



MBA PROGRAM

SPRING 2012 INTERTERM INTENSIVE SESSION



UNIVERSITY OF
NOTRE DAME

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Introduction

The course offerings for the spring 2012 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 cases, 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.

The courses offered to MBA 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 the 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.

General Information

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

In the spring, interterm intensives occur between Module 3 and spring break. All MBA students are required to take two credit hours during interterm.

Alternatively, students may meet this requirement by taking the two-credit-hour, 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.

Credible Pro Forma Financials: How Prudent Managers Prepare Financials to Avoid Hearing ‘No’ and Losing Credibility

(2 credit hours)

The act of obtaining funding or approval for proceeding on any significant business decision requires the preparation of pro forma financials. The players in the “yes” or “no” decision presentation are the responsible managers and the decision makers. Unfortunately, many managers get a “thumbs down” and lose personal credibility due to the false security they have in their pro forma financials. This course has students role-play as both the confident managers and the critical decision makers debating pro forma financials that predict the results of a “yes” answer.

The course is built around a business case where a CEO and his management team request funds to build their business. Teams will role-play both sides in real-life settings. Students will build the data models, make the presentations, and be challenged by other teams to get to “yes.” Students will learn how to avoid the typical mistakes in preparing pro forma financials that lead to a “no” answer and potential embarrassment. Students who develop skills in developing credible pro forma financials will have a greater chance of impressing the firms that they seek to join in an interview and are more likely to succeed in their assigned duties after joining the organization.

Students taking this course can expect to gain:

- Increased capability to effectively and convincingly present pro forma financial statement business cases to decision makers
- Knowledge of how to conduct analysis and prepare pro forma financial statements that will be credible to decision makers
- An understanding of the approach required to support and defend the underlying assumptions of pro forma financial statements
- Insight into the thought process used by decision makers in critically evaluating pro forma financial statements

This course will be beneficial to all MBA students.



Sustainability at the Source: The Marketing of Certifications in the Value Chain

(2 credit hours)

Sustainability is much more than simply a buzzword in media, business, and the marketplace. We have seen the results of unsustainable economic systems in recent financial crises, both domestic and abroad, which threaten to damage the entire global economy in the process. Many people believe that a change must come and that our daily work in the marketplace can be a redemptive tool, a positive part of that global change. As Carolyn Woo, former dean of Notre Dame's Mendoza College of Business, explains, "Business is a necessary good, not a necessary evil." In this course, we'll explore exactly how we can ask more of business, and of ourselves.

The third-party certification systems such as Forest Stewardship Council and Fair Trade Certified work to ensure environmental and human rights objectives are met at the source of the supply chain. Scott James (Notre Dame MBA '99), the founder of Fair Trade Sports, will serve as the guest instructor for this course as students examine the marketing aspects of certification systems and the implications on the entire value chain, from producers to operations to end consumers.

The class will begin with an insider look at the current (and controversial) methodology behind several certifications. From there students will analyze case studies ranging in scope from Fortune 100 corporations to start-up firms. Finally, students will work in teams to develop recommendations for two distinct areas of potential evolution (product development and what is next for the overall sustainability movement). After two days of teamwork, special guests will serve as advisors/judges for the final day's team presentations.

Students taking this course can expect to gain:

- An enhanced ability to analyze and leverage existing certification systems (environmental, human rights, product quality)
- A greater understanding of global sustainability issues and their effects on the marketplace
- Discernment regarding the potential impact (positive and negative) product certifications can create
- Entrepreneurship/Intrapreneurship insights direct from leaders in the sustainability movement
- Professional and personal application of what it means to Ask More of Business™, and of ourselves

All concentrations will be well served by this course.



Scott James
The founder of
Fair Trade Sports



Strategic Challenge: Launching the Next Generation Keurig Single-Serve System

(2 credit hours)

Green Mountain Coffee Roasters, Inc. (GMCR) began in 1981 as a small café in rural Vermont, roasting and serving premium coffee right on its premises. Today, GMCR is recognized for its award-winning coffees, innovative brewing technology, and socially responsible business practices. GMCR's operations are managed through three business units. The Specialty Coffee business unit (SBU) produces coffee, tea and hot cocoa from its family of brands, including Green Mountain Coffee®, Newman's Own® Organics coffee, Tully's Coffee®, Timothy's World Coffee®, Van Houtte and Diedrich Coffee®. The Keurig business unit is a pioneer and leading manufacturer of gourmet single-cup brewing systems. The Canadian Business Unit is responsible for the sales of Keurig and SBU products as well as Canadian-based products. K-Cup® packs for Keurig® Single-Cup Brewers are produced by or for a variety of licensed roasters and brands, including Starbucks, Dunkin' Donuts, Caribou, tea brands such as Celestial Seasonings, Twinings, and Bigelow and hot cocoa brands such as Swiss Miss. GMCR supports local and global communities by offsetting 100 percent of its direct greenhouse gas emissions, investing in Fair Trade Certified™ coffee, and donating at least five percent of its pre-tax profits to social and environmental projects.

GMCR has a rich history of corporate social and environmental responsibility (CSR) initiatives and has been recognized for this aspect of its culture by *Business Ethics* and *CR* magazines as well as the Specialty Coffee Association of America. GMCR's overall CSR commitment takes shape through its *Brewing A Better World™* platform, which encompasses six practice areas: Partnering with Supply-Chain Communities, Supporting Local Communities, Protecting the Environment, Building Demand for Sustainable Products, Working Together for Change, and Creating a Great Place to Work. Within this framework, GMCR's programs and initiatives include: investments in Fair Trade Certified™ coffees, energy and waste reduction programs, packaging initiatives, carbon offset purchases, strong direct relationships in supply chains, workplace volunteerism initiatives, a product donation program, grant-making in domestic and supply-chain communities, continuous learning programs, and compelling total compensation packages for our employees.

Corporate philanthropy has long been a key component of most corporations' commitment to being a responsible citizen. While it usually isn't the only way that commitment comes to life, it is often one of the most significant manifestations of that commitment and often the most visible.

Keurig, Incorporated was purchased by GMCR in 2006. Since that time, the Keurig Single-Cup System has been a key driver in GMCR enterprise growth. Most recent reported 2011 fiscal year sales for GMCR exceeded \$2.6 billion in revenue, up 95 percent versus fiscal 2010. GAAP net income of \$199.5 million was up 151 percent versus the same period previous year. Approximately 84 percent of the 2011 consolidated net sales were from the Keurig System and related K-Cup pack sales. According to NPD independent data, Keurig is the coffee brewer category leader in sales in the U.S. Keurig is also a leading selling coffee brewing system in Canada, through the GMCR Canadian Business Unit. GMCR reported that total 2011 fiscal sales for Keurig brewers were 5.9 million units. Keurig K-Cup packs may be brewed in not only Keurig branded brewers, but in those licensed brewer manufactures with whom Keurig has an agreement, including Breville, Cuisinart, and Jarden (Mr. Coffee) throughout North America. GMCR estimates that total resources allocated to social and environmental programs totaled approximately \$15.2 million for fiscal 2011.

In 2011, Keurig entered into licensing agreements with three new partners. Starbucks and Tazo tea, Dunkin' Donuts and Swiss Miss Hot Cocoa are now available through various channels in addition to the brands GMC owns or with whom it has had previous licensing agreements. As a result, K-Cup packs are now sold in varying retail channels through at least 35,000 locations. In addition, Keurig and GMCR sell brewers and K-Cup packs from their direct websites as well as to offices, food service and hospitality locations, both direct and through distributors.

In 2011, GMCR announced that in 2012, Keurig will launch a next generation single cup brewing platform with new technology and a different portion pack versus the K-Cup. While Keurig will continue to expand its base level K-Cup brewing system with continued innovation efforts, the next generation system is targeted to provide additional features and consumer benefits. Details on those benefits and features are not public information yet, but will be by the time of the interterm course and will be made available to students.

The challenge to students will be to provide Keurig with recommendations on how to effectively sell both single-cup brewing system platforms to consumers in North America. Students will be challenged to develop innovative approaches to introducing an exciting new single-cup, premium-priced platform while still building the existing K-Cup pack base business. Further, with sales growth projected to continue in the 60 to 65 percent range in fiscal 2012, GMCR and Keurig will be challenged to provide appropriate mixes of portion packs for the two systems through the various channels. Full details of both systems as well as more information on Keurig and GMCR infrastructure and marketing plans will be provided to students.

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Finally, with anticipated continued earnings growth, GMCR will have even more resources to dedicate toward social and environmental initiatives. Students will be briefed on current efforts and will be asked what additional or different approaches GMCR should take to further strengthen its commitment to corporate social responsibility.

Students who select this course will design a marketing strategy for each single cup brewing platform. In addition, students will outline enhancements for GMCR's CSR outreach plan. This could include (but not be limited to): social and environmental impact; employee engagement; strategic brand impact; consumer/customer relevance; and geographic/regional needs. Students will be presented with information on GMCR's historical philanthropic giving, organizational structure, employee relations philosophy and programs, and brand positioning. Students will be divided into teams and will deliver a presentation recommending:

- A marketing plan that optimizes on the benefits of each single-serve brewing system platform
- Specific changes/enhancements across each CSR giving category (cash grants, volunteerism, and in-kind donations)
- New or enhanced programs within each category
- Metrics for monitoring social/environmental impact and business return

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

On the first day of the course, GMCR senior executive will present details on the company, its products, the company's current marketing strategies as well as details on its corporate philanthropic efforts. Days 2 and 3 will be spent by students, divided into teams, researching and then preparing recommendations. The GMCR presenter will be available both of those days to answer questions. Day 4 will be spent by students presenting their recommendations to the entire class.



Students taking this course can expect to gain experience in:

- Using traditional business analytics to assess and frame GMCR Marketing plans as well as CSR issues for management analysis
- Understanding the connection between financial success and the creation of positive social and environmental impact in a for-profit setting
- Optimally addressing corporate strategic challenges across a multi-brand portfolio
- Addressing a live problem of high interest and impact to corporate leaders
- Developing presentation and consulting skills in preparing a recommendation that may be presented to the CEO and senior management of GMCR

This course will be beneficial to students interested in marketing, consulting, corporate social responsibility, environmental management, nonprofit management, or business leadership.



Overview of a Leveraged Buyout: Valuing and Structuring the Financing of a Business Acquisition (GE Capital)

(2 credit hours)

An understanding of the tools used to assess value is essential for any prospective executive and/or financial services professional. Structuring a solution that can serve to finance a business acquisition based on that value while mitigating risks to better ensure a return on investment is fundamental.

Organized around case-study teams, this course will focus on 1) the utilization of various business valuation techniques; 2) the integration of market comparables and capital markets to formulate ideas on capital structure; and 3) the incorporation of asset-based lending, real estate lending techniques to create financial structures to support and transfer that value.

Each team will: (a) review a target's financials; (b) develop an assessment of value; (c) create an underwriting "Pre-Investment Committee" (PIC) document which structures the deal utilizing asset-based lending techniques while providing a rationale for doing the deal.

In daily/separate team sessions, each team will dive progressively deeper in the valuation and risk analysis regarding the potential transaction to finance the acquisition of the target. In interactive class sessions students will review, discuss, and challenge each team's valuation, underwriting assumptions, structures, and recommendations.

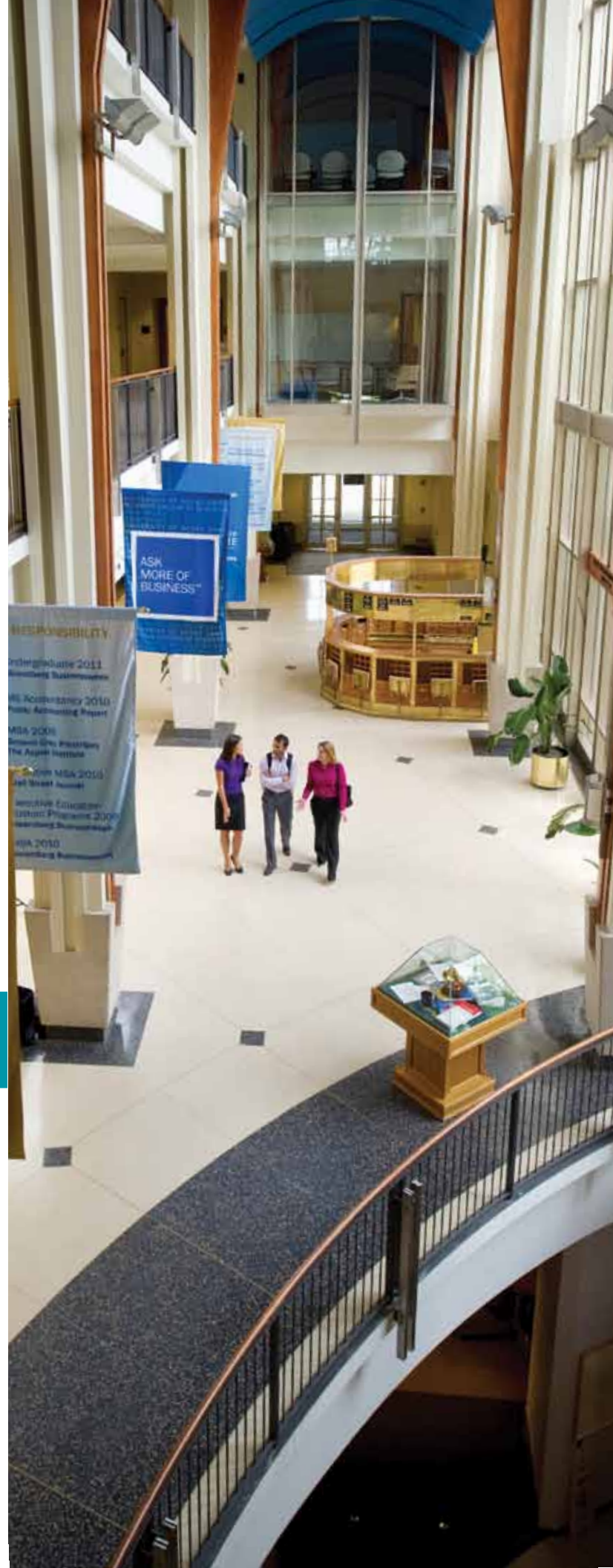
On the final day, each team will present its PIC in a simulated deal review meeting (DRM) to a GE Capital leader.

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

Students taking this course can expect to gain:

- A better understanding of business valuation
- Greater knowledge of the development of an appropriate capital structure
- An introduction to asset-based techniques for structuring financings

This course will be beneficial to students interested in finance, investments, or consulting.



Growing Business in Non-traditional Channels: The Case of Increasing Store 2 Home (S2H Sales) at Sears Hometown Stores

(2 credit hours)

In 1880, when distribution networks were poor and the markup from wholesale to retail was over 100 percent, Sears launched the catalog, selling goods directly to consumers. Sears provided a differentiated shopping experience to rural America, offering products and services that were otherwise unavailable in many parts of the country, through the Sears catalog and catalog stores. When Sears discontinued the catalog in 1993 and catalog stores were closed, 122 of the catalog stores were converted to Sears Dealer Stores.

The Dealer store model is unique, as Sears owns the inventory and controls the pricing and promotions while the Dealer is responsible for operating costs, including rent and payroll. The Dealer receives a commission on merchandise sold. Dealer stores have a small footprint ranging from 6,000 to 12,000 square feet and focus on Sears traditional strengths in hardlines and rely heavily on Sears proprietary brands: Kenmore, Craftsman, and DieHard. The Dealer Store typically carries appliances, tools, lawn and garden, and electronics.

Dealer stores have grown at a steady pace, since 1993, and the chain that began with 122 stores, now has nearly 1,200 stores in all 50 states. In 2008, the Dealer Store name was retired and Hometown Stores were born, as the business began to operate alternative store formats and expand outside of the traditional rural markets. The Hometown Stores business has three distinct formats of Dealer Hometown Stores, Home Appliance Showrooms and Appliance and Hardware stores to cater to different customers and product needs. With almost 1,200 Hometown Stores and over 2,000 additional SHC retail locations in other formats, new store growth opportunities for Hometown Stores are reduced.

Sears.com launched in 1999, has been growing aggressively. Store 2 Home (when customers visit a store, place an order online at an in-store kiosk, and have the item shipped directly to their home) was introduced in Hometown Stores in 2009. S2H greatly expands the merchandise assortment outside the undersized physical retail box and has doubled in Hometown Stores since its introduction.

The students who take this course will actively participate in a live “issue” that will challenge their strategic and critical thinking skills, requiring them to leverage consumer and business insights to postulate solutions for Sears Hometown Stores’ growth challenge and opportunity. Executives from Sears will provide students with an in-depth understanding of the business challenge using fact-based data and strategic models. Students will be divided into teams to

analyze and address different aspects of the business challenge, providing a point of view on the issue keeping the customer first at all times, and coming up with a solution that will give an unbeatable value proposition to the customer. Students will also have the opportunity to talk to local dealers, walk the store with Sears executives, and take all aspects of a solution into consideration.

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Students taking this course can expect to gain:

- Practice in the process of developing and implementing business strategy
- Consider all the stakeholders in the decision including customers, dealers, and company
- Experience in using business analytics to effectively assess and frame business issues
- Experience in addressing a live problem of high interest and impact to corporate leaders
- Firsthand feedback on their proposed strategies and solutions from corporate executives

This course will be beneficial to all MBA students.



Building Consumer Trust through an Integrated Image Movement: The Case for the U.S. Dairy Industry

(2 credit hours)

U.S. dairy farmers nationwide invest in a dairy checkoff program, managed by Dairy Management Inc. (DMI) to increase demand for and sales of U.S. dairy products and ingredients. DMI, representing all dairy farmers, does this through three priorities: 1) Optimize the nutritional benefits of dairy while protecting and promoting sales, 2) Activate strategic partnerships with marketplace leaders to accelerate innovation, and 3) Strengthen consumer trust in dairy farmers, dairy products, and the dairy industry. Regarding priority one, for nearly a century dairy farmers have invested in nutrition research and dairy holds a strong place in a healthy diet and in all credible health recommendations. Regarding priority two, DMI works with industry leaders whom, through collaboration, amplify the U.S. dairy farmer's initial investment. For example, based on common goals, values, and the willingness to co-invest, projects with Domino's Pizza, McDonald's, and others have accelerated innovation and increased dairy sales by meeting consumer demand for new and improved products. In another form of collaboration, DMI facilitates collective partnerships where the entire industry speaks with a unified voice on relevant topics for the betterment of the dairy industry. The third priority is undergoing a transformation reflective of the way consumers build and maintain trust in a product or an industry. Today, consumer conversations are the

key to building trust and consumer conversations happen in traditional spaces but, more often, in non-traditional spaces (i.e., the digital world).

The challenge is to create a best-in-class, consumer-facing digital footprint for DMI that serves as a resource for the entire dairy industry and provides opportunities for consumer conversations. The digital footprint should link DMI partners as well as serve consumers by acting as a trust agent so when conducting online dairy searches; consumers are delivered trustworthy, pro-dairy messages and organic content.

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

Students taking this course will gain:

- An insight into the diversity of the U.S. Dairy industry
- Experience and practice creating a consumer-facing digital footprint
- An understanding of image campaigns and techniques
- An understanding of communication systems and methodologies

This course will be beneficial to students interested in strategy, consulting, developing partnerships, or marketing.



Developing a Growth Strategy for a Successful Business: The Case of Follow Productions, Inc.

(2 credit hours)

Follow Productions, a television production company headquartered in New York since 1999, has been successful since its first year. Founded by Gordon Elliott, the company has specialized in developing food-related television series, including *Paula Deen* with Paula Deen and her sons, Bobby and Jamie, and *Down Home with the Neelys* with Pat and Gina Neely on the Food Network. Currently, Gordon is executive producer of the ABC's prime time lifestyle show, *The Chew*, which premiered in September 2011. "Live" broadcasts of this show from Monday to Friday follow the well-known panel talk program, *The View*, with an hour of news in between. *The Chew* is a full-time commitment, and requires long days at ABC's facilities in midtown Manhattan with longtime ABC employees and members of Follow Productions. Ratings for the first five weeks have been extremely good. A core group of Follow Production's personnel have stayed at the company's original location, also in midtown New York, and are still wholly involved in series production for the Food Network. All shows produced by Follow Productions are artisanal, uniquely crafted around the specific personalities which are developed.

Elliott's career has always been in television. He was feature reporter on the Fox Television show *A Current Affair* and WNYW's morning news program *Good Day New York*. He previously hosted the Food Network's *Doorknock Dinners* and *Follow That Food*, as well as Fine Living Network's *The Genuine Article*, and has compared and featured on a wide range of other shows, including *Iron Chef America*.

Our class project and discussion will focus on future growth options for Follow Productions. Elliott is currently considering all options (details will be provided).

Questions for consideration by our class: Moving forward, what kind of TV and spin-off product(s) should Follow Productions concentrate on? What factors will determine success or failure? Are there any opportunities to integrate the activities of the original cable television series production business with the prime time daily broadcast lifestyle business? If so, how will this be achieved?

Students will listen to Elliott's firsthand account of this business. He will be on campus the last day of the program to hear student teams present potential future directions. He will provide feedback on these, and respond with his own views about where his latest thinking is on Follow Productions, as well as answer any and all questions about this exciting industry.

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

Students taking this course can expect to gain:

- A greater understanding of the entertainment industry
- An opportunity to consult on opportunities that may set the direction for a successful company
- Experience in developing a strategic direction for an existing company
- An opportunity to present to successful business people in this space

All concentrations will be well served by this course.



Building World-class Companies in Emerging Markets: The Case of Equity International

(2 credit hours)

Equity International (EI) is a privately held company focused on investing and building world-class companies in the most compelling emerging markets. EI is recognized as a leading international investor and partner of choice, distinguished by a global presence and outstanding reputation.

Founded in 1999 by Sam Zell and Gary Garrabrant (ND '79), EI has set the standard through industry-leading portfolio companies including Homex (NYSE:HXM), Gafisa (NYSE:GFA) and BR Malls (Bovespa:BRML3). EI manages risk through co-investment with outstanding local partners, building large-scale operating platforms, and creating multiple liquidity options. EI capitalizes on major trends such as growth of the middle class and consumerism, monetization of corporate property, and broadening equity and debt securitization. EI is an active investor, contributing well beyond its capital, to optimize the value and liquidity of every portfolio company.

EI has invested in 22 portfolio companies across 14 countries to date, and has been an early investor in Mexico, Brazil, China, and Colombia, establishing multiple portfolio companies in high-growth sectors: affordable homebuilding, retail property, self-storage, specialty finance, etc. Notably, EI has led the listing of three emerging market real estate companies on the New York Stock Exchange: Homex, Gafisa, and Xinyuan (NYSE:XIN). Each of these companies, along with BR Malls, is distinguished by a number of factors including a commitment to the highest corporate standards, professional management aligned with shareholders, and a proven ability to create value and liquidity. EI has instilled these precepts in our portfolio companies, both private and publicly held, as a reflection of our investment and operating philosophy.

EI's current portfolio includes 10 companies in Brazil, India, Colombia, China, Egypt, New Zealand, and the United Kingdom. Each portfolio investment is managed by a dedicated team of professionals in Chicago which works with company management to guide strategy and provide input on day-to-day operational activities. As EI works to build value and drive the growth and success of its portfolio companies, it must also position the companies for liquidity in order to return capital to investors.

This course will provide students the opportunity to provide input on strategic alternatives currently being debated by EI's portfolio management team for one of the companies: What is the best positioning for this company? What are its most viable growth strategies? What considerations should EI take into account from a shareholder perspective?

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

Students in this course can expect to gain:

- An understanding of the private equity investment model
- Experience in developing strategy related to international investments
- Greater understanding of the decision-making processes around portfolio management

This course would be beneficial to students interested in private equity, international investment, portfolio management, and corporate strategy.



Designing and Evaluating Transformative Business Models: The Case of the Health Care Revolution

(2 credit hours)

Despite representing nearly 20 percent of U.S. GDP and consistently growing faster than inflation, the health care industry is not too big to fail. Irreversible forces are threatening to disrupt long-standing business models and create multi-billion dollar opportunities for innovators and entrepreneurs. Cambia Health Solutions (Cambia)—a \$9 billion revenue parent company to numerous health care businesses—seeks to enlist the experiences and talents of Notre Dame MBA students in developing the next generation of health care in America.

Tracing its origin to the first health plan in the U.S., Cambia's core business has been health insurance; its four Blue Cross Blue Shield health plans are the market leaders in the Pacific Northwest. However, the U.S. health insurance industry is in the midst of massive disruptive change as a result of demographic mega-trends, growing economic pressure, and federal and state level reform.

President Obama signed The Patient Protection and Affordable Care Act (PPACA) into law on March 23, 2010, and while it has expanded access to coverage for millions of Americans, many industry experts believe PPACA will ultimately increase health care costs and create additional disruption for individual market consumers, employers and seniors. At the very least, Cambia believes it will drive significant changes in the industry.

To make reform work over the long term, Americans must find new ways to improve quality, promote health and wellness, and reduce overall spending. Some health insurance carriers are reluctant to change and they are doubling their efforts to control the costs of care in response to industry changes. Others—like Cambia Health Solutions—believe that a new health care marketplace is developing where health insurance will be only one of many offerings to help consumers access the health care system. Cambia is evaluating specific market opportunities and investing in innovative business models to support this new consumer-focused health care market.

Students taking this class will be provided with a company business plan and competitive overview. They will be asked to create an investable business case for a Cambia portfolio company and present it to Cambia's leadership. Students will focus on new and non-traditional models for consumers to access health care services. Successful students will leverage their experiences in other industries (online marketing; retail; financial services; hospitality; etc).

Organized around case study teams, students will be asked to evaluate research and ultimately make recommendations on the following topics:

- Build brand recognition and trust for a consumer health care e-commerce start-up
- Develop the most effective approaches to expand and monetize the business
- Create a movement that inspires individuals to purchase health care services online

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

Students taking this class can expect to gain:

- A greater appreciation and understanding of the challenges facing the health care system in the United States
- Exposure to opportunities and challenges presented by innovating within an established business and industry
- Real-life experience and practice in evaluating entrepreneurial business opportunities
- Insight into the thought processes used by decision-makers in critically evaluating business cases
- Experience working with senior leaders of technology start-ups, large companies, and strategic corporate investors

This course will be beneficial to all MBA students.



Creating a Liquidity Event

2 Credit Hours

Institutional investors often join their capital in private equity funds directed by experienced fund managers. Some investments are made with the understanding that a business is acquired, and often the balance sheet, the management, or the operations are re-engineered to improve the valuation and after a hold or re-engineering period the business is sold at a desirable return. Funds often have investment timeframes of five, seven or ten years. As an investment reaches the end of the timeframe, a focus is placed on creating this liquidity event. Market conditions and operating results factor into potential strategic options. The students enrolled in this course will develop an understanding of a successful business that was not re-engineered in any significant way, and has been profitably generating a steady cash flow for the private equity investors since acquisition from its prior publicly held NASDAQ history.

The Challenge: Private equity fund investments usually have short-term investment expectations. Investors, fund managers, company management, and creditors all have an interest in a company and any potential change in control. Often these interests are in sync, but many opportunities for conflict can present themselves. Understanding the factors and motives, and successfully navigating a multi-party agreement can be the difference that results in a sale and maximizes the outcome. The live issue/opportunity will focus on a once public, but now private equity owned multi-billion dollar business which is nearing its investment horizon. The teams will assess the market conditions, the current results of the business, the multiple needs of the constituents, and the possible strategies for a liquidity event. Historical financial statements and a financial model will be provided. Discussion will include assumptions necessary in preparing pro forma financial statements also necessary in establishing the valuation of the company. Student teams will also make recommendations to re-engineer some part of the company, and assess the potential for increased valuation.

Team Behavior Assessment Evaluation: Each student will review their own behavior assessment from a test that will be administered and explained during the first day. As the teams work on the challenge, each student's heightened self-awareness may assist in improving the team's interactions. The group will self-evaluate the team's effectiveness after understanding their management and behavior strengths.

EACH STUDENT ENROLLED IN THIS COURSE WILL BE REQUIRED TO SIGN A NON-DISCLOSURE AGREEMENT AND/OR INTELLECTUAL PROPERTY AGREEMENT.

Students taking this course can expect to gain:

- Experience in analyzing various exit strategies for a private equity funded business investment

- Practice in developing a plan for the sale of the business as well as the possible valuations and outcomes
- Practice in presenting an investment banking quality "pitch book" to company management and "fund sponsor" with a recommendation.
- Experience in assessing factors that impact the outcome of a successful multi-party transaction
- Immediate feedback from experienced executives with in-market credibility
- An increased understanding of their own business behavioral style and how it may relate to other team members

This course will be beneficial to students interested in finance, consulting, investments, or strategy.

Previous and Current Deep-Dive Partners

- adidas
- Boeing
- Coca-Cola
- ConAgra Foods
- Dreyer's Ice Cream
- Equity International
- General Electric (Aviation)
- General Electric (Capital)
- Green Mountain Coffee Roasters
- Hewlett-Packard
- IBM
- Integra LifeSciences Holdings Corporation
- International Paper
- Keurig
- Lowe's
- McDonald's
- National Football League (NFL)
- Nestlé Waters
- Ocean Tomo
- OfficeMax
- Ogilvy & Mather
- Pace Global
- Proforma, Inc.
- Radio Flyer
- Sprint
- Starbucks
- (DMI) U.S. Dairy Industry
- Walgreens
- Western & Southern Financial
- Whirlpool Corporation

Developing a Sustainable Waste Diversion Strategy

(2 credit hours)

Each year Americans create about 240 million tons of solid waste—about 4½ pounds per person per day. Most of this waste can be recycled, but much of it ends up in landfills. The recycling process takes a product that is no longer being used and transforms it into a raw material that can be used to produce something else. Historically, recycling was a way of life in America. During World War II, 25 percent of all wastes were recycled, but during the 1960s this rate dropped to only 8 percent. Today, Americans recycle around 35 percent of our waste with some cities shooting for a 50 percent recycling rate in the coming years.

On campus recycling has existed in an organized form since the mid-1990s. Single stream recycling was implemented four years ago and since that time we have increased our recycling rate from 23 percent to 42 percent. However, our rate has remained stagnant near 42 percent for the last two years. The University of Notre Dame is making a commitment to waste diversion and has identified a goal of increasing its landfill diversion rate to 50 percent of total waste by 2016.

Additional background information:

- The University of Notre Dame's Game Day Recycling program began four years ago. The program has expanded from one tailgate lot with 3.11 tons of waste recycled to include all tailgate lots on campus with 128.52 tons of recycling during the 2010 season.
- Currently the University runs post-consumer food waste in the dining halls through a garbage disposal system. The food is processed through grinders and ultimately ends up at the St. Joseph County wastewater treatment plant where larger food debris is skimmed from and placed on local farmland as compost.
- Notre Dame also has recycling programs for books, scrap metal, ink cartridges, batteries, tires, office equipment, confidential documents, oil, wood, and unwanted student items.

Students taking this course will have the opportunity to develop a waste reduction and diversion strategy for the University of Notre Dame. The strategy will include components such as motivating behavior change, increasing recycling rates at large events, and programs to manage waste outside of the single

stream program such as electronic, construction, and food waste. The recommended solutions should include financial analyses and suggestions to achieve the greatest impact for the least cost.

Students taking this course can expect to:

- Gain an appreciation of the complexity of the waste problem that is facing all countries and industries across the globe today
- Learn the pros and cons of practices already in place at universities and municipalities today
- Influence Notre Dame's sustainability strategy for waste reduction and diversion from landfill

This course will be beneficial to all MBA students.



South American Business Experience

This two-credit hour, 10-day, study-abroad experience is offered to MBA students during the eighth and ninth weeks of the spring semester, coinciding with spring break week. The Santiago, Chile, leg begins on Sunday, March 4, through Saturday, March 10. The Buenos Aires, Argentina, leg begins Sunday, March 11, and concludes Wednesday, March 14.

The purpose of this program is to expose students to South American business opportunities and social development understanding in two important financial and cultural centers. Students attend seminars and lecture modules in both countries which discuss the rapidly developing economy within many industries and the flourishing trade and import/export market. Understanding the political, economic, and social landscape of these two emerging countries is essential to becoming a global leader. Chile has recently emerged from a decade of economic reform to become one of Latin America's leading economies. Santiago is the industrial and financial center of Chile, generating approximately 45 percent of the country's GDP. Over the last 20 years, this city has transformed itself into one of the most important financial centers in Latin America. The strong growth, stability, and transparency of the Chilean economy facilitates the learning environment through access to high-level meetings and site visits. Accounting for more than 35 percent of national GDP, Buenos Aires is the country's unquestioned economic and financial center. Since its dramatic collapse in December 2001, the Argentine economy continues to quickly recover at a high rate of annual growth. Argentina's recent economic history provides a unique learning opportunity: What lessons can be learned from the events that led to the collapse? How are companies handling the rebuilding process? Questions such as these will be answered by business leaders and Argentine economists who experienced the collapse firsthand.

Program Objectives:

- To learn about the latest political, economic, and social developments in Chile and Argentina from business leaders in South America
- To have a contextual and cultural experience of living and studying in South America

Lectures and Seminar Modules Topics:

- South American Economy and Business
- The Global Economy and the Growth of Chile and Argentina
- Political and Economic Crisis in Chile and Argentina
- Society and Culture
- Guided tours
- Company visits

Program Costs*

**Additional costs beyond tuition apply.*



Beijing and Shanghai, China Business Experience

This program is offered to students during weeks eight and nine of the spring semester. The Beijing portion takes place on Sunday, March 4, through Saturday, March 10. The Shanghai portion begins Sunday, March 11, and concludes on Wednesday, March 14.

As we enter 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 seminars, lectures, and field trips.

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 Programs

Application Requirements

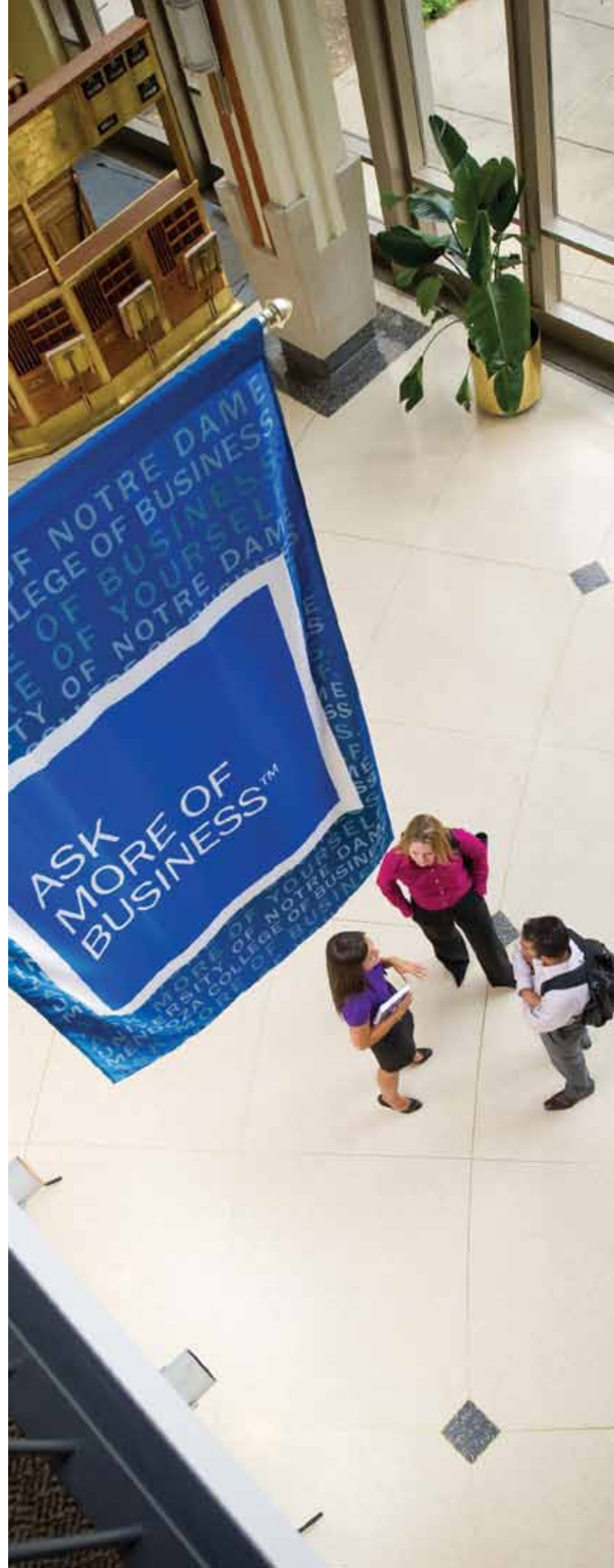
- Minimum cumulative GPA of 3.0 before the start of the spring 2012 semester
- All MBA students are eligible to apply

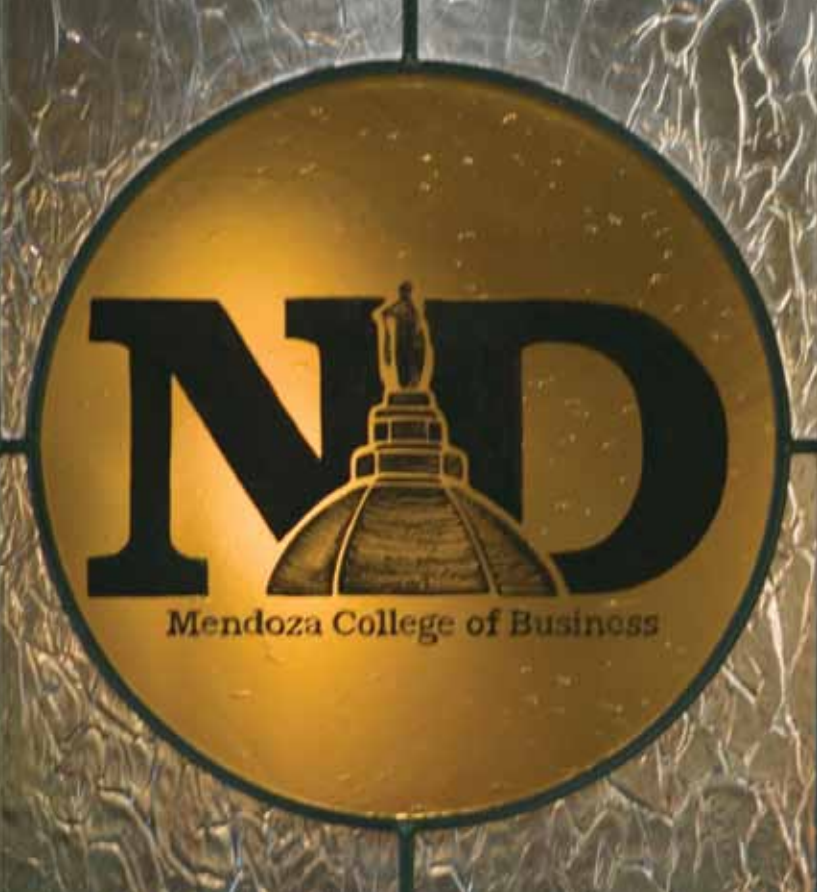
How To Apply

Applications will be accepted through the MBA Student Services Office, phone: 574.631.3280

The Study-Abroad Programs General Information

Mary Goss, *Senior Director*
MBA Program
276 Mendoza College of Business
Notre Dame, IN 46556
574.631.8671
mgoss@nd.edu





Registering for Interterm Intensive Courses

- An electronic version of the spring 2012 MBA interterm intensive brochure will be released to all MBA students on Tuesday, Jan. 17, 2012.
- The registration request period for the spring 2012 session will begin on Friday, Jan. 20, 2012, and end at 5:00 p.m. on Friday, Feb. 10, 2012.
- **To submit your class requests, simply go to mba.nd.edu/intertermReg and complete the form.**

Contact Information

MBA Program Interterm
Intensives General Information

Megan Nelson
MBA Student Services
276 Mendoza College of Business
Notre Dame, IN 46556

574.631.4337
mnelson7@nd.edu
mba.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 non-disclosure 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.



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