CONSULTING ABROAD PROGRAM 2017

PROJECT DESCRIPTIONS
GLOBAL & EXPERIENTIAL EDUCATION
CONSULTING ABROAD PROGRAM ARGENTINA

Tom G. Geurts, FRICS, has been teaching Finance and Real Estate courses at The George Washington University since 2011. He has led CAP Programs to Mumbai, India (2014) and Buenos Aires (Argentina (2015). After earning his Ph.D. in 1998, he has specialized in Global Real Estate and has been invited around the world to speak on this topic. These include the Royal Institution of Chartered Surveyors, the University of Amsterdam, and the Technical University of Berlin where he was the commencement keynote speaker of the 2008, 2011, and 2012 Masters in Real Estate program. He is an Honorary Professor of Real Estate at that university since 2014.

Besides his academic career Dr. Geurts worked as the Director of Research for Newmark (now Newmark Grubb Knight Frank) and was one of the founding partners of Cadence Capital, a boutique real estate advisory and investment management firm.

Dr. Geurts was awarded the Philip H. Sieg Fellowship at Pennsylvania State University where he earned a Ph.D. in Real Estate Finance. He received a master’s degree in Economics (1991) and Political Science (1992) from the University of Amsterdam, and a bachelor’s degree in Civil Engineering from the Higher Technical College in Zwolle.

Client: Cefeidas Group
www.cefeidas.com

Cefeidas is an international advisory firm that helps clients advance their business objectives in Latin America. They provide professional services in political and regulatory risk, corporate governance and compliance, merger and acquisitions, and investment and support services. Since its beginning Cefeidas Group has had a very stable and organic growth in staffing, structure and portfolio. Currently Cefeidas Group is working at capacity to deliver high quality international services and it is looking to improve and scale its business to fulfil an increasing demand.

Project: One student team will develop an updated business and strategic plan, looking closely at their sales plan, staffing structure, and process assessment. This project is ideally suited for students interested in (global) consulting work and human resource management.
Client: Solarmate

www.solarmate.com.ar/index_eng

Solarmate is devoted to integrate solar energy into daily activities by developing and commercializing products that harvest solar energy and use it for daily purposes. The company is manufacturing its first product which is a portable solar water heater.

**Project:** One student team will develop a strategy that will allow Solarmate to enter the U.S market. The strategy will need to be oriented towards the outdoor entertainment market. This project is ideally suited for students interested in global trade and operations management.

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Client: Banco Supervielle

www.supervielle.com.ar

**SUPERVIELLE**

Banco Supervielle S.A. is the 5th private domestically-owned Argentine bank that traces its origins to 1887 and provides banking and other financial services to individual customers, and to corporate customers with special focus on small and medium-sized companies in Argentina. Banco Supervielle is a subsidiary of Grupo Supervielle, a financial services holding company with a multi-brand business model, controlled by the Supervielle family, a family with a long-standing presence in the Argentine financial system. As of September 30, 2015, the Bank had total assets of Ps.27.5 billion, total loans of Ps.19.8 billion and total deposits of Ps.20.7 billion, and its shareholders’ equity totaled Ps.2.5 billion. As of such date the Bank has 3,300 employees, served approximately two million customers, including 1.7 million retail customers of the Bank and approximately 400,000 retail customers of its consumer finance company, 14,300 small businesses and almost 4,500 SMEs and large-sized companies. Its banking network includes, as of September 30, 2015, 188 access points and 650 ATMs and Self Service Terminals, and a consumer finance network of 67 sales access points at Walmart Argentina locations countrywide.

**Project:** Two student teams will work with Banco Supervielle on marketing plans and analyze solutions that would support growth. This project is ideally suited for students interested in finance and marketing.
CONSULTING ABROAD PROGRAM AUSTRALIA

Hannah Messerli is the Dwight D. Eisenhower Research Professor for Tourism Policy and the Chair of the International Institute for Tourism Studies. Hannah has a PhD in Tourism Planning and Development from Cornell University. Hannah previously was the Senior Private Sector Development Specialist for the World Bank (Africa, Asia, Americas, and Europe). Hannah was also a managing director of Horwath Asia Pacific (Singapore) management consulting in tourism and health services throughout Asia.

Client: The Good Foundation (TGF)
www.thegoodfoundation.com.au

TGF was formed back in 2010 as the philanthropic arm of The Good Guys, with their chairman Andrew Muir as the key benefactor. TGF has been given the exclusive license to deliver Jamie Oliver’s Ministry of Food in Australia/NZ, which has been done successfully for the past 5 years, putting over 30,000 participants through the program nationally.

Project: How to build a more prominent profile for The Good Foundation? As the Australian entity that has the license to deliver Jamie Oliver’s Ministry of Food program in Australia and NZ, The Good Foundation has built strong credibility in the market for national implementation and successful operation. This credibility now offers the opportunity to parlay success into other programs which can be delivered. This requires consideration of new business models by which to accomplish strategic expansion of products and services in a socially responsible manner and understanding of the price elasticity in what the market will bear.

Client: CPA Australia

CPA Australia is one of the world’s largest accounting bodies with a global membership of more than 155,000 members working in 118 countries around the world. More than 25,000 members are working in senior leadership positions.


Project: Develop a 3 – 5 year business plan to transform the training and development business of CPA Australia. The team will work with stakeholders to review the (reported) decline of the face to face learning model, especially for executive education, and with this knowledge review the portfolio of training and development at CPA Australia.
**Client:** Cargo Crew  

Based in Melbourne, Australia Cargo Crew is a contemporary uniform brand for hospitality, event, retail and corporate staff. Proud to have reinvented the uniform Cargo Crew’s brand tag line is “the modern uniform.”

**Project:** One team will evaluate the best international markets for Cargo Crew to consider for market entry. The team will also work on alternative potential model scenarios and what are the best strategies to follow to enter the market.

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**Client:** City of Melbourne  

The vision for Melbourne as a smart city is simple: to enhance the aspects of the city that make it uniquely Melbourne, and to intelligently prepare for the changing needs of the community, the environment and the economy.

**Project:** The City’s Office of Economy and Activation Group will work with one team in the Strategic Marketing and Corporate Affairs unit to analyse current patterns and develop strategy for the City to collaborate---and compete---with the attractiveness and growing sophistication of the suburbs.
**CONSULTING ABROAD PROGRAM CHINA**

Larry Yu is Professor of Management and Tourism Studies in the Department of Management at the George Washington University. He has been involved in international tourism and hospitality development and education since 1979. Dr. Yu’s teaching and research interests focus on international hotel development and management, particularly on hotel project management, strategic business development, corporate culture, management innovation, knowledge management and guest satisfaction. Dr. Yu is leading the GWSB GMBA CAP program in China in 2017 to provide consulting services to both Chinese and international hospitality firms on strategy, branding and marketing.

Dr. Yu is the author of *The International Hospitality Business: Management and Operations*. This book was also published in India by Jaico Publishing House. He is also the co-editor of *Tourism in China* (2nd edition) and *A Host of Opportunities: Introduction to Hospitality Management*. He recently co-authored a new book on *Heritage Management, Tourism, and Governance in China: Managing the Past to Serve the Present*. He has published over 40 research articles on international tourism and hotel development and management. Dr. Yu consults often with government agencies, international aid organizations and business organizations, such as the International Financial Corporation, United Nations Development Program, and US Agency of International Development. He also consults with international hotel corporations in business development and quality management and worked on tourism and hospitality programs in Asia, Africa and the Middle East.

Dr. Yu serves on the editorial boards of *Journal of Vacation Marketing, Journal of Hospitality and Tourism Education, Journal of China Tourism Research* and *Tourism Science* (published in China). He was a Fulbright Scholar to the National University of Management in Cambodia in 2007 and currently holds visiting professorships at three universities in China.
**Client:** Shenzhen Airlines Hotels Group (SZA Hotels Group)

[www.szahotel.com](http://www.szahotel.com)

Founded in 2004 as a subsidiary of Shenzen Airlines, SZA Hotels Group develops and manages more than 40 hotels in more than 20 cities in China. Historically they have aimed to provide an innovative, unique, and seamless experience for air travelers.

**Project 1:** Business model optimization including the strategic integration of resources to build sustainable assets and markets.

**Project 2:** Responding to pressures from an increase in labor costs and employee mobility, SZA would like a strategy around talent development and retention focusing on career growth pathways and opportunities to develop greater employee loyalty.

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**Client:** Shenzhen Overseas Chinese Town East (OCT East)


OCT East is one of the largest real estate developers in China and the consulting project involves a multiuse ecological project of theme parks, resorts, entertainment and foodservices.

**Project 1:** OCT East would like a strategy that responds to the challenges of the ‘uneven’ organizational structures, intraorganizational governance, standards, and quality assurance across the companies in the 9 square kilometer destination resort.

**Project 2:** Similar to SZA Hotels Group, OCT East would like a team to focus on talent development and retention, career development pathways, motivation, empowerment, and loyalty that responds to the challenges of employee retention.
Abdullah Akyüz is President of Momentum, LLC, a boutique consultancy firm as well as serving as a Senior Advisor at Transnational Strategy Group, a Washington DC based strategic consultancy firm. He also serves as an independent member on the Boards of two financial companies in Istanbul. He has been teaching as an adjunct professor at George Washington University’s School of Business in Washington, DC since 2011.

Abdullah Akyüz served on the Capital Markets Board, the Turkish equivalent of the SEC, as an economist between 1983 and 1990. In June 1990, he became the Director of the newly established Bonds and Bills Market at the Istanbul Stock Exchange (ISE). In May 1994 Mr. Akyüz became the Executive Vice-Chairman of the ISE, overseeing the operations of several departments throughout his tenure. Mr. Akyüz has also served as a Board Member of Takasbank (Settlement and Custody Bank, Inc.) as well as a member of Treasury's "Domestic Borrowing Advisory Board" in Turkey. Between 1999 and 2011 he was based in Washington DC, and served as the founding President of Turkish Business Federation (TUSIAD)’s US Representative Office.

Mr. Abdullah Akyüz received his B.A. degree in Economics and Finance from the Faculty of Political Science at the University of Ankara (1983), his M.A. degree in Economics from the University of California-Davis (1986), and graduated from Wharton School’s Advanced Management Program (1996). He has published two books, numerous papers and appeared on many TV shows focusing on finance, securities markets, US economy, Turkish-American relations and global issues.

Client: Thokozani

www.thokozani.co.za

Thokozani was established as a “Black Economic Empowerment” initiative by David Sonnenberg, the owner of Diemersfontein, in 2007. The purpose of Thokozani was to build a sustainable business to the benefit of its majority of Black shareholders. The complement of Black Shareholders consisted of staff of Diemersfontein as well as a consortium of independent Black shareholders. The Group has been in operation for approximately 9 years and consists of two distinct divisions, being wine sales and hospitality (hospitality will not be the focus of the projects).
Thokozani has prepared a draft business plan in order to become a self-sustained business if/when they will have to split from Diemersfontein, the company under which it operates currently. The business plan is prepared to ensure that Thokozani becomes a sustainable business of substance, thereby creating real value for its shareholders. Value will be created for Black farmworkers who have never had the opportunity to have access to the mainstream economy in South Africa.

**Project 1:** Streamline the existing draft business plan and offer a plan that will assist Thokozani in the transition to become a fully independent company.

**Project 2:** Devise a branding/marketing strategy to increase Thokozani exports to the US market.

**Project 3:** Develop a human development/training program for Thokozani to make sure its owners/workers acquire the necessary skills & know-how to run the company independently.

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**Client:** Takealot  
[www.takealot.com](http://www.takealot.com)

Takealot is South Africa’s leading e-commerce business. It’s a 6 year old business that has grown from a startup in a suburban house to the largest e-tailer in the country (and probably on the African continent), and is expanding rapidly.

**Project:** Should Takealot expand into services and offer “Home Services”?  
In addition to offering a wide range of general merchandise the client is interested in exploring whether it would make sense for them to offer services. Particularly, they are eager to explore whether a model similar to the Amazon Home Services would work in South Africa, and if so, what would be the best way to implement this. The project team is expected to analyze the existing Home Services models in place in other markets, assess the potential of the Home Services market in SA, and propose Takealot an effective model to enter this market.
CONSULTING ABROAD PROGRAM VIETNAM

Nam D. Pham is Managing Partner of ndp | analytics, a strategic research firm that specializes in economic analysis of public policy and legal issues. Prior to founding ndp | analytics in 2000, Dr. Pham was Vice President at Scudder Kemper Investments in Boston, where he was responsible for research, asset allocations, and currency hedging for global and international bond funds. Before that he was Chief Economist of the Asia Region for Standard & Poor’s DRI; an economist at the World Bank; and a consultant to both the Department of Commerce and the Federal Trade Commission. Dr. Pham is an adjunct professor at the George Washington University. Dr. Pham holds a Ph.D. in economics from the George Washington University, an M.A. from Georgetown University; and a B.A. from the University of Maryland.

Client: Siemens
www.siemens.com


**Project 1:** Industry growth analysis of 12 Vietnamese sectors. Siemens is interested in knowing the key players and geography of growth industries for the next five years. Working closely with Siemens, student teams will provide recommendations on market concentrations and CAPEX forecasts.

**Project 2:** Market insights for the Digital Factory division and the Process Industries and Drives division of Siemens. Siemens is interested in understanding the install-base of industrial equipment in Vietnam and customer preferences for equipment. This student team will develop and deliver survey questionnaires to gather information on best practices as well as conduct an analysis of responses.
Maybank is Malaysia’s largest financial services group and the leading banking group in Southeast Asia with an international network covering 20 countries and 2,200 branches. In 1995 Maybank launched full commercial banking services in Vietnam and later expanded to full service branches in 2005. A strategic partnership with An Binh Commercial Joint Bank (ABBANK) in 2008 has expanded their footprint with the addition of a network of nearly 140 transaction offices in over half of the provinces in Vietnam.

**Project:** Currency risk management. Maybank wants to know the client segments (exporters, importers, MNCs), how global developments may relate to interest rates and trade issues and currency products that are suitable for Vietnamese clients. The team will work with Maybank to analyze currency risk management and assess currency demand growths and currency hedging products for Vietnamese markets.