

ΟΙΚΟΝΟΜΙΚΟ  
ΠΑΝΕΠΙΣΤΗΜΙΟ  
ΑΘΗΝΩΝ



ATHENS UNIVERSITY  
OF ECONOMICS  
AND BUSINESS

**mba**  
international

## **The Field Study Program**

Assisting Companies  
in Implementing  
Tomorrow's Solutions



ΣΧΟΛΗ  
ΔΙΟΙΚΗΣΗΣ  
ΕΠΙΧΕΙΡΗΣΕΩΝ

SCHOOL OF  
BUSINESS

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# Introduction to the Program

The combination of knowledge, innovative methodologies and hands-on experience to tackle business problems is a landmark characteristic of a leading MBA Program. It is in the intersection between academic institutions and the business community that new knowledge and entrepreneurial value are created.

The Field Study Projects (FSPs) of the MBA International Program at the Athens University of Economics and Business (AUEB) bring together teams of graduate students, who have advanced significantly in their extensive course work, with forward-looking companies and organizations -the FSP Partner Organizations- to work on applied business issues.

With the MBA students acting as initiators and driving force of the entire process, the Partner Organization representatives, the students and the program faculty collaborate in formulating, structuring, executing and reporting Field Study Projects for mutual benefit and enrichment. The projects emanate from real business problems that companies face, are formulated with coherent objectives, account for all practical constraints, and are structured based on well-defined time frames and deliverables. The results of the projects are presented in professionally written reports and under a specific clause of confidentiality.



*"The study that the MBA team elaborated is a result of an extensive field research and an exhaustive survey of IT companies' data at the European level. The students succeeded in delivering solid outcomes, by making a detailed and profound research regarding the performance of HP's main competitors in IT Services area, which lead to recommendations that can be applied to our current functions."*

**Michael Von Uechtritz,**  
Marketing Director, HP Technology Services EMEA

# Field Study Project Details – FSP Partner Involvement and Commitment

Projects run for a duration of 12 weeks, normally between June and end October. Working in teams of three or four, the students address issues of current concern to the Partner Organizations, and apply state-of-the-art frameworks, tools and methods to successfully address the needs defined by the organizations.

A Field Study Project can be defined in any relevant area where MBA students can provide their knowledge and competencies. Some indicative examples are listed below.

- Introduction of new products and services - Feasibility Studies, Business Plans, Opportunity Evaluations
- Market research and market planning – in Greece and abroad
- Internationalization studies
- Customer Relationships Management: Strategies and procedures
- Financial Management and Financial Engineering
- Risk Management, leasing finance, portfolio optimization, volatility models
- Human Resource Development – Competency Management
- Managing reorganization and change – Business Process Reengineering
- Balanced Scorecard & Performance Management: Design, strategy maps, implementation
- Business Ethics – Corporate Social Responsibility
- Knowledge Management: Strategies and systems
- Information Systems planning, selection and implementation
- ERP Systems: Evaluation and implementation issues
- Total Quality Management – ISO Certification and EFQM feasibility studies
- e-Business: Business model and infra-structure development, e-marketing, B2B and B2C applications, e-procurement
- Mobile commerce, mobile telecom service development and feasibility studies
- Design and management of supply chains – Warehouse Management
- Logistics Management, logistics system optimization and simulation, transportation problems
- Production and Operations Management: Optimization, simulation and redesign

The FSP Partner Organizations propose a project of importance to them and commit executive and staff time. Part of the commitment includes providing a company liaison – the Partner Organization Supervisor, supplying information and data, and ensuring that communication and computing facilities are available while the graduate students are on site. The commitment of the Partner Organization determines to a large extent the success of the project.

**Deloitte.**

*"The methodology developed by the team, as well as the presentation prepared for our customers were excellent. The quality of the results helped us realize the real needs of companies concerning the topic under investigation. We would like to emphasize that our expectations were much exceeded. The professionalism, meeting of deadlines, quality of the delivered project and behavior of the team made us forget that we were working with students and not with professionals of our company."*

**Christos Konstantinou,**

Partner, Deloitte & Touche Consulting SA

# Field Study Program Details

**Schedule:** The schedule unfolds as follows.

- The Partner Organization defines and proposes a field study project in collaboration with students and program faculty. The deadline for project propositions is mid May each year. A simple format for the project proposition and sample proposition are available from the program office.
- The student team and faculty advisor are defined for each project. The Partner Organization can participate in the selection of students.
- The project is initiated with a kick-off orientation meeting in order to acquaint the student team and the advisors with the Partner.
- The first phase (proposal) of the project is concluded with a proposal meeting that presents the Partner with the team's proposed scooping, methodology and deliverables. The objective is to create a venue for mutually agreeing upon the objectives and expected outcomes of the study.
- The second phase of the project (execution) includes periodic progress reviews that take place at the convenience of the Partner Organization, the students and the faculty advisor. The reviews are gateways in which preliminary results and further steps of the project are discussed.
- In the beginning of November students submit their report to the company and to the faculty advisor. An oral presentation of the results and recommendations takes place soon thereafter.

**FSP Fees:** The Partner Organization will pay a program fee of 2.000 Euros + VAT for each study to cover direct costs and sustain the program's development.

**Agreement:** Each Partner Organization will sign an agreement with AUEB, MBA International Program. The agreement contains terms and conditions appropriate for Field Study Projects.

**Confidentiality:** The above-mentioned agreement contains a confidentiality clause. Field Study Project deliverables are kept at the program office and can neither be borrowed nor copied.

Upon completion of the Field Study Project requirements on the part of the students, the Partner Organization is kindly asked to provide a project feedback statement where the Partner Organization Supervisor and other company representatives make an appreciation of the work done. The report and presentation are then subject to formal grading.



*"We were very pleased with our collaboration with the AUEB MBA International Program team. The mix of students was well-balanced, they combined their skills and capabilities and they produced a deliverable that was above our expectations. Needless to say that we seek more opportunities to collaborate with the MBA International Program again."*

**Thanassis Petmezas,**  
General Manager, cosmoONE Marketsite S.A.

## Benefits to FSP Partner Organizations

**Students:** Our top quality MBA Students will bring to your organization their skills, expertise and recently acquired knowledge from one of the leading MBA programs in Greece and internationally. The Partner Organization will benefit from highly motivated students with a broad background in different academic disciplines, and substantial experience from different fields of management.

**Faculty:** Faculty from the Athens University of Economics and Business will contribute, as project supervisors, with their academic knowledge, research exposure and consulting and international experience. The Faculty Advisor, with specific interests and expertise relevant to the project, provides coaching and advice to the team, reviews progress reports, assists in the analysis of results, and ensures academic integrity and effectiveness.

**Professional Deliverables:** The Partner Organization will receive a written report and an oral presentation upon completion of all work comprised within the Field Study Project. The report will analyze the defined problem and present recommendations and conclusions. Depending on the project's scope and goals the deliverables might include a business, product or market plan, a strategic positioning analysis, a feasibility study, a software application, models or simulation tools.

**Library and Computing Resources:** The Field Study Program draws on the unique library and computing resources of the Athens University of Economics and Business. This includes access to the university library with over 70,000 titles, electronic access to over 1,000 scientific journals, a range of data bases, and software for business applications.

*SaraLee*

*"The Field Study Project has been a truly remarkable process, one we have never before experienced with other research or educational programs in Greece. The students' enthusiasm and overwhelming dedication to the project, along with the professionalism and quality of their work, were evident in every step of the process. The results of the project will be truly helpful to the company."*

**Antonis Salpas,**

Sales Director Out of Home, Sara Lee Coffee & Tea Hellas SA

 **airtickets.gr®**

*"We are pleased to say that we had a fantastic cooperation with the MBA team. The post-graduate students completed the project with professionalism, creativity and passion. We are also delighted to say that we found the outcome of their research very fruitful and interesting, as it met our company's standards concerning our brand and services."*

**Sofia – Nefeli Spilioti,**

Marketing Manager, airtickets.gr

# Call for Collaboration

The Field Study Projects of the MBA International represent a unique opportunity for leveraging the talent of our highly qualified and ambitious MBA students, and for molding strong ties with the leading International MBA Program in Greece. Faculty and students take pride in this partnership that also provides, in collaboration with the partner organizations, unique input to curriculum and applied management research.

We invite both large and smaller companies from the financial, consumer goods, service, retail, consulting and manufacturing industry, as well as organizations from the public sector and local authorities to become Field Study Project partners. Since the year 2000 we have successfully executed more than 280 projects emanating from a large number of companies, including a group of sustaining Partner Organizations that have repeatedly proposed new subjects every year. This is a strong proof of success for the projects. We would be delighted if this pool of Partner Organizations includes your company.

We encourage you to reply to our call for collaboration by contacting us for a more in-depth discussion of your needs and how a Field Study Project can provide rapid and substantial benefits.



*"MBA International is our trusted and long-term academic partner when it comes to strategic field study projects. The proven track record of successful collaboration highlights how company and academia can learn from each other and bring expertise, knowledge, fresh ideas, and passion into action. We always anticipate that students from iMBA will unleash their potential in challenging P&G projects!"*

**Eleftheria Themeli,**

Consumer Market Knowledge Manager,  
Procter & Gamble South East Europe



**PEPSICO**

*"The team exhibited impressive professionalism in all aspects of the project, acting more as a 'consulting group' hired for a project rather than a group of students writing a report. The final outcome was of high quality and ultimately of high usefulness to the company and its future plans."*

**Vasilis Misios,**

Group Brand Manager, Pepsico

# Selection of Completed Field Study Projects (since 2000)

A full list of the more than 280 projects completed is available on the Program's website [www.imba.aueb.gr](http://www.imba.aueb.gr)

## Banking and Finance

Sponsor Company	Project
Agricultural Bank of Greece	Development of a structured product for commodity pricing using derivatives
Alpha Bank	Monte Carlo simulation and Value-at-Risk: An empirical approach Drivers of retail credit risk in South - Eastern Europe
Athens Stock Exchange	Feasibility study of compliance monitoring systems
Bank of Greece	Feasibility study of the need of trading and anti money-laundering surveillance systems
Citibank	Feasibility study for debit cards
EFG Eurobank Ergasias	Credit VaR risk measurement analysis
Geniki Bank - Groupe Société Générale	Business process analysis in the Alternative Channels Division
Greek Postal Saving Bank	Implementing an Anti-Money Laundering (AML) Policy
HSBC	Analysis of the Greek Future's market
Interamerican	Balanced Scorecard implementation study in the Life Insurance Division
National Bank of Greece	Feasibility study for cross-border banking services Employee development based on Competency Management in international operations
Piraeus Bank	Evaluation of a sample of retail branches using the EFQM framework

## IT and Telecommunications

Sponsor Company	Project
Armentel	Analysis and proposals for enhancing the mobile value-added services
CosmoONE Hellas Marketsite	E-procurement adoption factors in the Greek fuel market: the case of "FuelONE"
Hewlett Packard EMEA	Building a business eco system for mid-market IT services in Greece
IBM	Market analysis for e-learning service offerings
Philips Hellas	Analysis of Voice Over Internet application technology
Quest On Line AE	Customer Behavior Analysis of the online Shop <a href="http://www.you.gr">www.you.gr</a>
Sun Microsystems	Design of a voice portal for application in a rapidly changing business sector
Virtual Trip Group	Feasibility Study for on-line auctioning services and operations
Vodafone	Feasibility study for knowledge management support

## Consulting

Sponsor Company	Project
Deloitte	Developing an integrated Balanced Scorecard solution for the banking sector
Ernst & Young Finance	Analysis of lottery and betting markets in Greece and South-East Europe
Grant Thornton	Analysis of corporate governance structures in Greece
Planning	Business and investment planning study
Pricewaterhouse Coopers	Communication strategy towards young professionals

## Transportation and Logistics

Sponsor Company	Project
Athens International Airport	Feasibility study for CRM infrastructure
Ballauf Transportation	Developing strategies for providing third party logistics services in Greece
Ceva Logistics Hellas S.A.	Business Development Study
Proodos S.A.	Evaluation of mutual exclusive investment projects in warehouses
Yalco	Comparative analysis of warehousing strategies

## Consumer and Retail

Sponsor Company	Project
Airtickets Travel Services - airtickets.gr / airtickets.com	Qualitative Study & New product development proposals
Apivita	Expansion plan in the Balkan region
IKEA - Fourlis Holdings	Implementing the IKEA concept in the Greek countryside
Intersys	Market Segmentation Study and Business Plan
Kraft Foods Hellas	Strategic planning study for market expansion Below the Line Promotional Activities for Jacobs Filter Coffee
Plaisio	Channel efficiency analysis and market strategy propositions
Procter & Gamble	P&G Golden Consumers relationship & loyalty program
Reckitt Benckiser	Sales channel evaluation
Sara Lee	Market research in the Balkans region
Tasty Foods – Group Pepsico	Strategic brand extension through new distribution channels
Toyota	Development of a system of Sales Service Indicators
Unilever	Brand extension through new distribution channels

## Manufacturing

Sponsor Company	Project
Alumil	Development of an assessment framework for innovation readiness
Bic	Process improvement for the implementation of an ERP system
BSH Home Appliances	Pitsos Green
GlaxoSmithKline	Analysis and improvement of customer delivery performance
Hellenic Petroleum	Risk management in automotive fuel prices
Lafarge - Heracles Group	Extra-Mile: Supporting creativity and internal entrepreneurship through IT
Novartis	Patient Marketing Study
Siemens	Developing a Balanced Scorecard for a software development operation

## Miscellaneous

Sponsor Company	Project
Antenna TV	Change readiness audit
DEH - Public Power Corp.	Improvement plan of performance management in maintenance units
DEPA - Public Gas Corp.	Feasibility study for extension of natural gas pipeline
Endesa Hellas	Legal and market analysis of the Greek energy retail sector
Enel Green Power Greece S.A.	Business Plan for New Product/Service
Grecotel S.A.	Developing a methodology for the catering of the Athens 2004 Olympic Games



# A Selected List of Companies and Organizations Participating in our Field Study Project Program



## Contact

For more information and for discussing potential project proposals, please contact:

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**For comprehensive information about the MBA International Program:**  
**[www.imba.aueb.gr](http://www.imba.aueb.gr)**



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