




HEC
MONTRÉAL



Consulting mandates in

Strategy

Master of Science (MSc)

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MSc Graduates

hec.ca/en/msc

A solution to your management challenges, especially in times of crisis

Each year, businesses and organizations like yours benefit from the expertise of HEC Montréal's [Master of Science \(MSc\)](#) students by welcoming them to their offices to provide targeted consultation.

In the midst of the ongoing crisis caused by **COVID-19**, our students, with support from HEC Montréal faculty, are part of your company or organization's solution. They can help you better understand the impact of the crisis on your company or organization, suggest innovative solutions and strategies to help you manage the effects, and plan better for what is to come.

More generally, our students can help you solve a management problem, or identify business opportunities in the market.



Ting Wu
MSc Graduate

More than an internship

- A professional service offering, under the supervision of an HEC Montréal professor
- Access to best practices, and a strong understanding of current management issues
- Fingertip access to expertise in the various fields of management covered in the 20 program specializations
- 405 hours of work performed over one term (12 weeks)

When you offer a student the opportunity for a consulting mandate within your company or organization, you are offering them the chance to conduct a large-scale project that is tailored to your needs and can take on different forms:

- Assessment of the situation;
- Support in planning and implementing management practices;
- Design of tools and models that can serve as a basis for decision making;
- Performance analysis of company activities;
- Recommendations to address a problem;
- Support in other problem areas your company has identified.

Recruitment and compensation assistance

It is strongly recommended to provide compensation to students who provide your company or organization with consulting services. Several incentive programs offer internship hiring assistance. The government also offers a [tax credit for an on-the-job training period](#).

[See our webpage for further information on internship hiring assistance programs](#)

Examples of consulting mandates in **Strategy**

Mandates have been carried out in companies of all sizes (e.g., startups, PMEs and multinationals) and in social enterprises and non-commercial organizations (e.g., municipalities, NGOs, cooperatives and associations).

- Strategic watch of an industry and internal assessment (alignment of strategic business goals)
- Strategic analysis of competitive advantage
- Strategic planning for business development (local or international)
- Evaluation of corporate culture in terms of social and environmental responsibility
- Development and implementation of a sustainable development plan
- Development of a business plan or model
- Management of an organizational design thinking activity
- Development of a dashboard to measure the organization's achievement of its strategic objectives

Student training

[Learn more about this Master of Science \[MSc\]](#) (in French)

Skills of our students in Strategy

Students specializing in Strategy in the MSc Program at HEC Montréal know how to:

- Support and facilitate a strategic planning process, from identifying and evaluating strategic issues to formulating an action plan to address them
- Assess the company's risks and opportunities (e.g., external analysis, business opportunities)
- Perform competitive intelligence for a firm, such as drawing up an inventory of best practices among competitors
- Evaluate the strategic options available to the organization and make solid recommendations
- Identify the company's distinct resources and capabilities, including an analysis of intangible resources (e.g., identity, culture, reputation and image), and assess their longevity and contribution to competitive advantage
- Conduct an internal assessment of the firm, identify integration or coordination challenges, and facilitate strategic alignment between different business functions
- Prepare a business case for a given business opportunity
- Evaluate the company's means of growth (e.g., organic growth, alliances, partnerships, mergers and acquisitions).



Charlotte Douillard and Ivan Cédric Dabiré
MSc students

Areas of activity

Whether you run a non-profit organization, an SME or a company that operates in Canada or abroad, our students will provide consulting services that are tailored to your area of activity. The following table gives a few examples of projects carried out in recent years.

Industry	Company/Organization
Aerospace	<ul style="list-style-type: none"> • Pratt and Whitney Canada • Bombardier
Financial services and insurance	<ul style="list-style-type: none"> • Caisse de dépôt et placement du Québec • National Bank of Canada • Desjardins Group • PSP Investments • Business Development Bank of Canada • Laurentian Bank of Canada • Intact Insurance
Consulting services	<ul style="list-style-type: none"> • Talsom • Deloitte • Accuracy • EY
Agri-food and retail	<ul style="list-style-type: none"> • L'Oréal • Metro • Sobeys • ALDO • Reitmans • SSENSE • Danone • Nespresso Canada • Keurig • Lassonde Industries
Communications	<ul style="list-style-type: none"> • Vidéotron • Bell Canada • Radio-Canada
Other	<ul style="list-style-type: none"> • AIMIA • Statistics Canada • Société de transport de Montréal • Loto-Québec • Cirque du Soleil • Radio-Canada • McKesson Canada • gsk

Responsibilities of the company/organization

- Identify a facilitator within your company/organization to provide support throughout the mandate
- Give an overview of the company/organization and the problem at hand
- Provide the student with the data and information needed to carry out the mandate
- Help the student integrate into a team, if necessary

To propose a consulting mandate, email HEC Montréal's Career Management Services Centre at sgc@hec.ca