

IMPACT PROJECT

To Whom It May Concern:

Before the conclusion of the International MBA Program at IE Business School, students are required to participate in a final integrative exercise designed to allow them to put into practice what has been learned during the MBA. The **Impact Project** is one of these final integrative exercise options and involves collaborating with a company, NGO, startup, or government institution ("Partner Organization") on a consulting project aimed toward creating positive impact within the organization itself, the community around it, or society as a whole.

In addition to partnering with the organization, each group of students also has the support of an IE professor who serves as project Mentor, providing guidance and insights as students develop their work.

The scope of the Impact Project is largely defined by both the students and the Partner Organization. From the perspective of the Partner Organization, it is important to establish a level of collaboration with the students that allows for the successful completion of the project.

It is also important to note that the period in which the students may work on the project is **April 19th until June 11th, 2021**. During this time, students will be enrolled in courses for their Elective Period and will need to balance their in-class academic obligations with the development of an Impact Project.

Before the International MBA Academic Team is able to consider an Impact Project proposal, the students must clearly present the collaboration and scope of the project. The students will ask for help from the organization to draft the proposal and will also share an informal Letter of Agreement describing the roles and responsibilities of each person involved in the Impact Project.

The assessment of the project will come from a Final Presentation to be evaluated by the Partner Organization and other IE professors. The Mentor, having accompanied the students during the project, will evaluate the process of developing the project. Students who successfully participate in an Impact Project receive 10 academic credits for this final MBA requirement.

We hope that your organization will consider the opportunity to partner with an International MBA student team on an Impact Project. Should you have any questions, please contact [Impact Projects Team](#) of the International MBA.

Best regards,



Constantino De Zabala

IMPACT PROJECT

Partner Organization Guidelines

Overview



The Impact Project is a Final Integrative Exercise option for International MBA (IMBA) students at IE Business School (Madrid, Spain), allowing them to collaborate with a Partner Organization (company, NGO, or government institution) to address a real-life business challenge the organization has. **The goal is for students to put in action the business skills obtained during the MBA program to create genuine impact in the organization, community or society.**

While the Partner Organization representative supports students with guidance, the students themselves take the lead on team organization, work distribution, and communication, in conjunction with the IE Mentor.

Partner Organization



There are no geographical limitations for the Partner Organization, but teams must consider the feasibility of working virtually on this real-life consulting project. No matter the location, your organization should be fully committed to providing the team with the access and resources needed to successfully develop and implement the plan for creating impact. We do ask Partner Organizations to be willing to have a touchpoint (in person or online) at least once every two weeks to exchange ideas, information, and feedback on the development of proposed solutions.

In some cases, students request an Impact Project with an organization that employs a family member. We welcome these organizations (considered a “family business” for Impact Project purposes) to participate. The primary difference is that the organization will not be responsible for the academic evaluation of the project; all other participation is the same as with other organizations.

Project Scope



Groups have significant freedom in defining the scope of the project, the impact to be achieved, and appropriate impact metrics. This means projects are not just limited to increasing revenue at a local business or improving the customer experience. Groups may choose to work with an NGO for the purpose of creating social impact, or with a government entity in the hope of creating a positive impact for the community. What is important is the feasibility of the project given the time constraints and the students’ existing academic workload.

Project Length



From the IMBA Program perspective, the Impact Project runs concurrent to the Elective Period of the MBA (approximately two months’ time). There is no required minimum length for a project’s duration, but the scope of the project must be significant enough to justify both the proposed impact and the academic credit to be received.

All projects should conclude work by June 11th in order to allow time to present the final deliverable during the range of dates specified in the academic calendar: in this case, June 14th – 18th.

IMPACT PROJECT

IE Mentor



All groups must choose an IE professor committed to their Impact Project as a Mentor, whose role is to provide periodic guidance and insights to the Student Team as they develop their work. Each group meets with the Mentor every two weeks, ideally at the same time as they meet the Partner Organization.

Grading



The Impact Project is a graded academic exercise (part of the final GPA) whose grade is derived from two components: the students' process in developing the work (60%) and a Final Presentation (40%).

The Final Presentation has some loose constraints, but teams may present their Impact Project however they best see fit. This could be a traditional Power Point presentation, a video summary, or any other appropriate channel to communicate the details of the project: research, methodology, strategy, process, projected impact, etc.

The audience of the Final Presentation will be the Partner Organization and 2 other members of the IE faculty.

For Partner Organizations that employ a family member of a Student Team member: If your organization employs a family member of a student working on your Impact Project, we still welcome you to attend the Final Presentation; however, the quantitative, academic evaluation will depend solely on the evaluations of the two IE professors.

Detailed grading criteria will be provided to all parties well ahead of time.

Next Steps for Interested Partner Organizations

What to Expect

Before the Project Begins (Initiation)

- A Student Team will approach you expressing interest.
- If you agree, the team will organize an initial meeting with you and their IE Mentor, in which everyone helps define the scope, milestones, and deliverables for the project.
- Students will share with you a Letter of Agreement, an informal document outlining what each person involved in the project can expect (should be signed by all).
- If you require a Non-Disclosure Agreement (NDA), students themselves will sign the document prepared by your organization.

NOTE: Impact Projects are developed at no cost to Partner Organizations; however, should costs be necessary during project development, you may discuss the terms with the Student Team.

IMPACT PROJECT

During Project Development (Planning and Execution)

- Be ready to provide specific background information, research, and context regarding your organization and the challenge presented.
- Plan for meetings at least once every two weeks with the Student Team and Mentor during project development (be ready to ask questions, provide feedback, etc.).
- Students will request availability from you outside of the meetings in case additional questions arise. You may establish the terms under which they contact you.
- Give feedback on interim and final results the team produces.

The Student Team will also inform you about the date and time assigned to the Students Team for the Final Presentation.

Final Presentation (Delivery)

Partner Organizations play an important role in evaluating the results attained by the Student Team during the Impact Project development. An Executive Summary and Final Presentation from the Student Team will summarize their work and recommendations for the project and will be sent to you 2 working days before the final presentation.

If you are Madrid-based, please plan to participate in person in the Final Presentation on the IE Campus. Please allow for 1 hour at most for the event (includes time for set-up, presentation, and Q&A).

If you are based elsewhere, the IMBA Team will contact you regarding establishing a remote connection for the Final Presentation.

You will be asked to **complete the Evaluation Form** after the presentation and will be given instructions about how to turn it in.

The International MBA Team at IE will be glad to speak with you if you need any further information about Impact Projects.

Please contact [The Impact Projects Team](#) of the International MBA, for further information.

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Through an **Impact Project**, IE Business School's International MBA students provide consulting for a real-life challenge your organization is facing—at no cost to you.



WHAT? The Impact Project is a consulting mini-project that meets both an MBA academic requirement and the real-life need of an external organization.



WHO? Teams of 3-5 International MBA ("IMBA") students partner with a company, NGO, startup, or institution that has been registered, fully operational and generating revenue for at least 1 year.



WHERE? Students are based in Madrid but may partner with organizations all over the world.



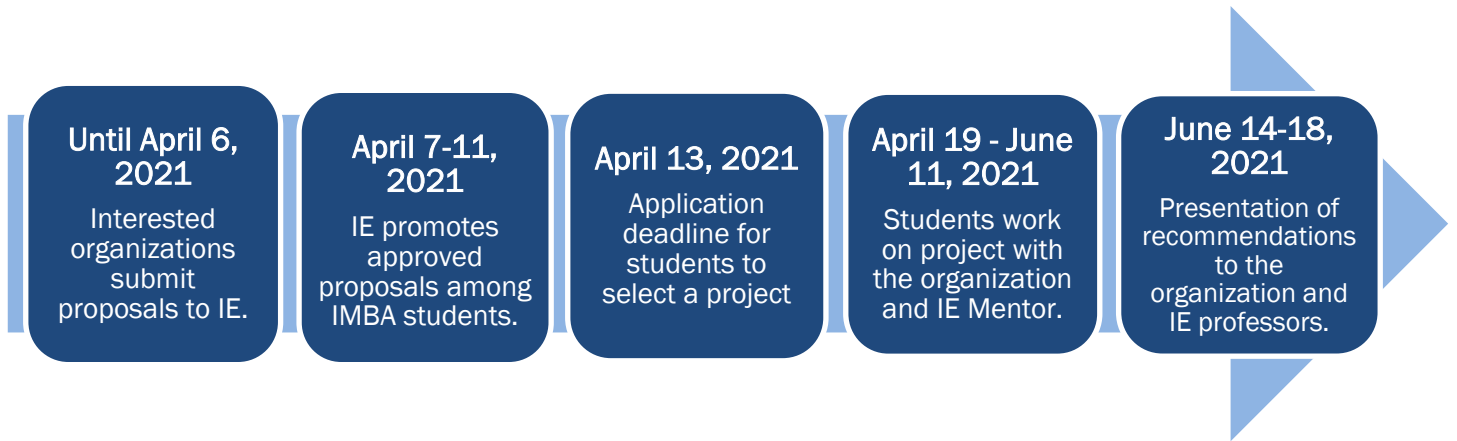
WHEN? Over about two months' time, during the MBA Electives Period (see timeline below). Impact Projects take place twice a year; the timeline below outlines the upcoming edition.



WHY? The Impact Project allows students to apply their entire "MBA toolkit" to a challenge in the hopes of making a positive impact.

How Does the Impact Project Work?

The **September 2020 intake** Impact Project cycle has the following timeline:



Interested in Participating?

Contact [Constantino De Zabala](#), Associate Director, for further information.