



**NANYANG
TECHNOLOGICAL
UNIVERSITY**
SINGAPORE

Nanyang Business School

Strategy Projects at Nanyang (SPAN)





As a premier business school within a leading technological university, Nanyang Business School (NBS) is the nexus of world-class innovation, research, and business education.

INNOVATE. LEAD. TRANSFORM.



ABOUT NBS

Nanyang Business School



NANYANG TECHNOLOGICAL UNIVERSITY | SINGAPORE



ABOUT NBS

- One of Asia's leading business schools
- Renowned for research-oriented, interdisciplinary, industry-relevant education
- Well recognised by companies globally
- 271 instructors (full time faculty members, part-time lecturers, adjunct/visiting profs)
- 4,000+ undergraduate students and ~ 500 post-graduate participants



Accreditation



European Quality Improvement System (EQUIS)

1st business school in Singapore &
3rd in Asia to be accredited



Association to Advance Collegiate Schools of Business (AACSB)

One of only 11 business schools
outside of the US to be accredited



Consistently ranked one of the best in Asia



MBA Programme

- 35th in the 2020 Financial Times' Global MBA Ranking
- 8th in Asia-Pacific
- 10th in the 2018 Financial Times' Global MBA Ranking for Women
- 73th globally in The Economist's 2019 list of the world's top 100 MBA programmes

Executive MBA (EMBA) Programme

- 37th in the 2019 Financial Times' ranking of the world's top 100 EMBA programmes



Graduate Studies

~ 500 participants in 2020 across:

- Nanyang MBA
- Nanyang Professional MBA
- Nanyang Executive MBA
- Nanyang Fellows MBA
- MSc Accountancy
- MSc Asset & Wealth Management
- MSc Financial Engineering
- MSc Marketing Science
- PhD
- China programmes:
 - EMBA, (joint with Shanghai Jiaotong),
 - MSc Finance (dual with Peking University), and
 - Executive Education



SPAN in Brief



An **educational collaboration** between industry organisations (sponsor) and the Nanyang Business School (NBS) on select strategy projects.



A **core, capstone module** that provides Nanyang graduate students with an opportunity to apply the latest business thinking and industry insights to analyse and address market opportunities and business challenges.



Diverse teams conduct **research and analysis to develop realistic recommendations** for partner organisations, with guidance from partner sponsors, faculty mentors, and instructors.

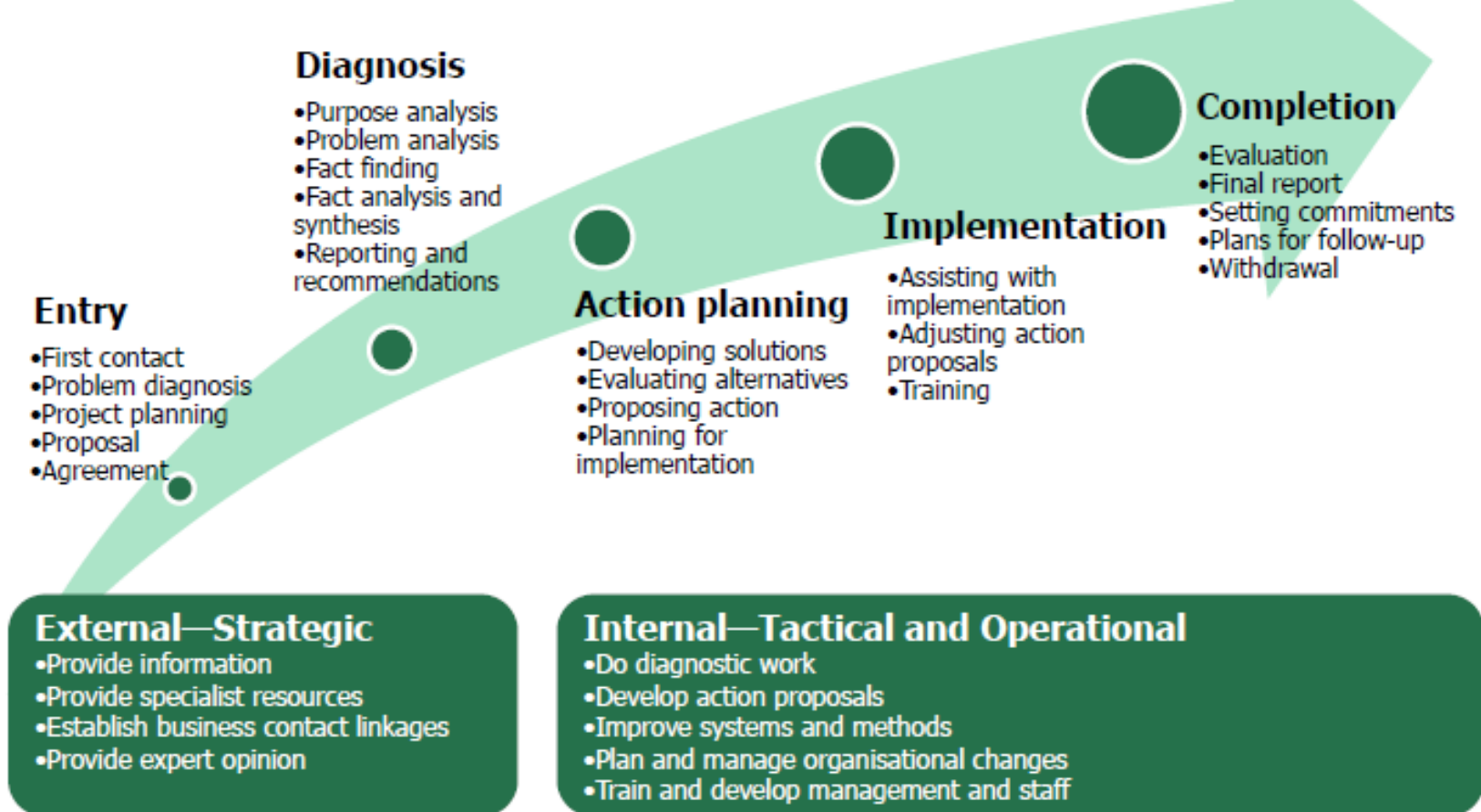


Why collaborate?

- ✓ Collaborate with multicultural teams with diverse skill-sets and experience.
- ✓ Create practical recommendations to meet your strategic imperatives.
- ✓ Commission strategy consulting work for an agreed minimal fee to cover project-related incidental expenses.
- ✓ Assess close-up human resource talents who fit your organisational culture and needs; opportunity to build talent pipeline.
- ✓ Capitalise on successive developments through follow-on projects with subsequent batches of MBA participants.



A comprehensive consulting process considers both external & internal environments



Source: David Yew, 2016, adapted from "International Labour Organization, Management Consulting: A Guide to the Profession," 2002

Types of SPAN projects



External

- Market entry/partner selection
- Business expansion
- Competitive/customer intelligence
- Opportunity analysis
- Market sizing & profiling
- Value chain analysis



Internal

- Process digitalisation & innovations
- Process re-engineering
- Productivity initiatives
- Business networks redesign



Projects across different industry sectors



Our Student Profiles



MBA (FT)

- Full-time, trimester-based ranked programme over 10 months
- Average age between 25 to 28
- Number years of work experience of 2 – 5 years
- Junior to managerial executives
- More than 10 nationalities



Nanyang Fellows (FT)

- Full-time, trimester-based programme over 10 months
- Average age between 32 to 37
- Number years of work experience is 8 to 15 years
- Senior managerial to director roles
- Combination of public and private sector professionals
- 8 to 10 nationalities



Professional MBA (PT)

- Weekend-format programme, over 18 months
- Average age between 28 to 35
- Number years of work experience is 6 to 10 years
- Managerial to senior managerial roles
- Predominantly locals or foreigners residing in Singapore



Executive MBA (PT)

- Modular, 2-week ranked programme over 15 months
- Average age 40 to 45 years
- Number years of work experience is 15 to 18 years
- Senior directors or leadership roles
- More than 10 nationalities

Comes from wide range of industry sectors – Manufacturing, Energy, Logistics/supply chain, Government/public sector, Financial services, Healthcare, Consulting, IT, Education and others



Sample Timeline of the Project (EMBA)

100 Days

Month	Wk2 Aug.....SepOct.....wk4 Nov			
Project kick-off				
Info collection from sponsor, desk research, Proposal sign-off				
Info gathering				
Desk research Industry interviews Mid-point review				
Analysis, compilation				
Raw data cleaning, validation; data analysis; recommendations Internal deliverable review				
Deliverable submission				
Final presentation; Questions, clarifications; Submission of final deliverables				



Sample Timeline of the Project (FT MBA/NF)

100 Days

Month	Wk 1 Jan.....FebMar.....wk2 Apr			
Project kick-off				
Info collection from sponsor, desk research, Proposal sign-off				
Info gathering				
Desk research Industry interviews Mid-point review				
Analysis, compilation				
Raw data cleaning, validation; data analysis; recommendations Internal deliverable review				
Deliverable submission				
Final presentation; Questions, clarifications; Submission of final deliverables				



Sample Timeline of the Project (PMBA)


100 Days

Month	Wk 1 Mar.....AprMay.....wk2 Jun			
Project kick-off				
Info collection from sponsor, desk research, Proposal sign-off				
Info gathering				
Desk research Industry interviews Mid-point review				
Analysis, compilation				
Raw data cleaning, validation; data analysis; recommendations Internal deliverable review				
Deliverable submission				
Final presentation; Questions, clarifications; Submission of final deliverables				




Sponsor testimonials of our MBA teams


"Team, Attached is an article we published internally about your project. It was very well received, and **we look forward to conducting another SPAN project in the near future**. It's been a pleasure working with all of you. Your team took a **professional approach** to the whole project, and your **presentation was well balanced, with useful insights, and delivered in a business-like manner.**"

Senior Manager 


"Excellent job by all of them. I think this study **gives us another perspective** of how we should position our brand in this market. I think I am blessed with a committed team and they are doing great for us. We will be supporting your program. Overall, I am very impressed with the whole team. **Great team effort.**"

SVP, Business Development 

"Great to work with you, SPAN and the MBA students! On another note, I hope to **collaborate more with NTU** in the area of innovation / entrepreneurship. Do let me know of any opportunity, and we may be able to spin off some new ideas someday."

Director 

"Keep up the **high energy** levels and **inquisitiveness**. I like the **depth of analysis** harnessed from simple surveys and conversations with our Microsoft Partners. **Staying focused** is key to delivering this piece of excellent work despite a huge amount of information to work with. **Practical recommendations** and longer term projections are helpful and ready for phase 2 project work. I want to take this opportunity to thank you David and the Team for a very engaging project and I wish the team best in all your future endeavors. Looking forward to future working opportunities together."

Senior Leader 

Case Project 1



- **Market entry study**

- Product road-map & go-to strategy
- Financial analysis & valuation
- Funding strategies & growth analysis
- Marketing plans & implementation

- **Students' reflection**

*We understood the consumer dining behaviour in Singapore and the target country and **evaluated the positioning** of competitor retail food chains in that market. With a large geographic expanse, the diverse country threw up varied trends. This made us understand **the need to pick and choose a key area to focus on** rather than having a scatter-gun approach....As a limited service restaurant, we were able to **forecast the cost structure in the market across different regions** and come up with **alternative strategies and models** to guide our sponsors. This formed the base for our forecast of the financial plan for the expansion....Based on these projections, we were also able to **identify the resource requirements and the overall valuation** of the company. This was essential in the presentations made to the **venture capital firms for raising funds** in the future. Thus it all linked back to the **market analysis and positioning** which is the key whenever we enter new markets."*



Case Project 2



- **Digital Transformation Project**

- digitization blueprint targeted at for Cambodia's Micro, Small and Medium Enterprises (MSMEs).
- Identify, design & implement digitization strategies for MSMEs

- **Students' reflection**

The team better understood how to **incorporate different cultural perspectives into a business plan** and played on our individual strengths to develop a dynamic synergy that created success factors for the project. An example of one success factor was the creation of **an impactful and creative national digitization plan** which are attuned to both the Cambodian governmental level, and to the different industries that MSMEs operate in...

"...we were able **to benchmark countries against a realistic scenario in Cambodia**...the team was fortunate to have **received guidance from a senior executive** from the FMCG industry, acting as our team's mentor..."

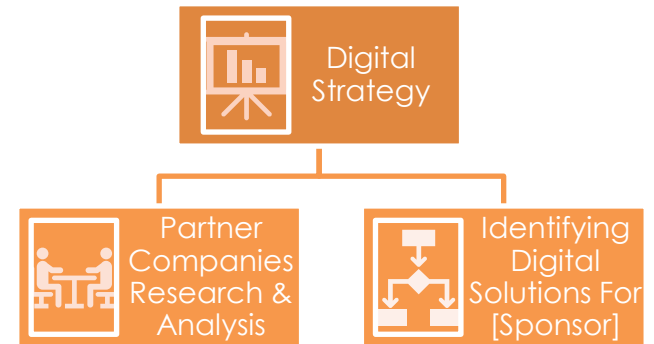
Methodology – The following summary represents our methodology of this project, including interviews with associations covering 1,000 MSMEs and rigorous analysis on over 30 research reports



Case Project 3 – Healthcare Sponsor

- **Competitive & Customer Intelligence**

- Patient experience mapping
- Competitive analysis
- Digitalisation & innovation solutioning



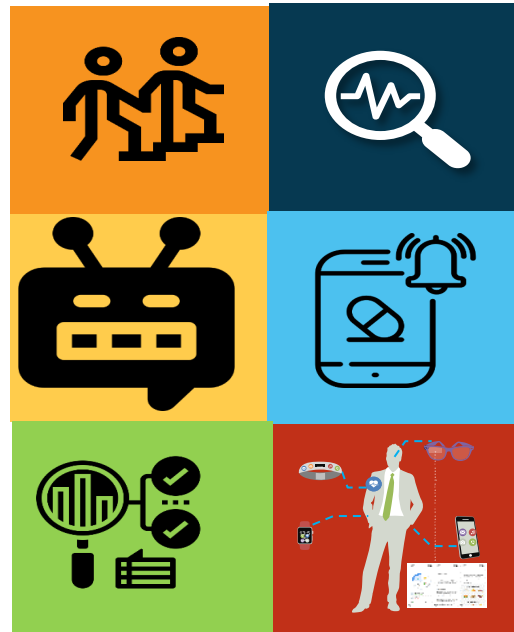
Patient engagement



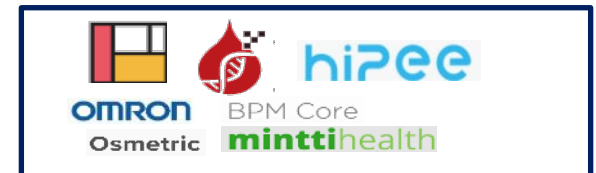
Chatbot



Data Prediction Model:



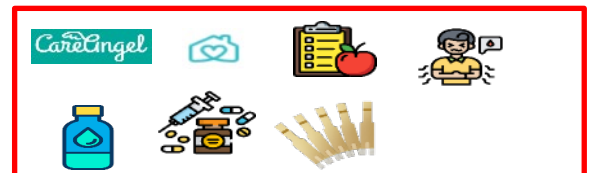
Data monitoring



Mobile Application



Lifestyle improvement



How to Reach Us

- To provide us with information on the project, please click <https://survey.ntu.edu.sg/efm/se/705E3F08050AD710> or scan the QR code.



- For assistance, please contact Ms Lindsay Tan at aagtan@ntu.edu.sg



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Thank You

