

# **INTERNATIONAL EXECUTIVE MBA**

## **PROJECT WORK**

Project work is an integral part of the International Executive MBA Program at the IEDC – Bled School of Management. The IEDC selects a number of companies from different sectors of industry and services. The participants are split into groups of six people, structured in the way that makes the optimal use of different professional expertise and personal traits the participants have. Each group is assigned to one company. Throughout the course of the program, the group acts as consultant to the top management of the selected company. The combination of these special tasks and the chance to apply what has been learnt "on the job" are an important part of the International Executive MBA Program experience.

The objective of the projects is to enhance the practical side of the learning process and allow the participants to further internalize managerial concepts and to develop creative, applicable solutions. The purpose of the projects is also to strengthen the cooperation between the business community and the IEDC. Thus the IEDC expects the projects to provide tangible value to the project companies.

All projects follow a systematic three-phase approach:

### **\* Industry Analysis:**

In the first phase participants will familiarize themselves with the nature of industry and with the economic context of their project companies. The result of this analysis will be the definition of key success factors and alternative strategies for competing in the industry.

### **\* Company Analysis:**

In the second phase participants will analyze the competitive position of the client company and identify its strengths and weaknesses. At the end of this phase, the project team will indicate possible areas of improvement and propose issues to be studied in greater detail.

### **\* Issue Analysis and Implementation:**

In the third phase, the project team will undertake a detailed analysis, develop and evaluate alternative solutions and propose recommendations supported by short and medium term action plans.

One hundred and thirty-three projects have been successfully carried out in the period 1991 - 2008. Fourteen more projects will be implemented in 2009. The list of the companies and respective problem areas is enclosed.

**List of companies having Executive MBA projects at the IEDC in the period 1991 - 2008:**

<u>2008</u>	<u>Industry</u>	<u>Topic</u>
130. A.T. Kearney	Consulting	Marketing
131. DrogaKolinska	Food	Strategic risk management
132. Slovenian Railways	Transportation	Freight business strategy
133. UniCredit Slovenia	Banking	SME business strategy

<u>2006 / 2007</u>	<u>Industry</u>	<u>Topic</u>
122. Acroni	Steel	Strategy
123. AstraZeneca	Pharmaceutical	HR management
124. Domel	Electrical	Growth strategy
125. Fructal	Beverages	Operational strategy
126. Merloni Termo Sanitari	Household appliances	Country strategy
127. Oblikovanje svetlobe	Engineering	Strategy
128. Pastor	Fire protection	Organizational development
129. Petrol	Energy	Biofuel strategy

<u>2007</u>	<u>Industry</u>	<u>Topic</u>
116. Adria Mobil	Mobile home	Growth strategy
117. Allianz Croatia	Insurance	Operations
118. Crosco	Oil exploration	HR Management
119. Hermes Softlab	Software	Growth strategy
120. Trimo	Construction	Growth strategy
121. Unitech TCG	Metal	Operations

<u>2006 / 2007</u>	<u>Industry</u>	<u>Topic</u>
110. Arterium Kiev	Pharmaceutical	Sales strategy
111. Call & Mail Croatia	Direct marketing	Turnaround strategy
112. Hidria Perles	Mechanical	B2B strategy
113. Mayr-Melnhof Packaging	Paper packaging	Regional strategy
114. Pivovara Grude	Beer	Turnaround strategy
115. Semenarna	Retail	Growth strategy

<u>2006</u>	<u>Industry</u>	<u>Topic</u>
104. A.T. Kearney	Consulting	Regional strategy
105. Abanka VIPA	Banking	Marketing
106. Art Center Počitelj	Regional development	Entrepreneurial strategy
107. Hidria	Automotive	Development strategy
108. Sinfonika	IT	Strategy
109. Imbev	Food & beverage	Regional strategy

<u>2005 / 2006</u>	<u>Industry</u>	<u>Topic</u>
98. Cetinka international	Plastic	Development strategy
99. Medika	Pharmaceutical	Strategy
100. Niko transport	Logistics	Expansion to China
101. Solvay Pharmaceuticals	Pharmaceutical	Regional strategy
102. Studio Moderna	Direct sales	Organizational development
103. Styria Media	Media	Regional strategy

<u>2005</u>	<u>Industry</u>	<u>Topic</u>
93. A.T. Kearney	Consulting	Regional strategy
94. Fructal	Food & beverage	Strategy
95. Ljubljanske mlekarne	Dairy	Logistics
96. Metal Ravne	Steel	Strategy
97. Tosama	Healthcare	Sales and marketing

<u>2004 / 2005</u>	<u>Industry</u>	<u>Topic</u>
87. Cetis	Printing	Diversification
88. Elan Marine	Yacht building	Strategy
89. MotorActive	Financial	Internationalization
90. Novo Nordisk	Pharmaceutical	Regional strategy
91. Goodyear	Tire	HR Management
92. Večernji list	Media	E-media

<u>2004</u>	<u>Industry</u>	<u>Topic</u>
79. BTC	Real-estate	Diversification
80. ETI Izlake	Technical ceramics	Strategy
81. Gorenje	Household appliances	Sales and Marketing
82. INEA	Automation systems	Strategy
83. Iskratel	Telecom	Organizational systems
84. Končar	Power equipment	Corporate governance
85. Lip Bled	Wood	Organizational systems
86. Plastal Italy	Automotive components	Strategy

<u>2003</u>	<u>Industry</u>	<u>Topic</u>
69. Helios	Paint	Sales and Marketing
70. Krasoprema	Furniture	Strategy and Sales
71. Mobitel – Soline	Salt, Natural park	Strategy
72. Nova Ljubljanska banka	Banking	Organizational culture
73. Perutnina Ptuj	Food	Strategy
74. Parting	Facility management	Organizational systems
75. Petrol	Oil	Organizational culture
76. Riko hiše	Construction	Strategy and Marketing
77. Vinska klet Goriška Brda	Winery	Strategy
78. Zavarovalnica Triglav	Insurance	HR Management

<u>2002</u>	<u>Industry</u>	<u>Topic</u>
60. Gorenje	Household appliances	Marketing and Sales
61. Jožef Stefan Institute	Natural sciences	Organization
62. Krka	Pharmaceuticals	Strategy
63. Lek Kozmetika	Cosmetics	Sales
64. Sneep Industries	Mechanical	Strategy
65. Ulysses Theatre	Entertainment	Organization
66. Velana	Textile	Organization
67. Viator & Vektor	Logistics	Strategy
68. Žito	Food	Logistics
<u>2001</u>	<u>Industry</u>	<u>Topic</u>
52. Acroni	Steel	Strategy
53. Esotech	Engineering	Marketing
54. HIT	Gaming	E-business
55. Port of Koper	Transportation	Strategy
56. Pastor	Fire protection	Strategic control
57. Podravka	Food	Marketing
58. Prevent	Wood	Strategy
59. Semenarna	Retail	Strategy
<u>2000</u>	<u>Industry</u>	<u>Topic</u>
44. Danfoss	Electrical	Strategy
45. Sava Tires (Goodyear)	Tire	Marketing
46. Iskra Bovec	Electrical	Strategy
47. Ljubljanske mlekarne	Food	Marketing
48. Merkur	Trade	Strategy
49. Municipality of Bled	Tourism	Strategy
50. Trimo	Construction	Strategy
51. Žito	Food	Marketing
<u>1999</u>	<u>Industry</u>	<u>Topic</u>
40. Avtocommerce	Tourism	Marketing
41. BTC	Real-estate	Strategy
42. CARNet	IT	Marketing
43. Jata Reja	Food	Strategy
<u>1998</u>	<u>Industry</u>	<u>Topic</u>
34. Nektar	Food	Marketing
35. Perutnina Ptuj	Food	Marketing
36. Radenska	Tourism	Strategy & organiz. design
37. SKB	Banking	Organizational behavior
38. Steklarna Hrastnik	Glass	Strategy
39. Terme Čatež	Tourism	Organizational design

<u>1997</u>	<u>Industry</u>	<u>Topic</u>
30. Fructal	Food	Strategy
31. Krka Novoterm	Construction	Marketing
32. Plastal Italy	Automotive	Strategy & human resources
33. Zavarovalnica Triglav	Insurance	Marketing

<u>1996</u>	<u>Industry</u>	<u>Topic</u>
26. Gorenje GA	Household appliances	Marketing
27. Iskratel	Telecom	Human resources
28. Steklarna Rogaška	Glass	Accounting
29. Clinical Center Ljubljana	Healthcare	Strategy & organiz. design

<u>1995</u>	<u>Industry</u>	<u>Topic</u>
21. Elan	Leisure	Marketing
22. Illycaffè	Food	Marketing
23. Port of Koper	Transportation	Strategy & organiz. design
24. Merkur	Trade	Strategy
25. Vevče Papermill	Paper	Organizational behavior

<u>1994</u>	<u>Industry</u>	<u>Topic</u>
16. Helios	Chemical	Marketing
17. Kolinska	Food	Production
18. MIP	Food	Accounting
19. Slovene Railways	Transportation	Marketing
20. Trimo	Construction	Strategy

<u>1993</u>	<u>Industry</u>	<u>Topic</u>
11. HIT	Gaming	Strategy
12. Kovinotehna	Trade	Strategy
13. Petrol	Oil	Franchising
14. Štol	Furniture	Controlling
15. Žito	Food	Organizational design

<u>1992</u>	<u>Industry</u>	<u>Topic</u>
6. Fotona	Laser	Organizational behavior
7. GP Pionir	Construction	Marketing
8. Metropol Hotels	Tourism	Strategy
9. Lek	Pharmaceutical	Corporate identity
10. Sava	Rubber	Organizational design

<u>1991</u>	<u>Industry</u>	<u>Topic</u>
1. Donit	Chemical	Strategy
2. Krka	Pharmaceutical	Marketing
3. Rotomatika	Electrical	Production
4. Saturnus	Car	Strategy
5. TVI Majšperk	Textile	Strategy