

**NANYANG BUSINESS SCHOOL  
NANYANG TECHNOLOGICAL UNIVERSITY**

**BC3406: BUSINESS ANALYTICS CONSULTING**

**Case: SkillsForTomorrow**

*Case Questions*

1. What is the main role of the management consultant in this particular situation?
2. What are the main issues facing the SFT Harrisburg team of directors? What are the root causes of these issues?
3. How would you characterize Alvarez as a leader?
4. What recommendations would you make to help improve the situation?
5. If you were Martina Jones, specifically how would you approach the Monday afternoon meeting with the directors? What would you do before, during, and after the briefing with the directors?
6. Is an off-site retreat advisable at this time? If so, what would be the focus of the retreat? Specifically, how would you organize the retreat?