISBON and an Executive Master's degree in Corporate Finance from INDEG.

Course overview and objectives:

The Global Innovation Challenge is a project-based course in which international master students work as external consultants on a business challenge of a given company or business unit that requires innovation and a transformational approach. The aim of the course is to offer master students a pedagogical and professional experience and the opportunity to innovate within the industry. This project is part of the Global Innovation Challenge initiative, an alliance of 8 top business schools at global scale, and aims to enhance students' innovation and creativity skills, knowledge in transformation, change management and creating business solutions with global impact.

Examples of innovation project topics:

- Develop innovative solutions to improve the holistic environmental footprint of a company's product (including sourcing, ecosystem of retailers and consumers);
- HR area innovations for the 2030 horizon;
- Project management audit in the company;
- Business model development for a new market;
- New product development.

Learning outcomes:

On completion of this course a student should be able to:

A. Knowledge and Understanding:

- Identify organizational business transformation and change management processes
- Identify industry and topical trends with impact on business challenges

B. Subject-Specific Skills:

- Identify and articulate organizational challenges
- Apply effective data collection techniques
- Use analytical frameworks to organize data analysis
- Interpret analysis
- Develop implementable and impactful solutions
- Apply storytelling to client deliverables
- Prepare project reports and client presentations

C. General Interpersonal Skills:

- Effectively work in teams in a multicultural environment
- Develop task allocation, compartmentalization and workstream management capabilities
- Remote management and leadership skills

Course Content:

The course consists of two weeks of theoretical sessions, company briefing, online fieldwork and teamwork. The course includes fieldwork that consists of working with a client organization to define the challenge, gather relevant data, analyze data, generate and evaluate alternative solutions, and present the proposed solution to the decision-makers. The course develops the interaction between

students and client organizations by using a collaborative consulting methodology that contributes to understand and solve management and business transformation challenges. Students are expected to mobilize and apply the management knowledge acquired during the first year of the program, gather further knowledge if relevant, and continually involve the client in the generation of solutions to get feedback along with the project and build-up commitment for implementation.

The presented methodology is used only to create a baseline of explicit knowledge from what is the typical problem resolution process:

- Step 1: Identification: What is the problem? (Definition and understanding)
- Step 2: Disaggregation: What are the main root causes? (Disaggregation and prioritization)
- Step 3: Validation: What should be analyzed? (Information and interpretation)
- Step 4: Recommendations: What are the solutions? (Recommendations and communication)

This methodology helps students develop their own approaches in a coordinated and structured manner. Students sign a confidentiality agreement protecting the company's data.

Course Value:

6 ECTS

Assessments:

The evaluation for this course is based on the group project follow up, the final presentation and peer evaluation. It has three components:

- Internal evaluation by the project coordinator at the host school, based on the focus, structure and content of the recommendations;
- External evaluation by the company's project leader, based on the performance of the transformation project team and the content of the deliverables (adequacy and applicability);
- Peer evaluation (guarantees an individual grading).

Required background:

Students are required to have completed one semester of coursework at master level in one of the participating business schools.

Bibliography:

Wickham, L. and Wilcock, J., 2016, *Management Consulting. Delivering an Effective Project*, Prentice Hall, 5th edition

Minto, B., 2008, *The Pyramid Principle: Logic in Writing and Thinking*, Financial Times / Prentice Hall, 3rd edition

Zelazny, G., 2006, *Say It with Presentations*, Second Edition, *Revised & Expanded: How to Design and Deliver Successful Business Presentations*, McGraw-Hill Professional, 2nd edition

Zelazny, G., 2011, *Say It With Charts: The Executive's Guide to Visual Communication*, McGraw-Hill Professional, 4th edition

Extra Costs:

N/A.

Miscellaneous information:

Groups are formed prior to arrival.

Course schedule:

See below.

Week 1

Sat & Sun June 19-20	Mon June 21	Tue June 22	Wed June 23	Thu June 24	Fri June 25
	Framing	Issue	Context	Innovation	Discussion
	Welcome from the Dean <i>Strategic Management Consulting Projects</i>	Client / Company briefs	Industry speakers	<i>Storytelling with PowerPoint</i>	Fieldwork
	<i>Methodological approaches</i> <i>Effective problem-solving</i>	Fieldwork	Fieldwork	<i>Business Model Innovation</i>	<i>Findings discussion with consulting experts</i>

Week 2

Sat & Sun June 26-27	Mon June 28	Tue June 29	Wed June 30	Thu July 1	Fri July 2
	Check-in	Solutions	Fieldwork	Preparation	Presentations
	Findings discussion with Clients / Companies	<i>Designing the future</i>	Fieldwork	<i>Presenting to Board Members</i>	Client / Company presentations
	Fieldwork	<i>Creative solution-building</i>	Fieldwork	Fieldwork	Debrief and lessons learned