

MENDOZA GRADUATE  
BUSINESS PROGRAMS  
FALL 2015

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# INTERTERM INTENSIVE SESSION

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UNIVERSITY OF  
NOTRE DAME

Mendoza College of Business

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# Introduction

The course offerings for the fall of 2015 interterm intensive session fulfill several objectives. These classes provide learning opportunities that are not easily available in the standard course format. Some workshop-style classes focus on specific capabilities students can add to their business “tool kits.” Others, such as the deep-dive corporate opportunities, give students hands-on opportunities to apply, test, and extend what they have learned in previous courses. In other courses, students expand their learning by using their time and talents to assist a not-for-profit organization. All of the courses develop skills and perspectives that will be beneficial in summer internships and full-time jobs.

**All courses require a high degree of student participation and involvement. (All MBA students are expected to participate in the full Monday–Thursday Interterm Intensive Session.)**

The courses offered to Mendoza Graduate Business Programs students provide opportunities to extend and apply skills and knowledge learned in the core and elective classes. They provide direct, practical experience using simulations, projects, or live problems. The classes add to students’ experience base, helping prepare them for a strong start as they begin their full-time jobs following graduation.

**All interterm intensive courses will be graded on a satisfactory/unsatisfactory scale.**

**Successful completion of an interterm intensive course during each session is a graduation requirement.**

## General Information

The interterm intensive courses are offered in both the fall and spring semesters.

In the fall, interterm intensives occur between Module One and fall break. All MBA students are required to take one credit hour during interterm.

Alternatively, students may meet this requirement by taking the one-credit-hour China study-abroad option offered in the same time frame.

**The interterm intensive week includes the full Monday through Thursday period. Students are required to attend all class sessions.**

Classes will vary in the number of hours or days they meet. For example, some classes may involve a blending of outside work time and classroom sessions. Others may require small-group meetings or one-on-one sessions in lieu of class time.

# Business Research, Decision Making, and Communication Fundamentals with the E. & J. Gallo Winery

(1 credit hour)

This is a required course for all first-year students.

In today's business world, the ability to find the information needed to make sound business decisions, organize that information into a well-structured argument, and communicate solutions effectively are critical skills. Developing these skills is often key in advancing to leadership roles within a business. Business Research, Decision Making, and Communication Fundamentals provides first-year MBA students with a foundational experience in each of these crucial skill sets: researching, crafting an argument, and presenting a solution. In this course, student teams participate in a case competition involving corporate social responsibility issues faced by the E. & J. Gallo Winery.

As the world's largest winery and the acclaimed producer of award-winning wines and spirits featured in more than 90 countries across the globe, we are propelled by an entrepreneurial spirit. Brothers Ernest and Julio Gallo founded the company in 1933 in Modesto, Cali. Since the early days, Gallo has been a pioneer of the California wine industry. For more than eight decades, we have evolved into a world-class global winery, crafting and importing wines and spirits to suit a diverse range of tastes and occasions. From everyday offerings, to boutique, luxury wines, there's something for everyone.

Decades ago, Julio Gallo introduced an innovative approach to land conservation in Sonoma County known as the 50/50 Give Back plan, which continues today. For every acre of land planted in vineyard, Julio set aside one acre of property to help protect and enhance wildlife habitat. Today, Gallo continues Julio's approach to land stewardship and it is considered the first principle of Gallo's sustainable practices.

In addition to the 50/50 Give Back, the Gallo Winery was recognized as the first winery in the United States to receive the International Standards Organization's ISO 14001 certification, which was created to assist companies throughout the world to reduce their impacts on the environment.

The company has also led the way in developing and refining other new environmentally friendly practices including:

- Minimizing the use of synthetic chemicals, fertilizers, and pesticides in the vineyards
- Recycling and reusing processed wastewater
- Preserving open space and greenbelts
- Creating new wetlands and protecting existing habitats to benefit a variety of plants and wildlife
- Drafting and implementing the Code of Sustainable Wine Growing Practices as part of a collaborative effort with the Wine Institute and the California Association of Winegrape Growers

Here at Gallo, it's a fast-paced, high-energy organization, where the drive to succeed is a catalyst for growth. We proudly support vital causes and charitable foundations that nurture the land and protect our environment, elevate the arts, combat hunger, and bring much-needed resources to communities where we live and work. Our legacy is more than simply wine; it's about giving back.

Students will draw on course material from Module One in their analysis of both the business and social issues in the case. Each student team will develop and deliver a final presentation of their case solution before a panel of judges. Teams will be ranked on their performance relative to their peers. Three periods of instruction corresponding to the three skill areas targeted by this course (research, crafting an argument, and presenting a solution) will be offered. Students will receive training and experience using the resources of the Mahaffey Business Information Center to search for information. They will be given a framework for organizing information into a clear and compelling message and instruction in professional business presenting. In addition, student teams will receive individual coaching sessions before presenting to the panel.

**ALL STUDENTS ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course will gain experience in:

- An understanding of important communications methodologies and frameworks.
- Exposure to practical business research tools and information sources.
- Advice and experience in the area of presentation skills.
- A greater understanding of corporate social responsibility challenges faced by world-class companies.



# Creating a New Innovation Concept: The Case of the SLD-adidas Group

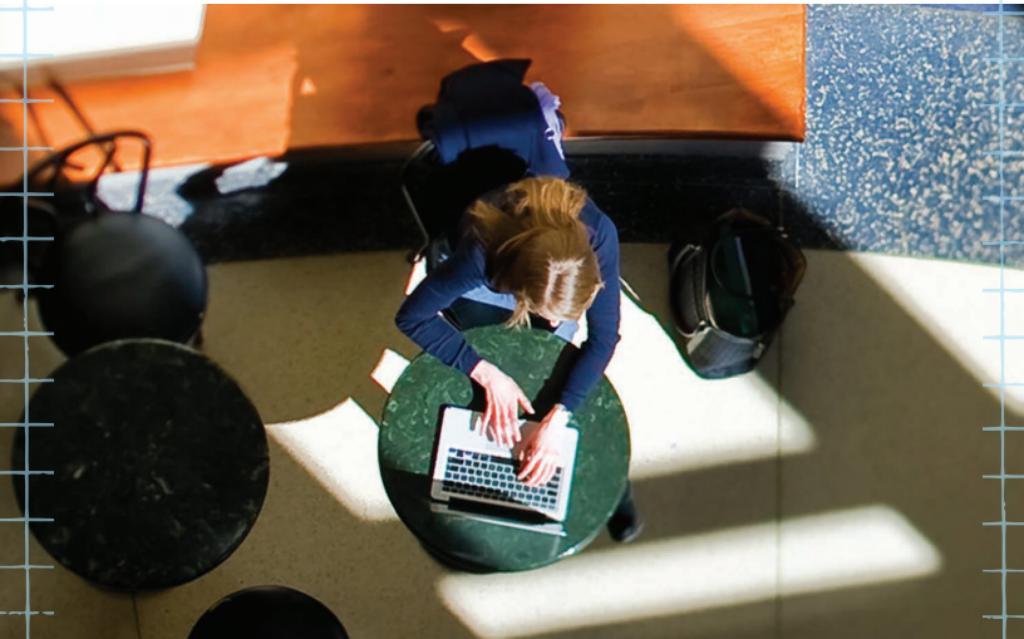
(1 credit hour)

For over 80 years, the adidas Group has been part of the world of sports on every level, delivering state-of-the-art sports footwear, apparel, and accessories. Today, the adidas Group is a global leader in the sporting goods industry and offers a broad portfolio of products that are available in virtually every country of the world. Our strategy is simple: continuously strengthen our brands and products to improve our competitive position and financial performance.

Activities of the company and its more than 150 subsidiaries are directed from the Group's headquarters in Herzogenaurach, Germany. In the United States, additional key corporate units are based in Portland, Ore., the domicile of adidas America Inc. and home to the strategic business units Basketball, Soccer, Adventure, and Alternative Sports. The Reebok brand, which is owned by adidas, is headquartered in Canton, Mass. TaylorMade-adidas Golf, also owned by adidas, is based in California, and the Sports Licensed Division (adidas SLD) is located in Canton, Mass. Mitchell and Ness is part of SLD and operates out of Philadelphia, Pa. The adidas Group also owns The Hockey Company CCM located in Montreal, Canada. The company also operates design studios and development departments at other locations around the world, corresponding to the related business activity.

Our mission at adidas SLD is to support and enhance the authenticity of the adidas and Reebok brands. We do this by providing world-class service and speedy delivery to our key business partners—namely teams, licensing leagues, and retailers. We provide best-in-industry quality and performance products to our teams, athletes, colleges, sideline and courtside. We provide best-in-industry manufacturing and distribution of licensed sports apparel through innovative channel development, systems, technology, and improved processes.

We are the exclusive supplier to the 30 NHL, 30 NBA, 19 MLS, 14 WNBA, and 14 NBADL teams. We also service and have exclusive sponsorship arrangements with 13 NCAA sideline schools that include Michigan, Wisconsin, Kansas, Miami (FL), Arizona State, Louisville, Texas A&M, and UCLA just to name a few. We also service 100 direct NCAA schools and 156 teams in the CHL, AHL, and ECHL. In addition to our licensed business, we provide quick-turn apparel for both the adidas and Reebok brands, which are distributed at retailers across the



country, including adidas- and Reebok-owned retail. We service the high school and direct NCAA college market through the adidas Team business unit.

SLD operates in Canton, Mass., Indianapolis, Ind., Cedar Rapids, Iowa, Mattapoisett, Mass., and Philadelphia, Pa.

### **The Challenge**

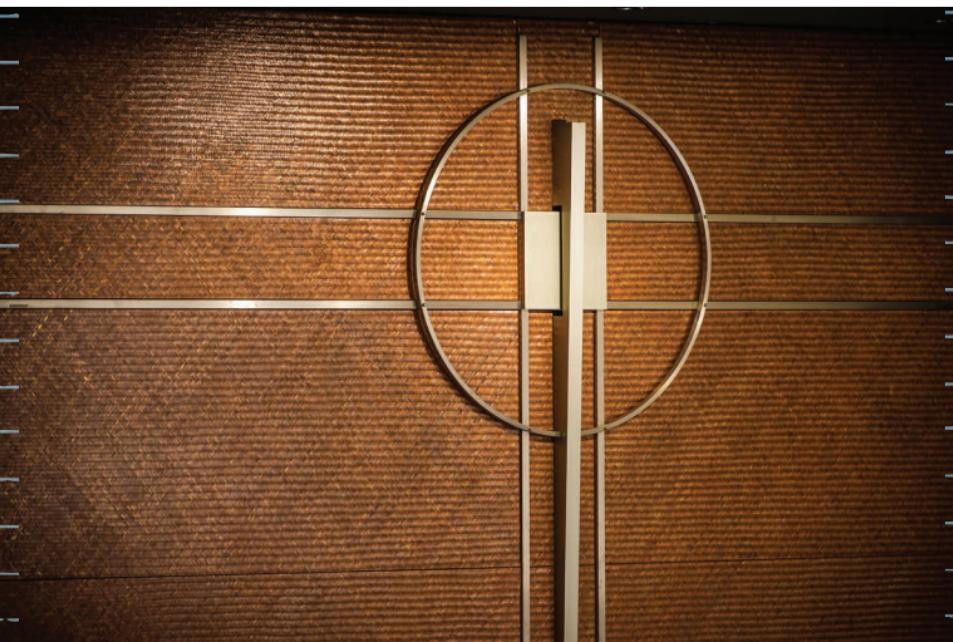
Over the long term, innovation is the only way to out perform the average. With this in mind, in 2015, adidas North America launched the adidas Group Innovation Academy (aGIA). This 10-week, online course was aimed at equipping all employees to think and act like business innovators. The end goal: game-changing idea creation from all areas of our business to strengthen the adidas brand in the United States.

The challenge is very straightforward, but very complex at the same time. We will provide each group with a growth area/opportunity that has been frequently identified by our employees through aGIA (i.e.. youth, high school kids, big cities, retail concepts, ultimate customer experience, etc.). Your team will be asked to develop one innovation that will help adidas capitalize on this growth area. The innovation can be a new product, product line, marketing strategy, investment opportunity, etc. It would be ideal if your idea took market share from our two largest U.S. competitors, Nike and Under Armour. Please come prepared to present your idea combined with a comprehensive marketing and financial plan. The adidas Group was founded on innovation by Adi Dassler, and this is your chance to influence the company by coming up with a great new idea.

#### **ALL STUDENTS ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course can expect to:

- Gain an understanding of the operations, manufacturing and distribution, and supply chain aspects of adidas North America and, more specifically, SLD.
- Utilize investment analysis skills in a real world environment.
- Identify and assess new strategies for a company growth vehicle.
- Analyze the benefits and costs of operating a business and being a licensee.
- Develop a new product/strategy that could become part of an adidas Group retail offering.



# Strategic Mergers and Acquisitions: General Electric Company

(1 credit hour)

General Electric Company (GE) is a diversified global \$150 billion business with 300,000-plus employees. In addition to GE's growth by organic means (capitalizing on technology developments, success in emerging markets, and continuing to offer world-class customer-responsive products and services solutions), a significant element of GE's growth strategy involves the successful execution of strategic acquisitions. The company has a long history of completing acquisitions that significantly have enhanced the performance, growth, and value of the enterprise. GE's Business Development teams are responsible for formulating and implementing GE's mergers and acquisitions strategy and have developed "best practice" skills that range from strategy development and target identification, through to valuation, deal structuring, execution, and integration.

The Strategic Mergers and Acquisition course is designed to give students an introduction to the M&A process at GE. The learned skills then are applied through a "live" case study involving GE Aviation acquisition targets.

The course will begin with a general overview of key elements of an acquisition (for example, target origination, valuation, due diligence, and transaction structure). Students will be divided into teams. After a general presentation of relevant industry information, each team will be given a potential acquisition candidate for evaluation. Students will evaluate the market segment, analyze the company based upon strategic fit, valuation, revenue, and cost synergies, and identify key risks and due diligence focus areas. Each team will be asked to develop the compelling case for proceeding with a potential acquisition or other form of structured transaction. All analysis must be supported by detailed assumptions. Each team will present its findings and recommendations to a hypothetical "GE Investment Committee."

**ALL STUDENTS ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course will gain experience in:

- Industry analysis.
- Target identification.
- Valuation.
- Financial modeling.
- Deal structuring.

# Developing a Strategy to Enter a New Market: The Case of Medline (Health Care)

(1 credit hour)

Medline is the largest privately held manufacturer and distributor of health care supplies in the United States today, standing at a \$7 billion-plus global enterprise because of our dedicated people, entrepreneurial spirit, and honest values. Medline holds a No.1 market share in many of its categories, including personal care products. While Medline continues to grow in institutional markets, the company has not yet entered the equally large \$1.6 billion retail market for its products.

The size and complexity of the retail category pose many challenges to entry. The category is a sea of sameness, and marketing of the category is very formulaic with most of the dollar share among a few large brands. These brands practice heavy image-based selling with marketing imagery and taglines indistinguishable from one another. Despite these many challenges, we believe the personal care division has great potential in retail. Medline has a very high performing product that should have a place on shelf, especially as aging baby boomers will cause this segment to grow over the coming years. Medline also has existing relationships with retailers that may leverage to drive distribution of new products.

In order to compete in the retail market, we will have to reinvent ourselves and the category and grow new core competencies as we move from a B2B market to a B2C market. In this course participants will act as a team of consultants and will be asked to provide a plan that includes analysis of current and future competitive challenges and recommendations for a strategy to enter this lucrative market.

Students taking this class can expect to:

- Develop a new, distinctive, and relevant brand positioning, with supporting communication, marketing, and retail/shopper strategies—connecting consumer insights with business and operational requirements.
- Highlight the capabilities, assets, and technologies that Medline will need in the future.
- Balance consumer-initiated insights with the realities of a complex, competitive marketplace, including operations, financial goals/targets, retailer category growth considerations, price point, etc.
- Create and defend the business recommendation / P&L / ROI, with compelling rationale, highlighting choices made (and not made), and the supporting drivers of recommended action.
- Propose a timeline for the recommendations that the team has made.

**ALL STUDENTS ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course can expect to gain exposure to:

- Skills in the development of brand strategy and positioning.
- An understanding of the challenges with taking on a strong No.1 player and out-thinking them.
- Skills in the development of go-to-market approach.
- Abilities in the research of market trends.
- Presentation and consulting skills.

# Building a Strategic Business Approach: Leveraging Data to Create Localized Solutions; PepsiCo

(1 credit hour)

PepsiCo offers the world's largest portfolio of billion-dollar food and beverage brands, including 22 different product lines that generate more than \$1 billion in annual retail sales each. Our main businesses—Quaker, Tropicana, Gatorade, Frito-Lay, and Pepsi Cola—also make hundreds of other enjoyable foods and beverages that are respected household names throughout the world. With net revenues of approximately \$65 billion, PepsiCo's people are united by our unique commitment to sustainable growth by investing in a healthier future for people and our planet, which we believe also means a more successful future for PepsiCo. We call this commitment Performance with Purpose: PepsiCo's promise to provide a wide range of foods and beverages for local tastes; to find innovative ways to minimize our impact on the environment, including conserving energy and water usage, and reducing packaging volume; to provide a great workplace for our associates; and to respect, support, and invest in the local communities where we operate.

This includes creating localized solutions. More than ever, consumers expect to have the products they want where and when they want them. As a result, Consumer Packaged Goods (CPG) companies and retailers need to offer products that are relevant to local consumers in order to win in the marketplace. However, localized solutions can be complicated, costly, and difficult to execute. As much as consumers want differentiation, does it pay off? Can CPG companies meet local demands while strategically balancing consumer needs with the costs and complexities of doing business, which increasingly includes dealing with large and complex data sets?

This course will offer students an inside look at the realities and complexities of creating and offering localized strategies and solutions. This includes developing an understanding of the pros and cons of localization and will involve analyzing and utilizing granular data in the process. The course will challenge student teams to develop sustainable and efficient methods to leverage consumer insights and consumer data in a manner that also strategically positions PepsiCo brands and categories for growth.

**ALL STUDENTS ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course will gain:

- An overview of the CPG industry and the analytics that drive consumers see in the marketplace, with in-depth exposure to the food & beverage industry.
- An understanding of the opportunities and challenges of managing large, complex data sets through the lens of the CPG industry.
- Experience in using business analytics to effectively assess, frame, and address business issues of high interest and impact to the CPG industry.
- Practice in the process of developing business strategy.

# **Enterprise Risk Management: Understanding Risk Management Practices, Assessing Competitors' Risk Governance Frameworks and Risk Appetites; Pacific Life Insurance**

(1 credit hour)

## WHY?

Why is enterprise risk management so important? Almost every day there are stories about organizations (public, private, or governmental) that have had major failures because they did not appropriately identify or understand the risks they were taking, or simply ignored them. Examples of this breakdown in risk management were exposed in the financial crisis by Lehman Brothers, AIG, and Bear Stearns. Even beyond the financial sector, we often see news of failures in areas such as IT (security and data breaches), human resources, supply chain, litigation, reputation, etc. Any executive today must make sure his or her organization is constantly identifying and managing risks in every facet of its operations. Making sure that organizations are managing risks has become a required oversight responsibility of the board of directors. This course takes you on a deep dive into the risks and risk management frameworks being used in insurance companies. Insurance companies are in the vanguard of risk management practices; this is due to the fact that insurers get paid to assume risk. As a result, insurance companies' risk management practices have to be highly developed. However, much of what you will learn is applicable to all industries and types of risk.

## INSURANCE INDUSTRY RISK PERSPECTIVE

Insurance companies are in the business of accepting risks; individuals and companies buy insurance products to reduce the risk they bear. To make good on the promises delivered through an insurance contract or policy, and to satisfy the value proposition, insurance companies must evaluate risky alternatives and accept those that provide appropriate return. A risk management framework is needed to align a company's mission and strategy with risk management practices throughout the company and is an integral component in developing business strategy.

Many of the developments of a risk management framework have evolved as a result of the shortcomings within risk management that surfaced during the financial crisis in 2008–09. Since then, regulations have also been developed, and continue to be developed, to manage the risk within the overall financial services sector, and specifically within the insurance sector.

The existence of a risk management framework can be a competitive advantage for companies that properly leverage the risk framework and incorporate it into the development of business strategy. A well-defined risk framework can provide guidance into strategic business decisions regarding business line management, merger/acquisition, product pricing, and risk mitigation activities such as hedging programs. An understanding of one's own risk framework coupled with insights into competitor's risk management framework can be combined to

provide a significant competitive advantage for firms that possess that knowledge.

### THE CHALLENGE

Pacific Life Insurance Company has been offering insurance since 1868. Pacific Life offers a wide range of insurance products, annuities, and mutual funds, and offers a variety of investment products and services to individuals, businesses, and pension plans. Pacific Life counts more than one-half of the largest U.S. companies as clients. After a deep dive into the risk management framework at Pacific Life, students will be divided into teams asked to help Pacific Life by evaluating the risk management frameworks at a number of their leading competitors. The students, using a guide, will attempt to identify the risk strategies of these competitors, which Pacific Life can use to understand competitive long-term business strategies and implications for Pacific Life.

**EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this class can expect to gain:

- Exposure to risk management frameworks for financial services company.
- Knowledge of the key components of a risk management framework applicable to any organization.
- Exposure to basic risk management techniques.
- An understanding of how to tie risk management activities into strategic decision making process.
- Real-world experience on competitive analysis.



# Consumer Products Licensing: The Growth & Prominence of Professional Sports Properties

(1 credit hour)

For the past 100 years, professional athletes, sports teams, and leagues have occupied a highly visible position within American culture. More recently, these teams, leagues, and individuals have developed into full-fledged brands, managed with all of the complexity which that term implies.

Since the early 1980s, consumer products licensing has played an increasingly important role in driving revenue growth, as well as the ubiquity of these sports “brands.” As leagues such as Major League Baseball, the National Basketball Association, and the National Football League seek to expand globally, how does the role of these licensed products, as well as the business partners charged with their marketing, manufacture, and distribution, change? How have leagues structured their business to reap branding and revenue benefits, without the manufacturing and distribution investments so often required? How has this industry segment evolved since the advent of the Internet and the e-commerce opportunity it presents? How may strategies differ by sport or geography? These questions are strategic in nature and help in understanding today’s vibrant sports economy, as well as the broader consumer products licensing industry.

In this course students will analyze the various models employed by key sports leagues in the management of their consumer products licensing businesses. Particular focus will be placed on (1) the history of the sports licensing business; (2) how the dynamics of a sport may be manifested in its business model; and (3) how these models are being influenced by a renewed emphasis on global growth.

Project teams will be charged with utilizing this information to make strategic assessments of sports licensing opportunities for SustainU, an American apparel company focused on the sustainable apparel market segment. This will include a focus on compatible sports marketing strategies that enable SustainU to build its business through increased awareness of how sustainable apparel benefits the environment and American workers.

**EACH STUDENT TAKING THIS COURSE MAY BE ASKED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course can expect to gain:

- An overview of the sports licensed products industry in the United States.
- An understanding of how consumer products licensing is managed by major sports leagues.
- Insight into the strategic role consumer products licensing plays in supporting both the marketing and revenue growth objectives of sports leagues, teams, and similar institutions.
- The organizational strengths required to be a successful licensee of sports and entertainment properties.
- The opportunities and challenges currently encountered by licensors and licensees seeking global growth.
- An overview of the fast-growing sustainable products market, its societal benefits and intrinsic business challenges.

## DEEP-DIVE COURSES

This course will be taught by Faust Capobianco IV, (Notre Dame '94). Capobianco is the former president of Majestic Athletic, the premier on-field apparel brand of Major League Baseball, and current portfolio brand of VF Corporation. Over the course of a 15-year career with the Majestic brand, he was instrumental in growing the firm from a small provider of athletic team uniforms to a highly visible global manufacturer and marketing of authentic team apparel and licensed sports clothing. Through successful working relationships with major sports leagues (e.g., MLB, NFL, NHL, NBA, et al.) and leading global retailers, he brings to this course an in-depth understanding of what drives sports leagues to grow, how consumer products licensing supports these objectives, and how business partners fit into this mix.

The course project will be jointly coordinated by Capobianco and Chris Yura (Notre Dame '03). Yura is the founder and CEO of SustainU, a well-known brand in the sustainable apparel space. SustainU develops apparel programs for various consumer brands, musicians, festivals, and institutions, which are concerned with sustainability. Current and past customers include Ford Motor Company, Eastern Mountain Sports, and Ben & Jerry's.

Chris has been a featured speaker at the Clinton School of Public Service, TEDxAsheville, and Yale University, among others. He is a leading voice nationally in sustainably produced apparel and is working to make SustainU the leading brand for the environmentally conscious consumer in sports licensed apparel.



# Customer-Centric Brand Development: Jarden Consumer Solutions

(1 credit hour)

We are excited to continue to offer this extraordinary course again in the fall 2015 interterm intensive. John Gleason has partnered with Notre Dame's MBA program for more than five years to create a truly unique experience for ND's MBA students, as well as for the brand partners who are just as excited to participate. In addition to bringing real business challenges from such brand partners as ConAgra Foods, Procter & Gamble (three times), Hillshire Brands, PNC Bank, and Under Armour, John has created a memorable and meaningful in-home and in-market consumer connection as the core inspiration for solutions and recommendations.

For the fall 2015 interterm session, we are excited to have Jarden Consumer Solutions join us as our brand partner.

Jarden Corporation is a world-class consumer products company with a diverse portfolio of more than 120 trusted, quality brands. Founded in 2001, Jarden has grown (organically and through acquisition) into a globally recognized company, and is presently ranked among world's largest companies—in the Fortune 500, with more than \$8.0 billion in annual revenue across three business segments—each with iconic, recognized, market-leading brands—like some of the following brands in each segment:

- **Jarden Consumer Solutions:** Bionaire, Breville, Crock-Pot, FoodSaver, Mr. Coffee, Oster, Rival, Seal-a-Meal, Sunbeam, and VillaWare.
- **Branded Consumables:** Ball, Bee, Bernardin, Bicycle, Diamond, Envirocooler, First Alert, Hoyle, Millefiori, NUK, Quickie, Spontex, and Yankee Candle.
- **Outdoor Solutions:** Abu Garcia, AeroBed, Berkley, Campingaz and Coleman, Dalbello, Invicta, K2, Marmot, PENN, Rawlings, Shakespeare, Squadra, Stearns, Stren, and Trilene.

Committed to a set of core values that emphasize integrity, a diverse culture of winning people, value and relevance, teamwork, community service, and entrepreneurship, Jarden is always looking for solutions to help make consumers' lives easier, safer, and fun. For nearly 100 years, consumers have trusted Jarden brands and products, and Jarden is proud to be a part of their lives.

Jarden's Key Success Factors include:

- **Unmatched Consumer Acumen:** Thoroughly understand consumers' behavior and buying triggers; applying the knowledge and insights into profitable business practices.
- **Innovation:** Applying technology and consumer insights into creating new products that address unmet needs.
- **Speed to Market:** A strong sense of urgency throughout the organization to get things done quickly and efficiently.
- **Operational Excellence:** Ability to make it easy for customers to do business with Jarden, both internally and externally, while maintaining the absolute lowest cost to market.
- **Brand Development:** Act as stewards for Jarden's world-class brands, building equity to make Jarden's branded products the consumer's first choice.

## DEEP-DIVE COURSES

The Consumer Solutions business segment within Jarden will be our business partner for the upcoming fall interterm session. The Consumer Solutions business segment strives to deliver products designed to simplify the daily lives of consumers in and around the home—making everyday experiences more satisfying—noting the brands cited above.

Jarden's key success factors align very well with the goals and mission of this highly experiential Consumer-Centric Brand Development course—especially the focus on the consumer and “user” of their products, innovations, and services. We are excited about the tight alignment of factors and objectives—which also translates to high expectations from the Jarden team.

Jarden's Consumer Solutions team will challenge and leverage the experiences and talents of Notre Dame MBA students to evaluate, research, and ultimately recommend strategies and actions to build their business. Jarden's challenge to student teams will require a strong view of consumer needs to build recommendations—deeply rooted in the in-home and in-market consumer experiences that are a core part of this course. Recommendations might touch brand development, brand positioning, market gaps, cross-brand opportunities, technology platforms, enhancing consumer experiences, innovation, digital technology, and retail presence.



This course will offer students an inside look at the complex realities of a brand in a competitive business environment—from brand and innovation leaders inside Jarden. It will challenge student teams to develop their own innovative recommendations and solutions supported by consumer insights from a truly unique in-home consumer research experience.

We will provide a brief overview of various consumer research methods, as well as help prepare the students for their in-home and in-market research activities that are central to the experiences and outcomes of this course. One of the unique aspects of this class is the live, immersive, ethnographic exercise, which student teams will have the opportunity to lead, directly with consumers, as well as observational research in the appropriate marketplaces for the challenge posed to them. This consumer research exercise will provide the foundation, the inspiration, and the fuel for their recommended actions for the challenge that Jarden poses to the students.

**EACH STUDENT TAKING THIS COURSE MAY BE ASKED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course can expect to:

- Better understand the key drivers of consumer choices and behaviors—in-market, in-store, in-home, and in-use. And experience these choice patterns and considerations through live, direct consumer research exercises.
- Explore and utilize consumer-centric rationale to drive and inspire brand development.
- Balance these consumer-initiated insights with the realities of a complex, competitive marketplace, including operations, financial goals/targets, retailer considerations, etc., even though this is not a course deeply entrenched in analysis.
- Question and challenge assumptions, break from the “norms” that typically provide barriers and constraints for brands and businesses—instead, drive new “norms” that provide differentiation and real consumer value, which leads to real business value.
- Develop a new, distinctive, and relevant brand and/or business proposition, with supporting factors, such as (but not limited to) communication, marketing, and retail/shopper strategies—connecting consumer insights with business and operational requirements.
- Create and defend the business recommendation, with compelling rationale, highlighting choices made (and not made), and the supporting drivers of recommended action.

# Deep-Dive Partners

- |   |                                       |
|---|---------------------------------------|
| ▪ adidas                                    | ▪ Jarden                              |
| ▪ Arizona Cardinals                         | ▪ Keurig                              |
| ▪ AT&T                                      | ▪ Lowe's                              |
| ▪ Banc Vue                                  | ▪ McDonald's                          |
| ▪ Boeing                                    | ▪ Medline                             |
| ▪ Brown-Forman                              | ▪ Morningstar                         |
| ▪ Chicago Mercantile Exchange               | ▪ National Football League (NFL)      |
| ▪ Citi                                      | ▪ Nestlé Waters                       |
| ▪ Coca-Cola                                 | ▪ Ocean Tomo                          |
| ▪ ConAgra Foods                             | ▪ OfficeMax                           |
| ▪ Dana Investment Advisors                  | ▪ Ogilvy & Mather                     |
| ▪ Deloitte                                  | ▪ Pace Global (a division of Siemens) |
| ▪ Domino's Pizza                            | ▪ Pacific Life                        |
| ▪ Dreyer's Ice Cream                        | ▪ Patagonia, Inc.                     |
| ▪ E. & J. Gallo                             | ▪ PepsiCo                             |
| ▪ Equity International                      | ▪ PNC Bank                            |
| ▪ Follow Productions (Food Network Shows)   | ▪ Procter & Gamble                    |
| ▪ GE (Energy)                               | ▪ Proforma, Inc.                      |
| ▪ GE (Oil & Gas)                            | ▪ Radio Flyer                         |
| ▪ General Electric (Aviation)               | ▪ SAP                                 |
| ▪ General Electric (Capital)                | ▪ Sears                               |
| ▪ Green Mountain Coffee Roasters            | ▪ Sprint                              |
| ▪ Hewlett-Packard                           | ▪ Starbucks                           |
| ▪ Hillshire Brands                          | ▪ Sustain U                           |
| ▪ IBM                                       | ▪ Under Armour                        |
| ▪ Integra LifeSciences Holdings Corporation | ▪ (DMI) U.S. Dairy Industry           |
| ▪ International Paper                       | ▪ Walgreens                           |
|   | ▪ Western & Southern Financial        |
|   | ▪ Whirlpool Corporation               |
|   | ▪ Xerox                               |



VENITE  
AD ME  
OMNES

# Experiential Marketing: The Case of Movember

(1 credit hour)

When it comes to marketing, times aren't changing—they have changed. Mass media has lost its grip on effective and efficient consumer communication. Cable subscription rates are tumbling as consumers choose to stream rather than subscribe. ninety-three percent of consumers say that an experience with a brand is more valuable than a TV commercial in motivating purchase. Consumers trust the opinions of peers over those of brands and companies. The “trans-media” storytelling of the early 2000s included radio, television, print, and maybe digital. Today's marketing mix models have exploded to include in-store, mobile, word-of-mouth, and virtually unlimited forms of social-content-based media.

The world of marketing has tipped. What your brand says about itself compared to what consumers say about your brand is virtually irrelevant. The explosion of the Internet, social networking, and free-flow communication via smartphones, tablets, and laptops has forever changed the way consumers learn of, choose, and remain loyal to brands. Virtually every brand today is trying to connect with its consumers like never before by building campaigns around the concept of three-dimensional brand experiences. The reason? Consumers of all ages are sharing experiences, and unless a company can craft an integrated marketing plan to embrace that consumer behavior, they will lose control of their brand message.

Today's best marketers are looking to create nontraditional marketing campaigns with measurable impact. And to be effective, they need to learn to embrace a new Integrated Marketing Campaign (IMC) model. The IMC process is found in the best brand marketing conference rooms where innovators within a vast variety of disciplines each have an equal seat and an equal voice. *Today, marketing is about not only the innovation of the creative message, but also the innovation around how that message is experienced.*

In conjunction with Mosaic, a leading North American Experiential Marketing agency, we are pleased to offer this “live” case course. From ambassadorship to advocacy, from social marketing to “content generation” -based, brand-centric experiences, today's marketers are adopting the perspective of 360-degree messaging in new and innovative ways. The course will present students with an advertising industry update from an insider's perspective and provide an understanding as to why every successful campaign must go beyond traditional media. Students will be teamed up to function as independent marketing agencies. The teams will receive a Request for Proposal (RFP) to develop a nontraditional marketing campaign for the nonprofit, Movember.

## ABOUT THE MOVEMBER FOUNDATION

The Movember Foundation is a global charity raising funds and awareness for men's health. These funds deliver breakthrough research and support services to allow men to live longer, healthier, happier lives. Since 2003, millions have joined the men's health movement, raising more than \$650 million and

## SOCIAL IMPACT COURSES

funding over 1,000 programs through impact investments, focusing on prostate cancer, testicular cancer, poor mental health, and physical inactivity.

The foundation runs awareness and fundraising activities year-round, with the annual Movember campaign in November being globally recognized for its fun and innovative approach to raising money and getting men to take action for their health. During Movember, we challenge men to grow a moustache or to make a commitment to get active and *MOVE*, both of which are about real action for health and are done to spark conversation and raise vital funds and awareness.

The foundation's vision is to have an everlasting impact on men's health.

Movember is fully accredited by the Better Business Bureau, and for the past three years, has been named a Top 100 best NGO by *The Global Journal*. For more information, please visit [Movember.com](http://Movember.com). Movember is a registered 501(c)(3) charity.\

**EACH STUDENT TAKING THIS COURSE MAY BE ASKED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course can expect to:

- Increase understanding of the new marketing environment and the challenges facing both brands and agencies.
- Gain exposure to the new IMC processes used in a world-class agency, including ROI measurement.
- Obtain experience in developing nontraditional marketing campaigns with a focus on social media.
- Assist a not-for-profit group with its marketing efforts.
- Gain exposure to and feedback from business and industry leaders.



# Using Data Analytics to Develop Strategies to Increase Efficiency: World-Class Technology Company SAP and the Case of the State of Indiana Department of Correction

(1 credit hour)

Indiana is the 38th largest state by area and the 16th most populous of the 50 United States. Its capital and largest city is Indianapolis. Indiana was admitted to the United States as the 19th U.S. state on December 11, 1816. Before becoming a territory, varying cultures of indigenous peoples and historic Native Americans inhabited Indiana for thousands of years. Since its founding as a territory, settlement patterns in Indiana have reflected regional cultural segmentation present in the Eastern United States; the state's northernmost tier was settled primarily by people from New England and New York, Central Indiana by migrants from the Mid-Atlantic states and from adjacent Ohio, and Southern Indiana by settlers from the Southern states, particularly Kentucky and Tennessee.

Indiana has a diverse economy with a gross state product of \$298 billion in 2012. Indiana has several metropolitan areas with populations greater than 100,000 and a number of smaller industrial cities and towns. Indiana is home to several major sports teams and athletic events including the NFL's Indianapolis Colts, the NASL's Indy Eleven, the NBA's Indiana Pacers, the WNBA's Indiana Fever, and the Indianapolis 500 and Brickyard 400 motorsports races.



## THE CHALLENGE

### Developing strategies to increase efficiency and safety of transportation for IDOC

The Indiana Department of Correction (IDOC) advances public safety and successful re-entry through dynamic supervision, programming, and partnerships. As the model of public safety, the Indiana Department of Correction returns productive citizens to our communities and supports a culture of inspiration, collaboration, and achievement.

The Indiana Department of Correction is the largest agency in the state of Indiana, employing more than 6,400 Hoosiers; supervises almost 10,000 parolees in communities across the state; and is responsible for the safety and security of more than 28,000 adults and 450 juveniles inside correctional facilities.

The IDOC currently operates 20 adult facilities, five juvenile facilities, and 10 parole districts. Even though the reach is far and wide, each small part of the IDOC is committed to the main tenets of its mission: to increase public safety and reduce recidivism.

Transportation of prisoners is a major cost and safety issue for IDOC. Prisoners are transported between facilities as needed for a variety of reasons, transported for extradition purposes outside the state of Indiana, transported for medical reasons (including medical emergencies and medical appointments), and transported for work-related activities. Currently, IDOC utilizes buses, vans, and police units to transport, along with the occasional commercial flight for extradited offenders.

Developing strategies to increase efficiency and safety of transportation for IDOC should focus on cost savings and increased public safety.

### **ALL STUDENTS ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NONDISCLOSURE AGREEMENT.**

Students taking this course can expect to:

- Gain experience in using data to develop a strategic direction.
- Build knowledge, skills, and a deeper understanding of the fundamentals of transportation and delivery systems.
- Observe the practical application of real-world strategies to increase effectiveness of a transportation and delivery system.
- Develop an appreciation for and understanding of the methodology used to study and improve transportation and delivery systems.
- Develop the skills necessary to identify, assess, and present new strategies for a large and complex organization..

# MBA INTERTERM INTENSIVE

# Social Impact Partners

- Aspire CoffeeWorks
- BOSCO Uganda
- Catholic Charities (Chicago)
- Catholic Charities (New Orleans)
- Catholic Coalition on Climate Change
- Catholic Relief Services
- Engineering2Empower
- Fair Trade
- Feeding America
- Fig Tree Foundation
- Franciscan Health Alliance
- Great Lakes Commons
- International Rett Syndrome Foundation
- Kelly Cares Foundation
- Let's Share the Sun Foundation
- Movember
- PEPY Tours
- Ronald McDonald House Charities (National)
- State of Indiana Department of Correction
- The Bunker
- Volunteers of America (VOA)
- WNIT Public Television
- Wounded Warriors Project

# Beijing and Shanghai, China, Business Experience

(1 credit hour)

This program is offered during weeks eight and nine of the fall semester. The Beijing portion takes place Sunday, October 11, through Saturday, October 17, 2015. The Shanghai portion begins Saturday, October 17, and concludes Wednesday, October 21, 2015.

During the 21st century, the rise of China will be the most important single event that will shape and change the world for future generations. This change is unprecedented, both in terms of speed and magnitude; the impact of these changes already is radiating far and wide, radically changing the political, economic, and social order. We can only expect the intensity of such an impact to expand as China gains greater prominence on the world stage. In today's highly interconnected global economy, happenings in one part of the world inevitably affect other parts. With China returning to the global economy in almost every industry, one of the most important topics on the agenda of board meetings has been the formulation of at least a response to the rise of China, if not a China strategy.

The program is composed of business lectures, tours, and cultural events.

## Objectives:

- To learn about the latest political, economic, and social developments in China from experts operating in China.
- To have a contextual experience of living and studying in China.

## Lectures and Seminar Modules:

- The global economy and the rise of China.
- China economy and business.
- Society and culture.
- Guided tours and visits.

## Program Costs\*

\*Additional costs beyond tuition apply.

# Applying for Study-Abroad Program

## Application Requirements

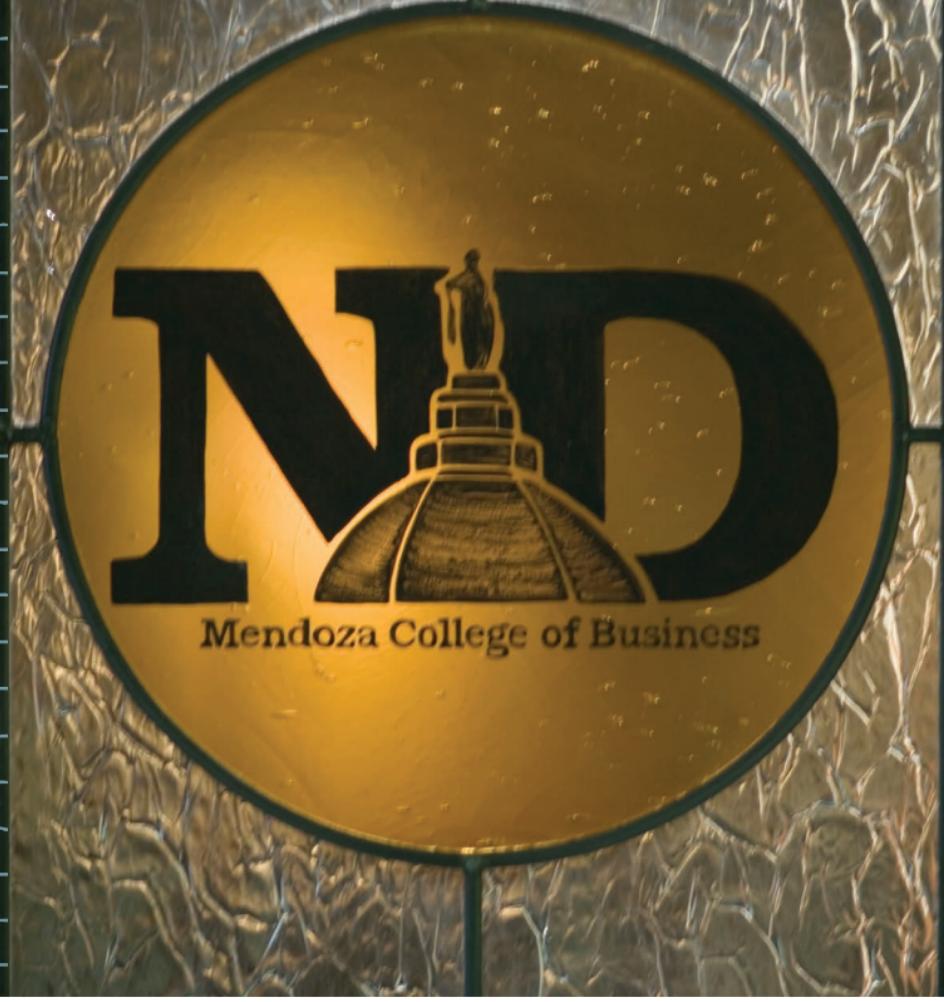
- Minimum cumulative GPA of 3.0 before the start of the fall 2015 semester.
- All Mendoza Business Programs students are eligible to apply.

## How To Apply

Applications will be accepted through the Mendoza Business Programs Student Services Office, phone: (574) 631-4337.

## The Study-Abroad Program General Information

Lisa Heming  
Director, Student Services  
Graduate Business Programs  
276 Mendoza College of Business  
Notre Dame, IN 46556  
Phone: (574) 631-4337  
Email: [lheming@nd.edu](mailto:lheming@nd.edu)



## Registering for Interterm Intensive Courses

Look for an email from Graduate Business Programs Student Services to announce and explain the registration process for interterm intensive courses.

## Contact Information

Interterm Intensives General Information

Lisa Heming  
Director, Student Services  
276 Mendoza College of Business  
Notre Dame, IN 46556

(574) 631-4337  
[lheming@nd.edu](mailto:lheming@nd.edu)  
[mendoza.nd.edu/interterm](http://mendoza.nd.edu/interterm)

For certain courses, the partnering corporation or organization may require that each participating student enter an agreement that would affect the rights the student would otherwise have, pursuant to the University's Intellectual Property Policy, in the work that the student produces as part of the course. A partnering corporation or organization also may require that each participating student enter a nondisclosure agreement that would limit the student's ability to share with third parties information provided to the student in connection with the course. Please be aware that certain courses may involve such agreements.

**Graduate Business Programs Student Services  
276 Mendoza College of Business  
Notre Dame, IN 46556**

Phone: (574) 631-4337

Email: [lheming@nd.edu](mailto:lheming@nd.edu)  
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