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Welcome from the Leadership Team

On behalf of the 2015-2016 Goizueta Marketing Strategy Consultancy (GMSC) Leadership Team, a group of second-year MBA students who participated in the program last year, we would like to thank you for your interest in our program. GMSC is a unique, experiential learning course offered by Emory’s Goizueta Business School, pairing MBA students with leading organizations to deliver strategic marketing solutions for real business challenges.

GMSC is a proven consulting program that provides students an opportunity to research, analyze and propose actionable solutions for pressing marketing strategy challenges faced by client organizations. Leveraging a diversity of perspectives from world-class MBA talent supported by top-notch academic and consulting resources, GMSC has a solid track record of providing value and enabling organizations to explore best practices and develop next practices in their industries for over 24 years.

GMSC is a multi-faceted program. It is an elective marketing strategy course for MBA students at Goizueta Business School. It is a paid consulting service for real organizations. Finally, it is a case competition in which student teams present their recommendations to a panel of expert judges.

We invite you to review this Client Guide to better understand what it means to be a client for GMSC as well as to learn more about the types of projects our students have undertaken in the past. Please feel free to reach out to members of our Leadership Team, who are listed on the last page of this guide, to help address any questions or concerns you may have.

We are excited about the potential of working with your organization on a future project!

-GMSC Leadership Team, 2015-2016
1) What is the Goizueta Marketing Strategy Consultancy?

The Goizueta Marketing Strategy Consultancy (GMSC) is a student-run organization dedicated to solving the pressing marketing strategy issues facing major corporations. Since 1991, teams of talented Goizueta MBA students have worked with business organizations, much like they would in a consulting engagement, but under the structure of a course with faculty supervision. Students participating in GMSC enroll in the program as one of their classes and receive course credit for their participation.

GMSC provides a transformational yet structured professional experience for students, giving them access to work on real-world business problems. Clients have returned repeatedly due to the immense value that GMSC provides.

“GMSC provided me with a truly unique and rewarding experience working with and learning from a talented team of my peers, addressing a real-world marketing issue, and delivering actionable recommendations that can actually impact a client’s business.”

Julie Ferguson, 13MBA
Member of Team Mohawk 2012

2) How is GMSC structured?

Teams of five to seven students begin working on client projects in January and continue until the Final Presentation Day in May. Teams begin working on their projects during “GMSC Bootcamp,” which takes place in January, just before the start of the spring semester. Students have three formal meetings each week, including consultations with Dr. Reshma Shah, a professor in Marketing at Emory University, meetings with Team Guides and topic-specific academic sessions taught by veteran GBS alumni, industry expert guest speakers, Dr. Shah, and other GBS professors. In addition to these formal meetings, most teams meet at other times throughout the week. The leadership team also recommends that teams set standing 20-30 minute weekly or bi-weekly check-ins with their client either in person or via conference call to update clients on their progress.
3) Who are the clients and why do they participate?

Our clients understand that today’s business environment produces a constant stream of marketing challenges. Now, more than ever, return on investment drives decision-making, forcing companies to do more with less. GMSC addresses these challenges by providing customized solutions at a fraction of the cost of consulting firms. Recent clients include:

- American Cancer Society
- Atlanta Thrashers
- Beats by Dr. Dre
- Chubb Insurance
- Cox Communications
- Delta Air Lines
- Disney
- GE
- FOCUS Brands
- IBM
- Kimberly-Clark
- Mohawk Home
- Newell-Rubbermaid
- SAP
- Siemens
- Solvay Pharmaceuticals
- SunTrust
- The Coca-Cola Company
- Turner Broadcasting
- UCB
- UPS
- The United Way
- The Weather Channel
- WebMD

“This was FOCUS Brands’ second project with GMSC and both projects yielded for our company real, go-to-market solutions for our brands. The results of the project allowed us to put in front of large potential franchisee groups in India multi-tiered research and recommendations of how the Moe’s brand would look, feel and taste in India. The Emory GMSC program gave us not only a great foundation to attract the best franchise candidates for India, but also many ideas that we incorporated into the final brand strategy.”

Holly Frey
Director, International Operations Support
FOCUS Brands, Client 2010

4) Are the students working on real problems facing the clients?

Yes, the situations are real and current. The projects typically focus on highly strategic issues of critical importance to the organization. A survey of clients indicates that most project recommendations are implemented to by clients to some extent and that recommendations are highly actionable.

If you would like to learn more about specific projects or results from past clients, please contact the leadership team (see page 19 for contact information) so that we may put you in touch with a former client.
5) What process do the student teams undergo to work on the project?

Students undertake a rigorous process to approach and provide actionable solutions for client projects. Student teams start by defining the problem and structuring the project. They will conduct extensive secondary and primary research, including qualitative research. Teams are also required to construct and administer a quantitative survey. From the data collected, teams will conduct analysis including, but not limited to, factor analysis, regression and cluster analysis to draw conclusions from the survey findings. Subsequently, teams will synthesize data from their research to develop recommendations. Teams are also expected to include a financial analysis on the viability of their recommendations. Finally, teams will seek to communicate their recommendations though a final report and presentations.

6) What kind of guidance do the student teams receive in the course of the project?

While the student teams are responsible for the completion of the final project, there are a number of systems in place to support the teams and ensure that the final deliverables are of the highest quality. Students have weekly meetings with Dr. Shah to assess team progress and assist with any problems or questions. Additionally, each team is assigned a second-year Team Guide, who has previously participated in GMSC and serves to provide perspective and advice as necessary. There are also groups of second-year Teaching Assistants (TA) with experience in the fields of market research, finance and consulting that teams can approach for help with specific functional questions that arise. Furthermore, teams benefit from the guidance of guest speakers and other GBS professors during both academic sessions and small-group meetings.

7) What are the deliverables from the students?

The student teams provide the following:

- Written report (approx. 50 pages) including key findings, implications, and actionable recommendations
- Presentation of findings and recommendations to the client and other stakeholders within the company
- Presentation to a panel of marketing/strategy executives who serve as judges on presentation day (May 5, 2016) as part of the case competition element of the GMSC program

There are also a number of "Status Report" deliverables due to the client throughout the semester, including the outcomes of qualitative and quantitative research to ensure that clients are kept up-to-date with the team’s progress. We also expect teams and clients to be in constant communication about the content of these interim deliverables to provide feedback to move forward in the right direction.
8) What is the fee for each project?

The GMSC Client fee for the 2015-2016 program is $40,000. Included in this fee is a research budget of up to $10,000 for each team and a $1,000 expense budget for each team, as well as other program related expenses, such as faculty and outside resource time. The fee is payable in three installments. A schedule of these payments can be found in your client contract.

9) The project I am thinking of is very sensitive for my organization. Will my proprietary information be kept confidential?

Student teams conduct their work under strict confidentiality guidelines. Prior to beginning the project, all involved students must sign a blanket non-disclosure agreement (NDA). Additionally, all faculty and judges involved with GMSC also sign NDA’s to ensure that sensitive information remains confidential.

Any contracts that need to be developed or signed in order to commence the project work must be submitted to the GMSC Leadership team by early-November 2015 and must be mutually signed by end-November 2015 in order for the projects to commence by January.

10) What sort of time commitment should I expect as a GMSC client?

The organization representatives should plan on providing two to three hours of support to the student team each week. The GMSC leadership team recommends that each client hold status meetings with the team either weekly (approximately 30 minutes) or bi-weekly (approximately 60 minutes).

Additional time commitments come in the form of review and feedback for deliverables, providing access to data, facilitating necessary introductions within the organization and other methods of support and interaction. Additionally, each organization should provide two team representatives (primary and secondary) to serve as points of contact for the team. Please note, it is not necessary for a client sponsor or client organization to be based in Atlanta and GMSC has had many successful projects with clients outside of Georgia. However, access to and communication with organization contacts is a critical aspect of the GMSC process and has greatly influenced the success of projects past. The more you, as a client, commit to providing teams with time, feedback, and access to information, the more likely you will end up with a highly successful outcome of the work.

11) What other commitments are necessary?

A GMSC project, like any consulting firm project, is heavily reliant on company data and information for research and analytical purposes. It is therefore recommended that the clients share as much information as necessary with respect to the scope and objectives of the project. If there are concerns about confidentiality, project teams will sign NDA’s as required. Additionally, access to other resources in the organization including those outside of marketing may also be necessary. One such example would be financial information as teams are expected to include a financial analysis of their recommendations...
12) Who are the judges on Presentation Day?

The judges evaluating the final presentations include leaders from the academic and business communities from within Atlanta and potentially other areas of the United States. In addition to viewing the teams’ final presentations, judges will receive copies of the project proposal and executive summary. Representatives from the client’s organization may not act as judges of their or any other team’s project. All judges sign NDA’s and must abide by strict confidentiality guidelines.

13) What are the key dates for the program? (Please change the dates to coincide with the dates on the client contract)

<table>
<thead>
<tr>
<th>Date</th>
<th>Task/Deliverable</th>
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<tbody>
<tr>
<td>August 26, 2015</td>
<td>• Organization to submit project proposal to GMSC leadership team</td>
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<tr>
<td>September 22, 2015</td>
<td>• Organization to submit final proposal (if there are changes from initial document submitted 8/26/15)</td>
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<td></td>
<td>• GMSC leadership will begin selecting companies to participate in the program based on this revised project proposal</td>
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<tr>
<td>September 29, 2015</td>
<td>• Project Selection Completed</td>
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<td>October 21, 2015</td>
<td>• Organization to present project to prospective student participants</td>
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<td></td>
<td>• At least one Organization representative should attend this event at Goizueta Business School (time TBD). Ideally this will be the main client sponsor. Attendance is mandatory for clients.</td>
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<tr>
<td></td>
<td>• Students will select the projects they are interested in based on this presentation</td>
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<tr>
<td></td>
<td>• Organization to provide relevant industry, company and project-specific information to the appointed team guide</td>
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<td></td>
<td>• Information should assist the team in getting “up to speed” and understanding the problem to which they are assigned</td>
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<tr>
<td>October 7, 2015</td>
<td>• Organization to provide digital company logo for use in communications with students, judges, and media</td>
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<td></td>
<td>• Organization to provide an Organization-specific NDA (if required)</td>
</tr>
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<td>November 9, 2015</td>
<td>• Student teams to be assigned to projects during the bidding process for second semester classes</td>
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<tr>
<td>November 17, 2015</td>
<td>• Student team introductions and Client Onboarding Session</td>
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<td>November 17, 2015</td>
<td>• Organization completes ICP report and sends to GMSC Leadership</td>
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<td>January 8, 2016</td>
<td>• Students begin work on project</td>
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<tr>
<td>January 14, 2016</td>
<td>• Organization/team introductions and formal GMSC kick-off event. (Time: TBD; Location: Goizueta Business School); Attendance is mandatory for clients</td>
</tr>
<tr>
<td>February 23-March 13, 2016</td>
<td>• Mid Semester Modules and Spring Break; many students will be traveling abroad during this time period.</td>
</tr>
<tr>
<td>Week of April 18, 2016</td>
<td>• Student teams to deliver a formal final paper with findings and recommendations</td>
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</table>
| Week of April 25, 2016 (date TBD by Organization & Team) | • Students to present recommendations to Organization representatives and other key stakeholders (including senior management, where applicable).
• Organization representatives should provide feedback to students to help them prepare/perfect recommendations before Presentation Day, May 5th. |
| May 5, 2016 | • Presentation Day; **Attendance is mandatory for clients.**
• Both Organization representatives should plan to attend lunch, final presentation and the awards banquet (location & time TBD). Additional Organizational members are welcomed to attend. |
GMSC Project Guidelines

The following list of guidelines can be used while preparing the GMSC project proposal.

- Consider project topics in the marketing discipline that are of primary and strategic importance to your organization/division.
- Select projects that involve strategic analysis and research on one or more of the 4P’s of marketing (Product, Price, Promotion, and Placement).
- Structure the projects so that students have the opportunity to perform both qualitative and quantitative research and analysis.
- Ensure that the desired deliverables are specific and measurable. In other words, do not leave projects open ended.
- Select projects that can be completed within a semester (approximately twelve weeks) by a team of five to seven MBA students.
- Ensure that the project scope will not alter during the course of the competition.
- Limit the project proposal to two or three pages in length.

Proposal Format:

In this document, you will find two sample project proposals that can be used as a template to format the proposal from your organization and as a guideline for the information to include (pages 10-15). Use the enclosed sample project as a template to format the project proposal for your organization. Please be sure to include the following headings:

1. Key Topics Covered
2. Company Overview
3. Industry Overview
4. Project Overview (Need for project and strategic importance to organization/division)
5. Problem Statement (Ex: How to stem share erosion in stagnant market by differentiating our brand)
6. Project Description
7. List of specific final deliverables that you would like to see in the report/presentation
8. Other comments, if any
9. Project sponsor contact information

NOTE: If you have any questions that are not covered in the above guidelines, or if you would like assistance developing or scoping an appropriate project, please feel free to contact the leadership team (see page 19 for contact information)
ACCELERATING GROWTH OF THE KARASTAN BRAND

Key Topics Covered In This Project Include:

- B2C Marketing
- Product and Brand Management
- 4 P's of Marketing
- Sales and Business Development Strategy

Company Overview

Karastan is the premier brand in soft floor covering products and was acquired by Mohawk Industries in 2003. Karastan products include both residential and commercial wall-to-wall carpeting and residential rugs. The rug division was incorporated into Mohawk Home in January 2010; Mohawk Home is the business unit of Mohawk Industries which manufactures and markets area rugs, washable rugs and indoor and outdoor mats and sells to virtually all major retailers in the US.

Industry Overview

The floor-covering industry in the U.S. has seen at least two major changes in the past three years: a shift from wall-to-wall carpet which once dominated home decorating choice to a mix of hard surface (wood, stone, laminate) with a smaller share of the market for carpet. The recent economic slowdown has impacted flooring significantly in two ways: the cost of flooring renovation either carpet or change to another product is significant and is generally done with an accompanying credit (re-financing or mortgage) transaction and secondly is thereby a ‘major purchase’ and in times of economic uncertainty is deferred. Area rug sales have generally suffered less in these conditions because there are a variety of price points and a move to hard surface flooring generally is a good leading indicator for rug demand.

Karastan Rugs are a high priced, premium product available in many sizes. They are not sold in mass retailers, but rather by rug dealers or rug destination retailers. Rugs of this value ($1,000 +) o must be ‘sold’ and are generally not take-and-pay.

Project Overview

Karastan Rugs gross sales at Mohawk Industries have fallen each year for the last five years. Prior to January 2010 Karastan Rugs was part of Mohawk’s carpet division and sales representatives for Mohawk who were responsible for selling carpet were also responsible for selling rugs. The decision to move responsibility for Karastan Rugs was made based upon the belief that rug sales would be more successful if sold by rug salespersons, not carpet salespersons. The customer base was changing, selling skills were becoming more varied, and each product category needed a focused, dedicated effort to be successful. By May of 2010, a new team of seasoned rug sales associates was hired, onboard, and 100% dedicated to selling Karastan Rugs.
Retailers must demonstrate their ability to sell Karastan Rugs and market the premium brand in floor-coverings with a view toward the premium nature of this product. Since May 2010 many prior dealers have been asked to give up the brand, many new dealers have been added as Karastan Rug retailers. The new sales team has spent the months since May calling on existing and potential retailers to evaluate suitability and begin to turn around what had become a neglected effort to keep the rug dealer relationships strong.

In many cases this time has been spent mending relationships, re-establishing the business basis of the relationship, and determining the suitability of existing retailers. At the same time the product line has been updated both in terms of adding some lower priced products – still appropriate for this channel, dropping poor performing designs and replacing those with new more fashionable patterns.

**Problem Statement**

*How can Mohawk Home best leverage its Karastan assets (i.e. the Karastan brand name, dedicated sales force) to maximize the profitability (long-term vs. short-term) of Karastan Rugs?*

**Project Description**

- **Karastan Brand vs. Competition Study**
  - Benchmark the Karastan brand against competitors and gain an understanding of how the brand is currently perceived
  - Determine the Karastan Rug competitive advantage and assess how it can be best leveraged to differentiate itself from the competition

- **Retailer Analysis**
  - Study the retailer channel to learn what abilities retailers must demonstrate to carry Karastan Rugs
  - Determine the characteristics between successful and not successful retailers
  - Analyze retailer channels to understand the impact of the channel on sales and determine through which channels Karastan Rugs should be sold to avoid channel conflict and brand devaluation

- **Customer Analysis**
  - Analyze the consumer market for rugs in the U.S. and identify trends in order to determine how to best position Karastan Rugs in the market
  - Understand the customer’s process for purchasing (research, steps to decision, etc.)
  - Determine the best way to segment the customer base (demographic, price points, etc.) and identify the target customer(s)
    - Assess the target customer’s willingness to purchase the new product portfolio

- **Promotion Effectiveness Analysis**
  - Review current promotions to understand effectiveness and ROI

- **Sales Force Analysis**
  - Benchmark the sales team against the competition
  - Determine the optimal use of the sales force including how the team should be structured (regional vs. product line vs. retailers)
• Financial Assessment
  • Conduct market sizing exercise market for Karastan Rugs to determine if the market is adequate to support a business growth model for this product
  • Project future sales, revenue streams, and costs for the next 36 months for each proposed strategy for different success rate scenarios of captured market share

**Final Deliverables**

• ‘SWOT Analysis’ for Karastan Rugs
• ‘Brand Perception’ study for Karastan and Karastan Rugs
• Full assessment of steps taken by Karastan Rug to-date supplemented with a recommended strategy to accelerate the recovery of sales of Karastan Rugs including:
  o Recommendations for customer segmentation
  o 4 P’s of Marketing recommendations including:
    • Product: Recommendations for the product portfolio (expansion/subtraction of products or product lines)
    • Price: Recommendations for pricing strategy for the product portfolio
    • Place: Recommendations for retailer strategy including which type of retailers to retain and which channels to utilize
    • Promotion: Recommendations for the most effective way to promote Karastan Rugs
  o Recommendations for sales force effectiveness strategy
• Financial analysis and sensitivity analysis to support the recommended strategy with estimated cash flows and payback curve

Client Name:
Client Title:
Client Email:
Client Phone #:
EXPLORING GROWTH OPPORTUNITIES IN THE PLANNED OUTAGE SERVICES MARKET

Key Topics Covered In This Project Include:

- Value chain development
- Segmentation, Targeting, Positioning (STP)
- International marketing
- Service delivery innovation

Company & Industry Overview

Outage Services (OS) is a $5.6B business segment within GE’s Energy Services business that offers products and services to support maintenance activities for heavy duty industrial gas turbines, steam turbines, and generators. Traditionally, OS has focused on supplying the parts, repairs, and technical support required during the execution phase of an outage (when the unit is not running). These products and services primarily support GE manufactured equipment; however, some limited offerings exist to support non-GE manufactured equipment.

Original equipment manufacturers (OEM’s) such as GE recommend that gas turbines and steam turbines be maintained at predefined intervals. A gas turbine may be taken offline for a combustion inspection after 8,000 to 12,000 operating hours. That same machine may be taken off line again for a more thorough inspection of the hot gas path (HGP) after 24,000 operating hours. After 48,000 hours, the machine would be due for a major inspection (MI) which could include significant repair and replacement of components. A combustion inspection (CI) may require the unit to be down for less than 5 days, whereas a HGP or MI may take several weeks. Since each day the unit is down costs the customer tens of thousands of dollars in missed opportunity, customers plan outages well in advance.

Project Overview

Under normal arrangements, GE’s Outage Services supports the customer once the unit has been shut down for its planned repair. OS typically works with the customer in advance of the shutdown to arrange for parts, repairs, and technical support. Work concludes with the issuance of a final report regarding outage findings and recommendations.

The objective of the project is to gain an understanding of the maintenance outage value chain from the customers’ viewpoint to look for opportunities where OS can expand its offerings upstream (into the planning and budgeting phase) and downstream (into the post-outage documentation and closeout phase).

Problem Statement

What are the most profitable and desired new products and services along the maintenance outage value chain that GE’s Energy Services Outage Service can offer?


**Project Description**

- **Industry Analysis**
  - Understand the dynamics of the electricity producing industry and how the industry views/utilizes the outage services, including trends that are occurring and unmet customer needs
  - Identify the key influencers in the outage service/maintenance industry value chain (i.e. customers vs. consumers)

- **Customer Analysis:**
  - Understand the maintenance outage value chain from the customers perspective
    - Key decision makers and influencers
    - Objective at each stage of the value chain from planning and budgeting through final closure and documentation
    - Performance metrics
  - Understand the drivers of differentiation
    - Domestic vs. international locations
    - Plant configuration (simple cycle vs. combined cycle)
    - Business model (regulated utility vs. independent power producer)
    - GE based plant vs. non-GE based plant

- **Competitor Analysis:**
  - Understand potential substitutes at each stage in the value chain (self-perform, outsourcing, others)
  - Understand the major outage service provider competitors and market share at each stage of the value chain

- **Go-to-Market Analysis and Market-sizing study**
  - Suggest new service offerings to extract value from a larger portion of the value chain
  - Determine the size of the market and attractive segments
  - Determine how to best position new services and products

- **Financial Analysis**
  - Suggest new service offerings to extract value from a larger portion of the value chain
  - Project future revenue streams and costs for each proposed strategy for different success rate scenarios
  - Conduct a cost benefit analysis and ROI study for each proposed strategy

**Final Deliverables**

- Industry analysis for outage/maintenance services for electricity producing companies
- Customer analysis including decision making process, drivers of differentiation, and substitutes
- Recommendation for the most profitable growth strategy based on size of market, willingness to pay, and GE’s capability to deliver
• Recommendations as to the best way to execute the suggested strategy
  • Understanding of how the service or product will bring value to the customer and the quantifiable benefit
  • Determine the most effective channel to market and messaging
• Financial analysis and sensitivity analysis to support the recommended strategy with estimated cash flow and payback curve

**Project Scope**

The project will be limited to gas powered turbine electricity producing companies. Companies with non-GE based plants should be included; however, the majority of data should come from companies with GE based plants.

Client Name:
Client Title:
Client Email:
Client Phone #: 

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GMSC Case Study: Solvay Pharmaceuticals

Project Dates
January 2009-May 2009

Overview of Project Proposal
The Pharmaceutical Research and Manufacturers of America (PhRMA) is an industry organization that is comprised of the leading pharmaceutical and biotech companies in the US, including Solvay Pharmaceuticals. The mission of PhRMA is to help patients by developing and marketing new medicines. Ethical relationships with healthcare professionals are a key part of the mission, and accordingly PhRMA has developed guidelines for interactions with healthcare professionals.

In July 2008 the PhRMA guidelines were updated and the changes took effect in January of 2009. Some of the changes that will impact Solvay directly include:

- **Prohibition of Non-educational and Practice-Related Items** – pens, pads, mugs, or any other similar “reminder” items will no longer be allowed to be distributed to healthcare professionals
- **Restriction on Meals Accompanying Informational Presentations** – specifically, meals offered in connection with informational presentations should be provided within the office or hospital setting. Dinners outside these settings are prohibited.

With these new guidelines, Solvay needs to reevaluate how it will promote its products to healthcare professionals in the therapeutic areas in which Solvay specializes. Additionally, many of Solvay’s competitors will not be required to comply with the new guidelines, as these companies are not members of the PhRMA organization. Sales representatives for these companies will still be able to bring reminder items to healthcare professionals as well as hold informational presentations at restaurants. As a result, Solvay will not only have to determine how to access healthcare professionals using alternative means, but how to do so in a way that is as effective or more effective than traditional means.

While the new guidelines took effect in January of 2009, adjustment to the new marketing and sales environment will take some time. Solvay is asking the GMSC project team to develop a short-term and long-term strategy that will guide the marketing team and sales force at Solvay on how to navigate this newly defined marketplace. The GMSC project team should focus its recommendations on Solvay’s drug AndroGel, in the Men’s Health therapeutic area. Specific deliverables include:
Market Analysis

- Examine Solvay's current marketing strategy for AndroGel – specifically how information is communicated to physicians and other key stakeholders
- Understand current approaches to segmentation among customer base
- Examine Solvay's competitors and their marketing strategies
- Understand preferences and behaviors of targeted healthcare professionals for collecting information about pharmaceutical drugs and other treatment methods

Marketing Strategy Recommendation

- Identify communication tools for Solvay to implement in the newly defined market, including promotional materials and delivery tactics (mailing, sales rep, internet, etc.)
- Assess patient and healthcare professional education opportunities
- Determine ways to maximize the effectiveness of a Solvay sales representative
- Identify other creative ways to convey information to healthcare professionals regarding medical conditions and treatments
- Provide a financial analysis of the proposed marketing strategy

Outcomes, Results and Client Comments

Given the competitive environment and the impact of PhRMA regulations, to successfully market AndroGel, Solvay must focus on the effectiveness of its sales force. Specifically, the team
recommends that the Sales representatives remain the most viable and realistic option for communicating with doctors about AndroGel.

There are opportunities for improvement in Solvay's existing sales strategy and approach, including the following:

- PhRMA-focused modifications
- Improvements to influencing tactics
- Focus on patient compliance

The GMSC team suggested a number of impactful changes that Solvay can implement to increase the effectiveness of its sales force including improved training, education, sales materials, and doctor segmentation strategies.

Solvay has evaluated the feasibility of the students' recommendations and will incorporate some of the tactics involving improvements sales force training and increasing patient compliance.

**Client Comments**

One type of research project that is perfect for GMSC is a big consulting engagement that can cost $500K and up. While we would still hire the professional consultant at Solvay, hiring GMSC in addition is a great way to validate the findings for a fraction of the cost. Their recommendations are strongly supported by research and they are guided by multiple professors, consultants, and other top students. At, Solvay we have hired GMSC in this capacity, and the students came back with the same high-level recommendations as the professional consultants. Not only does it validate the professional consultants’ findings, but it is also a testament to the strength of the GMSC program.

In 2009, GMSC was an exciting process that produced actionable results. The students on the team were highly motivated and committed to the project throughout the semester. They delivered data, analysis, and recommendations that went beyond the project objective and were always professional when interacting with Solvay employees.

In addition, Solvay hired two interns from the GMSC team, who were quickly able to contribute and were among the top performing interns this year. After three years of GMSC participation, we hope to be able to participate again this year. Each year we have not only received excellent recommendations, but the program has also been an excellent tool for identifying talent.
If you need any further information, please feel free to contact the 2015-2016 GMSC Leadership Team:

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contact Information</th>
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<tbody>
<tr>
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