

The emphasis on applied learning at the Carroll School of Management is most clearly evident in the MBA Consulting Project. This intensive project has long been a hallmark of the Boston College MBA program and has inspired similar programs at many other business schools.

While projects vary widely, each team is responsible for improving the client organization by analyzing a major challenge or opportunity and delivering practical solutions that meet the clients' needs. Students work in active partnership with their client as they learn to distinguish between symptoms and root causes of business issues, defining their scope, and developing plans to resolve them.

The culmination of the teams' projects is the Diane Weiss Competition, a two-day presentation in early May in which the teams offer their findings. During the competition, named in memory of an outstanding MBA Program graduate, the teams are rated on the substance of their work and the quality of their presentation. On the first day, teams make presentations to faculty and their peers. The following evening, the top three teams present their work to a panel of distinguished CEOs.

# CARROLL SCHOOL OF MANAGEMENT CONSULTING MBA PROJECT

Consulting Project clients are typically small businesses, major multinational corporations, or nonprofit organizations. Past clients include:

- American Red Cross
- Blue Cross Blue Shield
- EMC Corporation
- Genzyme Corporation
- Harvard Business School Publishing
- Mitsubishi Electric Research Labs
- PricewaterhouseCoopers
- State Street Global Advisors
- Teradyne



The BC MBA Consulting Project team identified Forest Hill Cemetery's position within the art museum and park markets. Sydney H. Morse's "The Girl in The Glass" (shown above) is one of the marble sculptures featured in the Forest Hill Cemetery.

# CASE STUDY

## 2004 MBA CONSULTING PROJECT TEAM FINALIST\*

### Client:

Founded in 1848, Forest Hills Cemetery is one of the nation's first garden-style cemeteries and was created with the Victorian influence that heavily emphasizes the celebration of one's life, even in death. Forest Hills Educational Trust provides cultural programming, sculpture exhibitions, and art installations that celebrate life in the beautiful outdoor setting of Forest Hills Cemetery. Forest Hills comprises 275 acres of serene urban green space that includes an outstanding collection of Victorian memorial sculpture and architecture in a natural setting of ambling paths and scenic vistas. Sculpture by Martin Milmore, Daniel Chester French, and Thomas Ball is complemented by a growing collection of contemporary work, as well as concerts, poetry readings, and walking tours. Visit: [www.foresthillstrust.org](http://www.foresthillstrust.org).

### Client Objective:

The Forest Hills Educational Trust approached the BC team for help with positioning itself in the Boston community.

### Carroll School Project team:

Martha Carleton MBA '05  
Kevin Liparini MBA '05  
Damien Julhe MBA '04

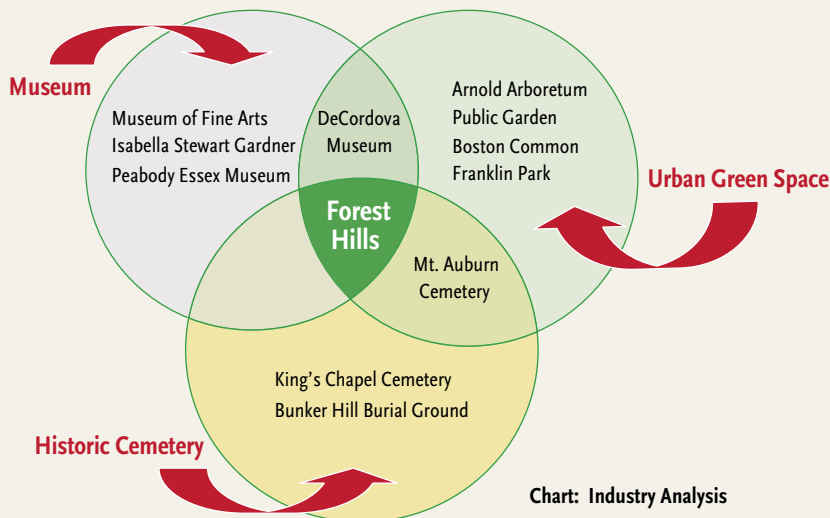
Jamie Labell MBA '05  
Kevin Parker JD/MBA '05

### Team Approach:

The team met with the Trust bimonthly to conduct research and interviews. By undertaking an industry analysis and benchmarking, the team identified three offerings — traditional cemetery services; a sculpture museum; and a horticultural destination. The team further developed the three sub-brands, clarified messaging, and developed a positioning statement for the organization. Concluding that funding from the trust would cease in seven years, the team identified Forest Hill Cemetery's unique position within the art museum and park markets, leveraging those positions to achieve maximum impact.

### Project results included:

- Developing a long-term public relations plan with immediate increase in media coverage.
- Improving local signage with assistance from local government agencies.
- Developing new membership programs initiatives slated to begin in July 2004.
- Improving online communication plan with members using systematic outreach.



“The team's recommendations were practical, tailored to our needs, and most importantly, were able to be implemented easily. The team was also fun to work with!”

—Tom Whitney, President Forest Hills Cemetery

“The team impressed us with the thoroughness of their analysis and understanding of our challenge. Their recommendations were on target and we have already begun implementing these ideas.”

—Cecily Miller, Director of Forest Hills Educational Trust