

THE GLOBAL CONSULTING PRACTICUM (GCP):

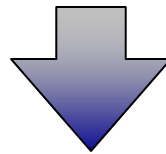
***Introduction to the GCP – Wharton San Francisco
MBA for Executives Candidates***

Summer/Fall 2009 v2

Presentation purpose, goals and agenda

Presentation purpose/goals

- Understand why many alumni consider GCP their “most valuable” Wharton course
- Enable you to ask pre-application questions
- Appreciate the GCP’s opportunities/challenges



Agenda

- What is GCP?
- Typical clients & engagements
- How it works
- GCP opportunities & challenges
- Q&A

What is GCP?

GCP: a global professional network and Wharton course that enhances overseas companies' business potential

Key highlights

- Since 1978, facilitating companies' entry/growth in the US (Israeli firms)
 - Global expansion began in 1997 to Chile, India, Peru, Colombia, China, Spain, Taiwan and the United Arab Emirates (with pilot projects in Africa)
- Top-tier MBA teams execute engagements with clients' Executives/Senior Managers
 - Varied experience/skills tailored to each client situation
 - 5 Wharton + 5 Partner School teammates
 - Spring semester with some Fall semester preparation
 - Winter break travel to Partner School to meet with client
- Careful guidance by faculty with relevant experiences from Wharton/partner schools
- Enhanced by an active professional network, assisting the teams and clients – consultants, industrialists, functional experts, lawyers, alumni, GCP Leadership Board

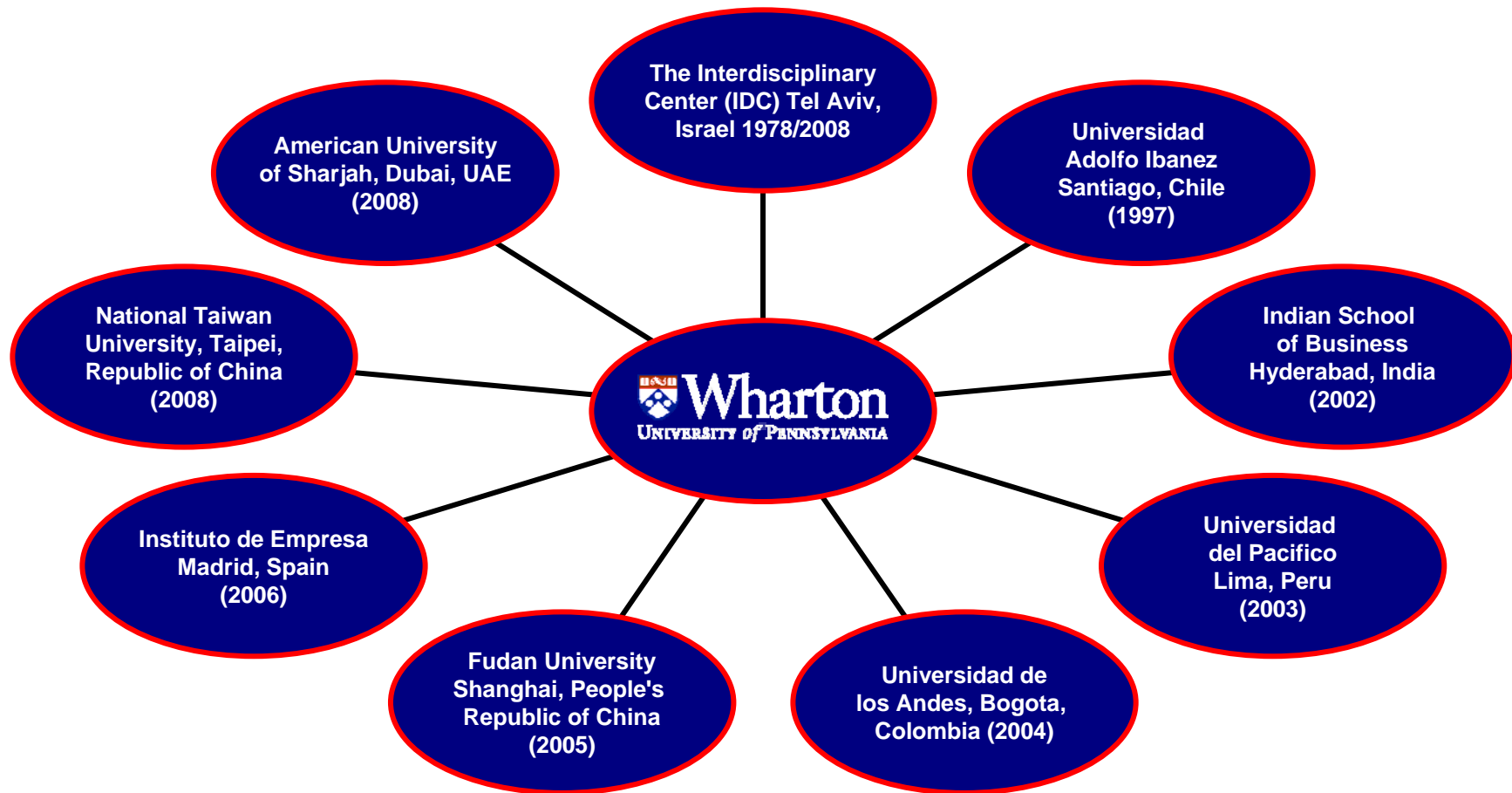
Responsible for more than US\$400 million a year in incremental revenue!¹

Note:

1) Although results are client-specific, this represents an average 45x (45-fold) return on each client's investment in GCP services

In the forthcoming year, we anticipate 2-5 projects for Wharton San Francisco MBA for Executives (10 to 25 students)

Across the program, 12-15 projects (in nine regions) including 60-75 Wharton students.



Responsible for more than US\$400 million a year in incremental revenue!¹

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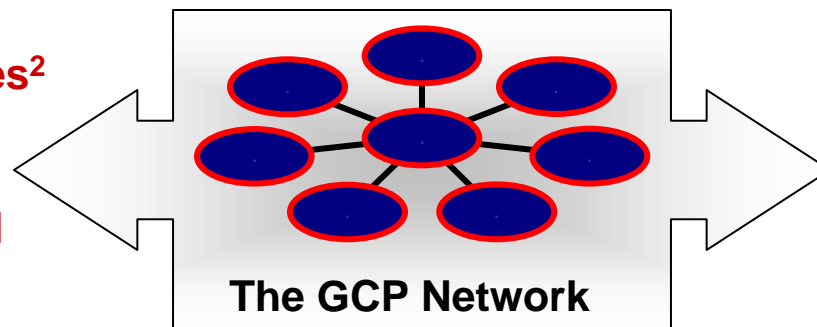
1) Although results are client-specific, this represents an average 45x (45-fold) return on each client's investment in GCP services

Goals for clients: not only benefit from “typical” consulting deliverables since the GCP offers much more

The GCP Network Difference¹

GCP clients benefit from these consulting offerings...

- Talented resources addressing key issues²
- Research
- Analysis
- Strategic and tactical recommendations
- Tailored deliverables



...but enjoy these benefits that are unique to the GCP

- Structured client involvement
- GCP academia/ professional network
- GCP approach and QA
- “Bring alive” helps to launch implementation
- GCP intellectual capital
- Post-project assistance - case-by-case basis

Note:

- 1) Based on client feedback and observations by the GCP professional network
- 2) Several of which worked in consulting and the industries relevant to GCP clients' issues

Goals for students: successful, challenging “real world” experiences to practically build career-related skills

Educational Goals/Targets

- Hard skill development
 - Apply concepts, methods and paradigms from the curriculum
 - Deepen functional/industry knowledge
- Executive skill development
 - 360° resource management
 - International virtual teaming
 - Become a trusted advisor and decision-maker in any career
 - Structure the unstructured
 - Deepen time management skills
- Build your network for ongoing career enhancement during/after GCP

Wharton Majors/Career Aspirations

Brand and Product Management

Entrepreneurship/Venture Capital

Healthcare Management

International Business

Management Consulting

Marketing Strategy/Implementation

Multinational Management

OPIM/Project Management

Strategic Planning/Implementation

Technology Management

The GCP's educational philosophy is unique compared to other classes you will likely take

- GCP offers a relatively “penalty-free” but real environment to learn
 - Learn by doing; limited lecture time
 - Strive to delight/add value to clients as consulting firm partners
 - Learn from [the pain of] mistakes and mastering obstacles!
 - Seek/manage resources (i.e., professional network) to support your needs
- Merit-based grading (1.5 cu, spring semester) – not a forced curve
 - Team grade adjusted for personal contributions
 - Opportunities for continuous feedback/improvement
 - Based on value to the client and demonstrated growth
 - Input from faculty, TAs, GCP leadership and - most importantly – your teammates!

A demanding and challenging experience considered to be one of the most rewarding and memorable at Wharton...*but not for the faint-hearted!*

Commitment and understanding are crucial!

Typical Clients & Engagements

The GCP tailors its teams and resources to work effectively across client situations

Illustrative – Not all inclusive

Industries

- Agriculture and irrigation
- Biotechnology/Health and wellness
- Computer hardware/software
- Consumer products/services
 - Soft/perishable
 - Durable
- High-technology
- Industrial products/B2B
- IT services
- Military/commercial conversion
- Security
- Semiconductor
- Telecommunications
- Wireless

Client environments

- Start-ups
- VC-funded
- Diversified holding companies
- Kibbutz/Co-op
- Multi-million/billion in sales
- New management
- Non-profit
- Private equity
- Different industry lifecycle stages
 - Innovation/Unclear evolution
 - Early adoption
 - Mature
 - Globalizing/Internationalizing
 - Declining

Teams' deliverables are tailored to each company's specific needs, depending on client-specific decision priorities

Illustrative

Targeted deliverables defined at the kick-off and progress reviews. Typically include:¹

- **An operational, tactical plan**, based on well-defined strategic analysis and market research (primary and secondary) provide to management
- **Implementation milestones** based on key success factors as defined by the value chain
- **Supporting financial implications** and forecasts (varying depth)
- **Analytical tools and frameworks** that could be used by the management team (globally)
- **Tailored “bring alive” meetings** arranged with U.S. industry players important to market understanding and implementation
 - Introductions to appropriate intermediaries or strategic players for implementation
- **Team use of GCP proprietary intellectual capital** used on projects - composed of private and public resources centralized on the GCP intranet

Notes:

1) Also includes signed non-disclosure agreements by team members, mentors and faculty

Sample projects illustrate the diversity of the GCP's work

Client Industry	Project Highlights
Ocean Shipping	<ul style="list-style-type: none"> • Determined performance gaps – client vs. competition • Performed US-Chile supply chain management and sales comparison • Benchmarked to design US sales and customer service approach
Digital Surveillance	<ul style="list-style-type: none"> • Applied Moore's "Crossing the Chasm" model to segment market and identify lead customers • Customized sales approaches by customer segments
Sprinklers	<ul style="list-style-type: none"> • Interviewed the trade to design channel strategy • Executed consumer surveys and conjoint analyses • Redesigned product line
Air conditioning	<ul style="list-style-type: none"> • Sized and prioritized market segments • Performed technology analysis to identify customer value • Designed approaches to key customers and channel partners • Evaluated and designed sales collateral • Planned initial two-year strategy for US market entry
Flash memory	<ul style="list-style-type: none"> • Shifted client outlook from a technology to a consumer approach • Defined future applications based on technology trends • Funneled market insights into first generation product sales

Tangible results highlights from the past few years:

Client highlights based on GCP work:

- 2001 technology client: Est. \$60 million in sales this year based, in part, on GCP market insights
- Fish company: \$10 million dollar contract with Wal-Mart for its own brand
- Agriculture company refocused on Japanese market with early success
- Consumer goods company mothballed US business based on GCP insights
- Israeli company piloted new segment, shifting to GCP-designed organization
- a \$1.5 million contract opportunity with recommended partner

Telecommunications Client (Email Message Sent to GCP Team):

As a member of the telecommunications industry for over 20 years now I came away from our meetings and discussions so very impressed with the ability for each of you to acquire and digest such an accurate base of knowledge about our industry...especially at the pace at which you have done so!

You should know that the discourse of the two days that we have spent together has been of considerable value to us as we are considering many of the options presented by your team...We spoke at length about the many variations of what we are doing now and what we could be doing per your suggestions. I am very confident that the result of these conversations will lead us to a better place than where we would be without all of your involvement.

How it works

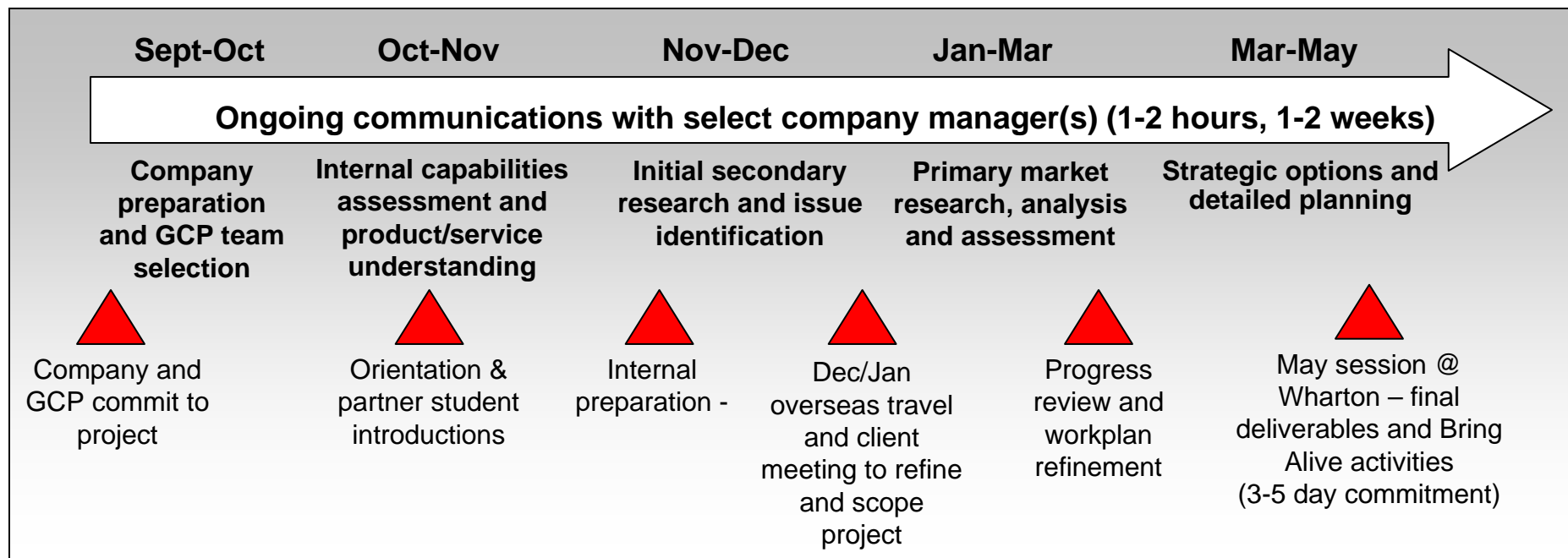
The bulk of the work is between January & May, although the projects are initiated in late October/early November.

Key milestones – Fall Semester 2009

- Clients confirmed (targeted) September 14
- Interviews – 34's Aug 27/28/29 & 35's Oct 2/3
- Applications due Wed. Sept. 23
- Acceptance notifications Early October
- Orientation Workshop Nov. X for 34s?
Nov. X for 35s?

Key milestones – Spring Semester 2010

- Overseas travel late Dec/early Jan
- Primary research/1st phase Jan –Feb
- Devil's Advocate (34s & 33s) Jan 31st & Feb 4th
- Progress Review mid-Feb/early Mar
- Strategy formulation/2nd phase late Feb/April
- May final colloquium early May



Highlights for Academic Year 2009-2010

- 1.5 credit units for the course – only 1.5 cu course at Wharton!
- Regular meetings with Len & Rob throughout the project
- New partner school – American University of Sharjah, United Arab Emirates
- Only one point of contact regarding grading issues
- Apply to GCP as a five person team (preferable) or as an individual

Applying as a five person team



- Our third year accepting team applicants, we are discovering the best way to go about the process.
- Suggestions for you as you consider which individuals you would like to team up with for the GCP.
 - GCP is a work-intensive commitment. Team up with people not based solely on personality but with high work ethic and commitment to the educational process.
 - GCP is a practical team learning experience. Choose individuals who bring diversity to the project i.e. experience, education & background.
 - Choose people who you would work well with and you could learn from
- Previous consulting experience and/or intent on entering the consulting industry are not requisite.

Applying as a five person team



- We try to form diverse teams with competencies relevant to the client and who are committed to the GCP!
- Keep in mind the type of project you apply for as you create a team
- Competencies we look for are:
 - Marketing experience
 - Industry experience
 - Finance experience
 - Operations experience
 - Management Consulting experience
 - Project Management experience
 - Language fluency (particularly relevant is Spanish for Colombia and Peru and Mandarin for Shanghai or Beijing projects)
- Not all of these competencies are necessary for each team.

Applying as a five person team



How many people are required for a GCP team?

- Five people, less than five is not recommended
- If you feel confident you have a satisfactory team with only four people we may consider your application = *may mean more work for each person*

What if we don't know who else is interested in doing GCP – how can we put a team together?

- Find people you think would be good for the program (*whether they've previously expressed interest or not*) and pitch it to them.
- GCP office will keep track of anyone who contacts us interested in putting together a team, *check with us if you are having trouble.*

Applying as a five person team



Does our team have to apply for a specific project?

- No – Just like the regular applicant, your team should indicate how excited you would be to work on each project, this includes stating that you won't work on some of them.
- Have in mind the types of project(s) you are applying for when you construct your team.
- Project descriptions will be updated on the GCP website as they become available.

Applying as a five person team



Do we have to wait for the projects to be put out on the website in order to start building a team?

- No. The projects will not be *finalized* until the Friday before the application period begins (though we will begin putting projects out on the website as soon as they are reasonably confirmed).
- However having a type of project in mind as you are forming a team is important.
- Recurring types of projects for the GCP are:
 - consumer products (from alcohol to pet products to cotton shirts to cereals)
 - social impact management projects (which often have a marketing as well as operations strategy goals)
 - healthcare related or other BPO
 - IT products and services and telecommunications

Applying as a five person team



If our team applies for a specific project and we are not selected for that project, does that mean we can't participate in the GCP?

- No. If your team does not get selected for the project you apply for, but it appears to the GCP that your team would be a good one, one of two things can happen.
- Your team will be given the option in the application process of being considered as a team for other projects if you do not get your first choice.
- If your team selects this as an option then we will try to place you on another project to which you and your team could positively contribute.
- If your team does not select this option or if there is no other project available for team placement, you will be given the option (on your application) to be considered for the GCP as an individual.
- In this case, if you are qualified and we have a place for you, we will offer you a position on another team which we are forming from individual applicants.

Applying as a five person team



How does the application process work for teams?

- Each individual team member applies on their own (on-line via survey monkey)
- On the application you will note if you are applying as part of a team
- You will be asked to designate your other team mates
- Your cover letter should be a team cover letter, explaining what each person will bring to the team

How does the interview process work for teams?

- You will be interviewed as a team!

For more information about the application process
visit the GCP website at: www.whartongcp.org

The teams are composed of top Wharton and partner talent - screened to create a *diversified* group meeting client needs

Student Screening and Project Team Profiles¹

- Industry experience, consulting, brand or product management, market research, finance, entrepreneurs
 - Other experiences based on client project needs
- Application: resume, cover and commitment letter, project preferences and interview results
- Wharton San Francisco: 1st & 2nd Year Students
- Applicants ***do not need***:
 - Prior consulting/marketing experience
 - Language skills (but helpful when available)
 - International experience
- ***Many more students apply than are taken***

2009-2010

Apply as a team!

Join together with four other students and apply as a team. You will present a proposal on why your team is the best one for particular projects

Proposals will be evaluated based on diversity of skills- including subject matter expertise, project management skills, language, etc.

***Historically: 3 applicants per 1 acceptance
2 applicants per 1 acceptance at Wharton SFO***

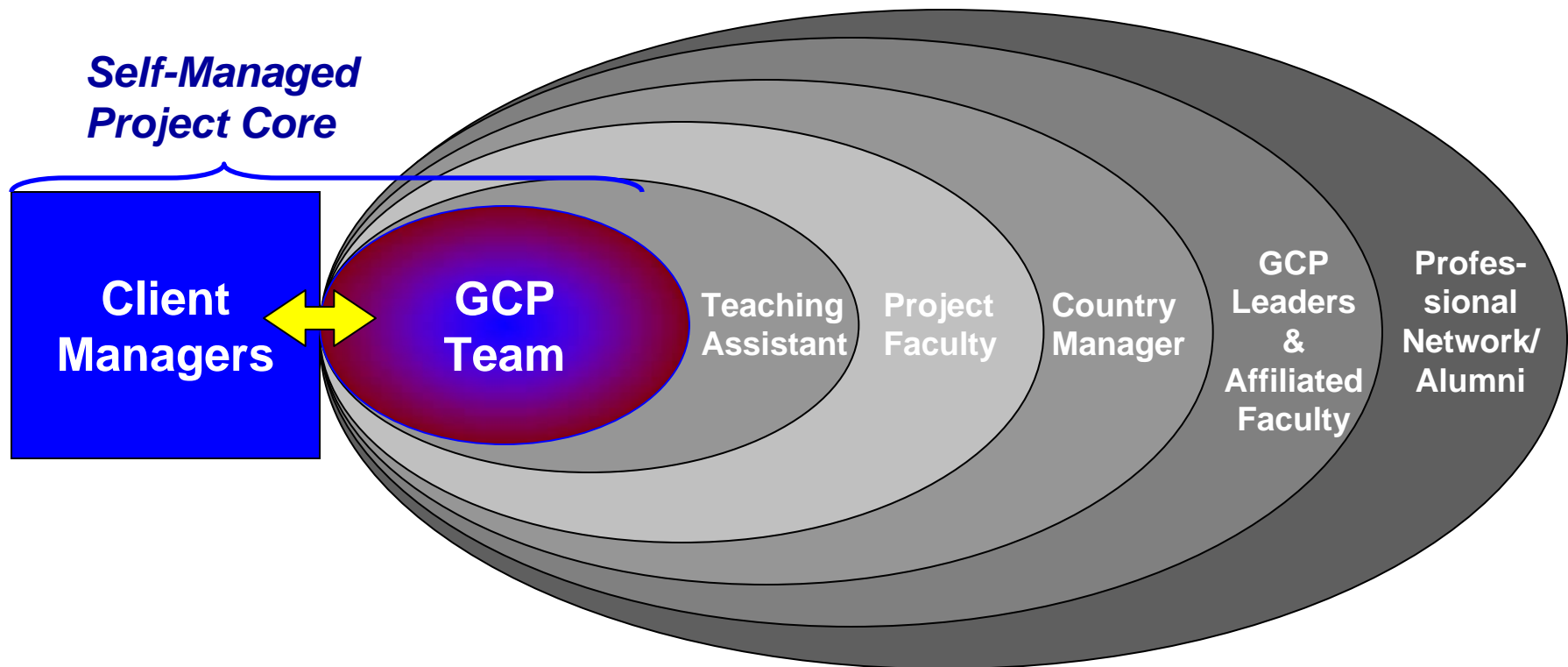


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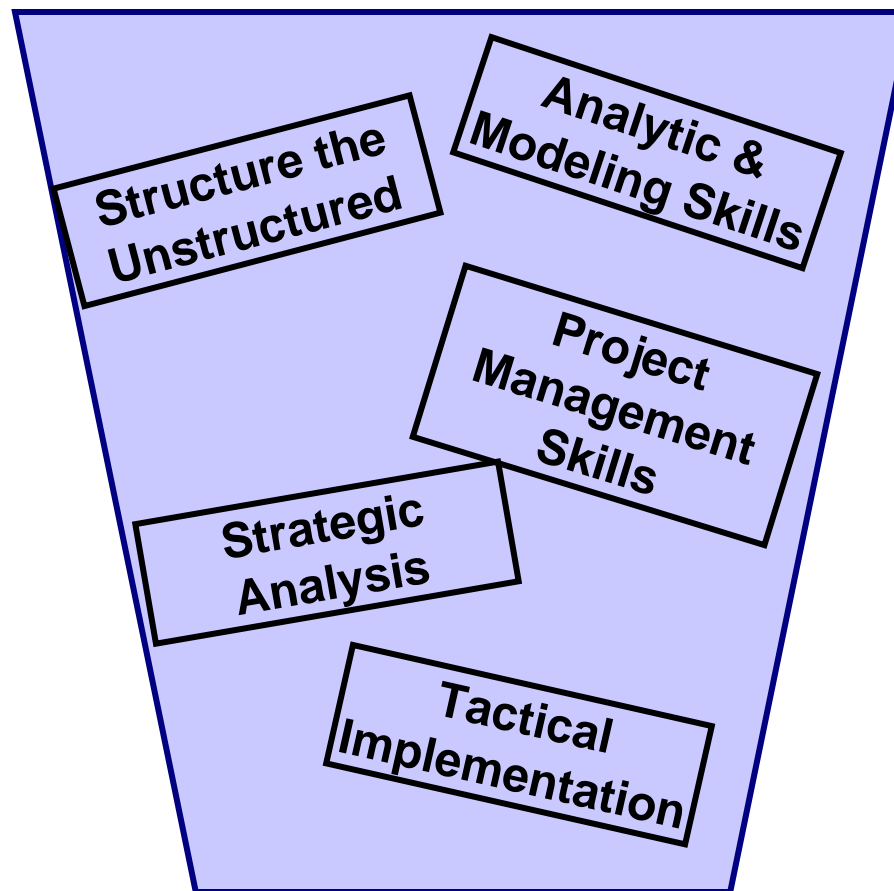
1. Subject to applicant pool, availability and client input where feasible

GCP teams collaborate with senior executives and managers – supported by the network that YOU manage (or not)

- Managers work with the team (5 Wharton and 5 local country teammates) in the self-managed “project core”
- The “core” focuses on Management’s key decisions to be made – emphasizing relevance (not an academic exercise)
- The core team is backed by the network to support progress, rigorous execution/logic, QA and success



GCP teams apply their skills & creativity to the client situation



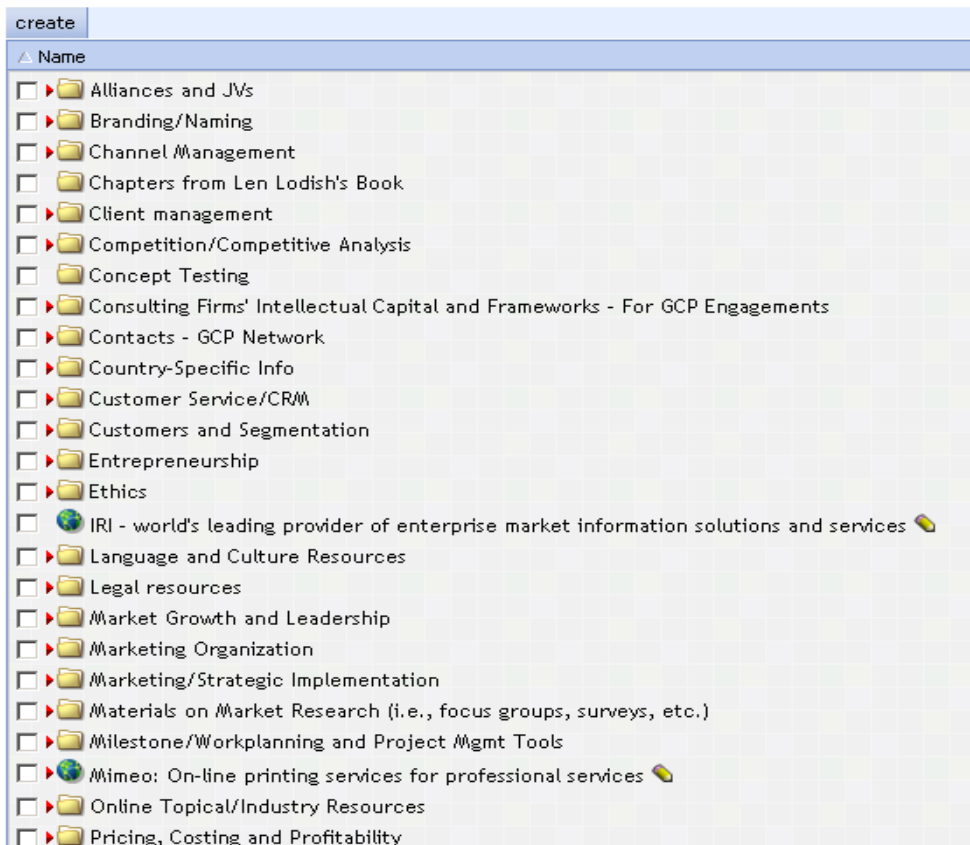
GCP Students deliver solutions & implementation recommendations

Project teams have access to the GCP's "resource toolbox" composed of private/public intellectual capital (IC)

Resources and Toolbox For Wharton GCP Engagements (Only)

a folder created by  John A Bonini on 15 Jan 03

Contains many resources that students/TAs/Faculty will need and find helpful in engagements



The GCP Resource and Toolbox

- Based on 30 years of GCP experience
- 2002 - Formalized into intranet resource – continuously updated
- Centralizes public and proprietary IC
- Centralizes global IC from major consulting firms
- Includes portal to Wharton's IC via [Knowledge@Wharton](#)
- Centralizes the GCP contact network

YOU manage the resource utilization with our support

GCP managers and supporters at Wharton are additional resources available to the team

Leadership

- **Dr. Len M. Lodish**, Leader, Co-Founder and Global Leadership, Q&A
- **Rob Mann**, Director of Consulting and Strategy
- **Lisa M. Linn de Barona**, Associate Director
- **Dr. Lisa B. Cain**, Wharton San Francisco, Former India Country Manager, Q&A
- **Country Managers** (for major locations) drawn from management consulting and industry

Team Resources / Additional Support

- Experienced project faculty and teaching assistants (GCP alumni)
- Denise Smyth, Financial Coordinator
- The GCP Leadership Board
- Consulting Resources, McKinsey, BCG, Bain, AT Kearney, etc.
- The Dosberg and Klausner Foundations
- Leading global companies, Ford, Alcoa
- GCP and Wharton Alumni alumni, former clients, donors and supporters

Contact us at (215) 898-2483 or wgcp@wharton.upenn.edu

Expectations of our students – work hard, push yourself, learn from mistakes and have a good time!

<p>Coursework</p> <ul style="list-style-type: none"> • Pre-January preparation: Cumulative 2-4 days spread over November/December • Self-directed preparatory work before winter break travel • Three scheduled class sessions/workshops-half-day • Active use of Web Café • Full attendance - workshops, meetings, May colloquium, etc. 	<p>Travel</p> <ul style="list-style-type: none"> • Winter break travel (½ the break time) <ul style="list-style-type: none"> – State Dept. warning alignment; travel to alternative locations when appropriate – Comply with Penn/GCP guidelines – Travel not required if you have safety concerns or personal emergency – Not guaranteed – 2 students per room (Winter Break (Abroad), Devil's Advocate (SFO) & May Colloquium (SFO) option to pay single room supplement) • Clients pay basic travel expenses <ul style="list-style-type: none"> – You pay for deviations from plans
<p>Administration</p> <ul style="list-style-type: none"> • Clients pay basic research expenses • Teams manage budgets • Limited administrative support • GCP administration <ul style="list-style-type: none"> – IRS compliance including receipts – University procedures 	<p>Values</p> <ul style="list-style-type: none"> • Proactive collaboration with overseas teammates and client • Uphold the Wharton brand via quality and professional conduct • Commitment to “go the extra mile” for your client and teammates • Creativity, initiative and responsibility • Continuous feedback

GCP opportunities & challenges

Comments and advice offered by alumni reflect a rewarding but demanding experience

Compliments

- “My GCP experience put me ahead in my career at Booz-Allen”
- “The most valuable class at Wharton – kudos on the reality education”
- “My GCP experience has gone well beyond the class and has enhanced my professional network and my professional equity”
- “This far exceeded my learning team experience. Some of my best friends have come from the GCP and the difficulties we faced”
- “The beauty of the GCP is in the frustration and fatigue when helping a company”

Advice

- Very demanding time commitment for a 1.5 cu class
- The value you get correlates to the effort you put in
- Don't look at the GCP as just a class
 - Incorporate the experience into your resume and recruiting
 - Proactively seek the networking opportunities for the longer-term
 - Develop great relationships with clients and teammates
 - First year GCPers are the candidates for future TAs

The rewards will come with trade-offs

Time Commitments

- The time commitment is significant and GCP needs to be your top priority even though there are no midterms, homework assignments or a final.
- Enrollment in GCP may preclude participation in other elective extra-curricular activities, due to time commitment.

Trade-offs

- Other interesting programs and classes may not fit in your schedule.
- Travel is often during December break - so other travel plans may need to be adjusted.
- 2 students per room (Winter Break (Abroad), Devil's Advocate (SFO) & May Colloquium (SFO)- option to pay single room supplement

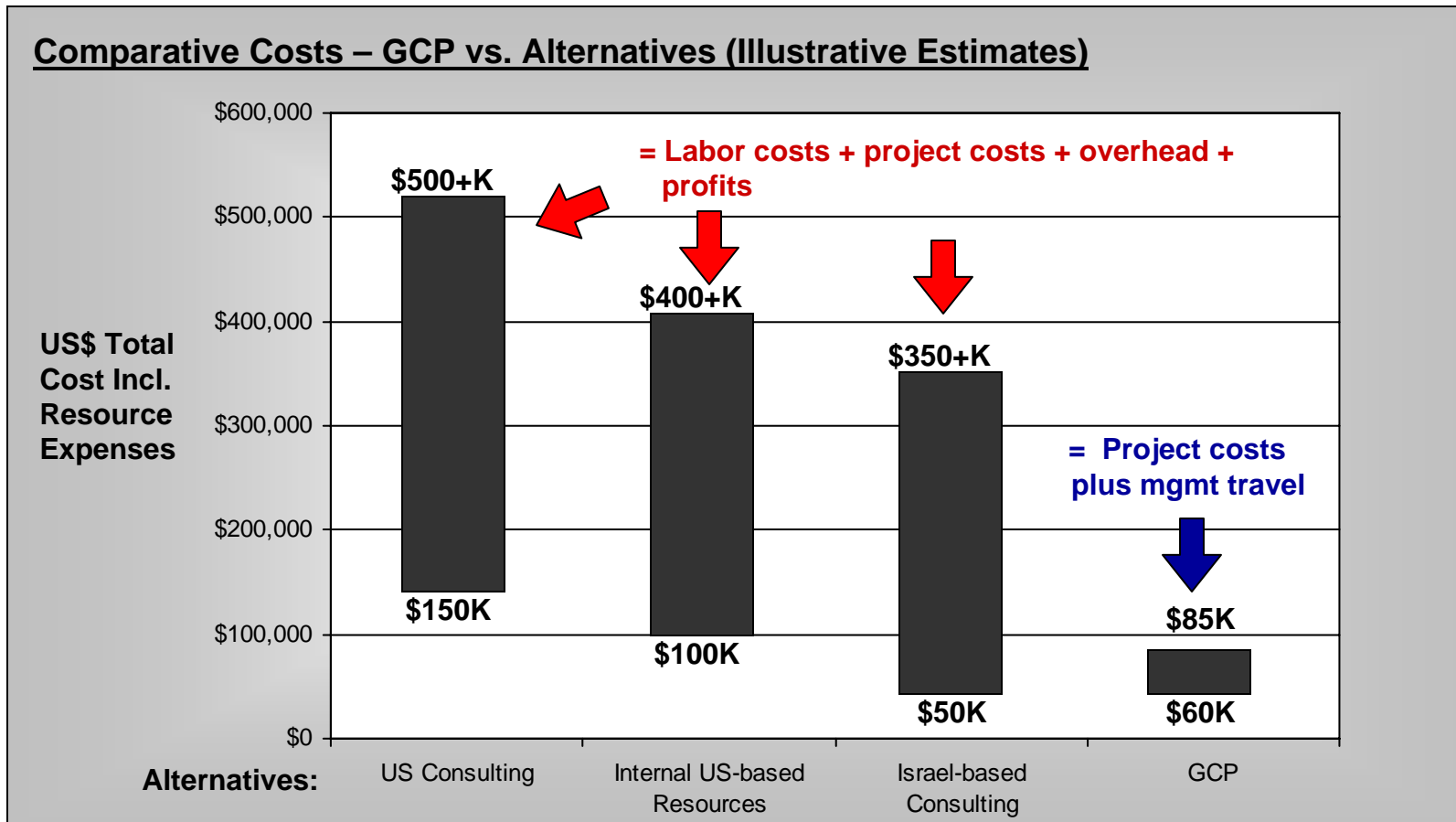
Rewards

- Learn real-life skills that can be implemented immediately in your worklife.
- Learn to apply the concepts and skills from your courses to an important and relevant topic.
- Make friends across the globe & enhance your friendships with your peers.

Questions and answers

Appendix

Project fee of \$60-\$85K covers project costs (no profit) – inexpensive compared to alternatives in many markets



If I can pay 1/10 the price with comparable results, why should I pay \$500,000 to a major consulting firm?
 - Senior Manager, Johnson & Johnson, Consulting Magazine

- 1) GCP project price does not include client internal costs for consulting engagements (i.e., travel, communication expenses)
- 2) Since consulting firms do not provide several GCP services, this comparison focuses on research, analysis, planning and report production
- 3) GCP resources would be equivalent to junior consulting resources supported by the GCP network, QA processes and intellectual capital

GCP travel policy focuses on student safety first and foremost

- Any student who feels uncomfortable about their safety traveling to the GCP partner destination WILL NOT be required to travel
- At any time, if a student has a personal emergency, that student will NOT need to travel
- GCP faculty are concerned primarily with the safety and health of participants. In making decisions, the GCP faculty consult with experts at the University of Pennsylvania and the US Department of State guidelines for that destination
- GCP faculty make every effort to have Wharton students travel to their partner country or to an alternate destination. However, every student should recognize that the GCP program does NOT guarantee international travel to every participating student; in the event of international tensions, alternate arrangements may have to be made

Linkwell Corporation Announces Receipt of Business Plan from Wharton-Fudan Universities

SHANGHAI, China, May 21, 2008 /Xinhua-PRNewswire-FirstCall

- Linkwell Corporation (Linkwell or the Company) (OTC Bulletin Board: LWLL), a leading developer, manufacturer and distributor of healthcare related disinfectants in China, announced today they were in receipt of a detailed comprehensive business plan from Wharton and Fudan Universities as a result of the Wharton Global Consulting Practicum (GCP) program. The program concluded with a two day colloquium on May 13th and 14th at Wharton College and the University of Pennsylvania in Philadelphia.
- "We are very appreciative of everyone involved in the GCP program," commented Linkwell Chairman and CEO, Mr. Xuelian Bian. "The process and products will help us to reach the next two levels in our business development."

Linkwell Corporation Announces Receipt of Business Plan from Wharton-Fudan Universities

- The program's objectives were to bring new strategic thinking and ideas to Linkwell; discuss growth plan details, action steps, and share critical factors for driving growth; discuss the business plan; engage industry experts on relevant topics for insights; and provide written materials to the Company, including a business plan, to accomplish these objectives.
- During the GCP program which lasted six months, participants evaluated 5 disinfectant markets for size, growth trends, risks and barriers to entry. Then they developed a deep analysis of the market environment for the medical sector, with special focus on customers; competitors; distribution network analysis; and growth strategy initiatives. The program concluded with the writing and presentation of a customized business plan containing financial projections; a funding plan; an implementation plan for growth initiatives, including sales effectiveness, pricing, marketing, innovations, acquisitions and pharmacy market sizing.

Linkwell Corporation Announces Receipt of Business Plan from Wharton-Fudan Universities

- The GCP report stated, "Already exceeding RMB 6.5B (US\$ 928M), China's medical disinfectant market is expected to grow steadily at 15% over the next five years. Beyond medical disinfectants, opportunities abound in China's nascent home-use disinfectants market (approximately RMB 14B/US\$ 2B and growing at 13% per year) and the market for commercial-use disinfectants (approximately RMB 4B/US\$ 571M and growing at 15% per year)". GCP recommended Linkwell Corporation focus on medical disinfectants at the present time, then go into home-use disinfectants market in the near future.
- "The preparation and research was detailed, academically rigorous, practical," commented Linkwell COO, Mr. Arthur Huang. "The planning is pragmatic, creative, innovative, flexible; I believe we can integrate their four stage business strategy with the one we had created."

Linkwell Corporation Announces Receipt of Business Plan from Wharton-Fudan Universities

- The plan and other products provide Linkwell with deep market analysis, including opportunities and risks and a thorough corporate analysis of Linkwell and the competition's strengths and weaknesses. In the colloquium, Linkwell's management team dialogued with many industry experts, including sales, marketing and law experts. Many of these experts serve on the GCP board of directors with many years of experience in their fields, and shared their real-life advice and experience to Linkwell.
- Mr. Bian concluded, "We highly value the Wharton GCP four stage business strategy and support products. Everyone has lived up to Wharton and Fudan's esteemed reputation and their work was truly impressive and greatly appreciated. In fact, we believe that this information is so powerful that we plan to use it for years to come to help us grow into a large and successful company."
- Linkwell develops, manufactures and distributes disinfectant healthcare products in China through its subsidiary LiKang Disinfectant.

The GCP differs from other international programs

Comparative Element	Global Consulting Practicum MKTG 890/OPIM 890	Global Immersion Program MGMT 656	International Exchange Program	Lauder
Focus	International consulting environment; cross-functional learning experience	Regional business environment; on-campus seminars and "in-country" company and organizational visits	Study abroad	Joint-degree MBA/MA
Duration	Quarters 2, 3, and 4 includes 1 week travel abroad over winter break	3-week and 4-week programs	Half semester or full semester	24 months, including duration of MBA
Eligibility	<ul style="list-style-type: none"> • 1st and 2nd Year students • Full-time and Executive Education students • Cannot defer FNCE 602 to 2nd year 	First and/or Second Year Students, dependent upon regional program option	<ul style="list-style-type: none"> • 2nd years preference over 1st years • All core courses completed before participating 	
Incremental financial commitment	<ul style="list-style-type: none"> • Typically none if using GCP travel plans • Client fees pay for travel 	2006-2007 Program Fee: \$5000 plus travel & incidental expenses; financial aid may apply to program fee	Tuition is paid to Wharton plus travel, housing & incidentals	Lauder Program Fee \$24,830 for the 24-month program. (2006-2007)
Language required	<ul style="list-style-type: none"> • None • Spanish or Mandarin helpful to specific geographies 	None		Yes
Application Deadlines	<ul style="list-style-type: none"> • Application Deadline: Wed, Sept. 23, 2009 • Does not use auction points 	Course Auction	Oct. 30 → Spring Feb. 11 → Summer	Wharton/Lauder admissions process
Credits	<ul style="list-style-type: none"> • 1.5 CUs, Elective • Can apply to multiple majors, MKTG, OPIM (see MBA Resource Guide) 	0.25 and 0.5 CU, dependent upon program	Multiple CU Electives	10 CUs
Faculty	Academic and professional network	Wharton and affiliated faculty	Partner university faculty	Lauder, School of Arts & Sciences, and Wharton faculty

For more information visit: <http://www.wharton.upenn.edu/mba/academics/intlopps/index.cfm>

The project pipeline includes exciting prospects across industries

For updated Project Pipeline information

bookmark the GCP Home Page

www.whartongcp.org

Students Section → 2010 Projects

Note this will not come "online" until mid August.