

WINTER 2003 PROJECTS

Please note that projects suitable for MIT or Finance options are indicated. People not requiring a specific type of project may choose any project; however, priority will be given to those who must have a finance- or MIT-oriented project.

Boeing Portland

Background

Boeing Portland was the subject of an internal audit for Equal Employment Opportunity/Affirmative Action Plan compliance in July 2002. One of the findings included identification of training deficiencies in the management population characterized by a lack of understanding by individual supervisors of their role in the site's Affirmative Action plan. Additionally, the site receives from division headquarters in Seattle development opportunities and allocations of monetary rewards each year. The rewards include cash, stock option packages, and stock grants. The Portland site does not currently have a standard process to decide how and to whom these rewards will be granted, nor does the allocation historically follow any succession plan or integrated schedule.

Proposal

Create plans to correct these deficiencies and design a process for sustaining the education level of managers, which currently does not exist.

Deliverables

- Design and implement training plans for immediate instruction of Affirmative Action, Equal Employment Opportunity, and Drug Free Workplace training to all managers at the Boeing Portland site (approximately 80 managers on two shifts).
- Create sustaining documentation, plans and processes to ensure: 1) new managers in the future receive training to bring their knowledge to a minimum understanding and 2) existing managers' knowledge is updated on a regular basis.
- Using existing reward programs, succession planning models, and Performance Development tools available within the company and incorporating external data and benchmarks, design an Integrated Rewards strategy for the Portland site. The final product should include use of Performance Development tools to identify high-potential managers and non-managers and a method to identify which rewards and opportunities best fit their performance and future goals.

Contact Info

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Hoyt Arboretum

Background

Founded in 1928, 185-acre Hoyt Arboretum is located in Portland's West Hills. Owned by the city, Hoyt Arboretum is jointly managed by Portland Parks & Recreation (PPR) and Hoyt Arboretum Friends (HAF), a member-financed non-profit corporation. The Arboretum's primary charter is to serve as a regional resource for growing, displaying, studying, educating about, and conserving the world's plant bio-diversity. Over 250,000 people from the Portland metropolitan area, all 50 states, and around the world, visit and use the Arboretum each year. City funding is and always has been inadequate for funding fund basic maintenance of the Arboretum's grounds, plantings and trails and providing educational programs about the Arboretum's plant collection, the plant kingdom as a whole, horticulture and conservation issues. The City's budget for Hoyt Arboretum is currently \$240,000 and HAF's annual budget is \$140,000. HAF and PPR estimate that an annual combined budget of over \$1.1 million is required to adequately fund basic maintenance and educational programs. Hoyt needs to identify and implement a program to bridge this shortfall. Hoyt Arboretum is unlike most other public gardens and arboreta around the country in that it has no gate or fence and is therefore unable to charge admission. In addition, it has no institutional affiliation with a university or private benefactor that provides a stable source of operational funding.

Proposal

Strategic plan for developing and marketing a revenue-generating environmental education experience at Hoyt Arboretum.

Deliverables

- **Project Analysis**
 - Determine and identify size of target audiences.
 - Content, target audiences seek and will pay for.
 - How to integrate the educational experience with the Arboretum's plant collection.
 - Potential increase in financial support that could result from such an educational experience at the Arboretum.
- **Action plan for developing environmental education experience**
 - Identify, evaluate and recommend potential partnerships with educational, corporate or non-profit institutions. Potential multi-media "immersive experience" providers
 - Potential program sites (partnership with CM2, Zoo or World Forestry Center)
 - Organizational changes (Board development, staffing, City/HAF relationship)
- **Financial Analysis**
 - Capital improvements (roads and trails, greenhouses, site development, restrooms, ADA access)
 - Annual operating budget
 - Implementation approach and timeline
 - Funding Develop cost estimate
 - Identify potential funders

Contact Info

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Background

P/M Industries supplies products and services to the Microelectronics industry. We supply ceramic substrates, the substrate material for thick and thin film circuits are . We supply laser cutting services, dicing services and resistor trimming services to this same group of customers. Prior to the telecom/high-tech meltdown, we had year end sales of over six million, and a nine million annual rate. We will close our 2001 fiscal year in September at just over three million. We are quite proud that we will end the year with a net profit of just over 8% NBT. Microelectronics supports six main industries: Telecom (wireless and wire/cable), Medical, Military, Test and Measurement Equipment, Automotive and Consumer. Our customers may support one or all of these industries or they may be an OEM manufacture in one of these industries.

Proposal

P/M Industries wishes to enter new markets that in some way compliment our current manufacturing capability, or production mentality. We are interested in either growing a production capability in a new market, or purchasing a going concern in a new market. There is a limited criterion for the new market we wish to enter:

Deliverables

- An evaluation of our current strengths and weakness. This needs to be tempered with an understanding that the company has faced a difficult economic downturn, which has forced a staff reduction. The evaluation must look beyond current people and positions and equipment. It needs to look at our past as well and see what we have accomplished, knowing the mentality and capability exist to accomplish similar results in the future.
- An evaluation of opportunities that exist in other markets that have a fit to our strengths. The above descriptions should put the framework in place for what the opportunities could look like. The result of this step should be something that can be turned into a “short list” of opportunities that might fit, and why they might fit.
- In-depth analysis of the “short list”. This analysis should contain details of the size of the market, the current supplier of the market, the Customer in the market, and their buying patterns. This would be followed by a detailed analysis of what would be necessary to enter this market. From this analysis we should be able to develop a budget for this venture.

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ESCO Corporation

Proposal

Create an infrastructure for a corporate-wide leadership development program. The project is to be aligned with ESCO's strategic initiatives, with the purpose of developing employees who can contribute superior performance and leadership at all levels of the organization

Boundaries

- ESCO has already selected competencies for the levels of Individual Contributor, Manager & Executive levels as beginning work for this new leadership development project. It is this set of competencies that are to be used when referenced in the deliverables below.
- Workspace with a computer will be provided, if desired.
- Build on existing work begun on Leadership Development assuring alignment with ESCO philosophy and strategies.
- The team in their own way may use finished product, with the exception of material that ESCO has paid licenses fees for, after completion of the course.

Deliverables

- Leadership Development Program Handbook. (As an end product, this would go into the hands of ESCO employees to explain the program & how to begin their leadership development.)
- Correlation of existing ESCO resources to the defined competencies
- List of recommendations of leadership material for future development/purchase by ESCO
- Develop a list of developmental activities for each ESCO competency.
- Recommended classes and experiences for a New Manager.
- Gaps identified in available resources where curriculum needs to be developed or resources need to be purchased to fully support the new Leadership Program.
- Engage in 2-3 conversations with the ESCO Leadership Development Focus Group for exchange of ideas and update of work.
- If skill set available, post end product on the ESCO Training & Development Intranet site.
- Come up with a clever name for the Leadership Program!

Contact Info

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ZRT Laboratory, LLC (International Finance)

Background

ZRT Laboratory is a CLIA certified hormone-testing laboratory. It was established in 1998 and is independently owned and operated by David T. Zava Ph.D. a biochemist and breast cancer researcher. Dr. Zava developed saliva testing as a simple non-invasive means to identify hormone imbalances associated with diminished health and well being. Saliva testing is an easy and inexpensive way to monitor hormone usage. ZRT Laboratory developed cutting edge technology for saliva and blood sample processing and analysis. We are the only large volume clinical laboratory to remove contaminants that may alter test results. Using our advanced methods of testing we can help identify preventable hormone imbalances that may be causing symptoms associated with disease and rapid aging. ZRT Laboratory's comprehensive test report provides information to help monitor hormone usage and restore hormonal balance. In addition, we are the only large-scale laboratory that monitors and reports symptoms and relates these back to tested hormone levels. Blood Spot Testing was added in September 2002, as a minimally invasive method of testing those hormones that cannot be accurately tested in saliva. Blood Spot testing is less traumatic than blood drawing — the finger prick is nearly painless. Blood spot testing is equally comparable to blood testing, without the inconvenience of conventional blood drawing, storage, and shipment. Blood spot testing is a highly sensitive and accurate way to measure circulating hormones. It is also one of the easiest and inexpensive ways to monitor supplemented hormone levels.

Proposal

ZRT is rapid growth mode with a large likelihood of continuing this pace. There is tremendous potential for international growth and we want to explore setting up operations in both Asia and Europe with a strategic plan. This would involve an analysis of the potential market, evaluation of effective marketing strategies, legal implications for company structure, financing options, staffing issues, supply procurement, possible partnering with existing organizations/practitioners.

Deliverables

- The size and scope of the market opportunity
- The marketing strategy by which hormone saliva testing and blood spot testing should be brought to the Asian/European market
- Operational analysis including distribution logistics and sources of supplies, legal and cultural considerations of location
- Pricing structure for the recommended product range.
- Organizational analysis including evaluation of possible partnering opportunities with businesses/pharmacies/healthcare providers located in Asia/Europe.
- Financial analysis – use market research to determine revenue expectations and marketing plan to determine expenses and develop an annual budget, financial statements and projections for 5 years.

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Background

Crown Pacific Partners is an integrated forest products company based in Portland. The company was founded in 1988 and has established itself as a solid competitor in the forest products sector. Crown Pacific operates four distinct business segments as follows:

1. Timberlands Segment:
2. Manufacturing Segment:
3. Trading and Distribution Segment:
4. Construction Services Segment:

Proposal

The focus of this project will be to research and analyze the economic and strategic aspects of trading and distribution growth opportunities nationwide. The Partnership is dividing its Wholesale Marketing segment into separate businesses (i.e. the construction services segment that deals with professional homebuilders and the trading and distribution segment that operates as an office wholesaler). Strategic thinking will be necessary in order to design and suggest implementation of a logical growth plan for the new trading and distribution segment. This project will require the MBA study team to familiarize themselves with the current industry practices, as well as any regional issues in the trade. This project will be an excellent opportunity to apply a full array of analysis tools to a very narrow segment of a mature industry in order to produce a plan for revenue growth, margin expansion, and increased return on investment.

Deliverables

A strategic plan will be needed at the completion of the analysis, detailing the analysis, recommendations and opportunities to consider regarding the future of the trading and distribution segment. The final analysis should be ready for presentation by the end of April 2003.

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