

# **Tuck Global Consultancy**

## **A Field Study in International Business (FSIB)**

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## Overview

Internally, the program is known as Field Study in International Business (FSIB). To project clients, it is known as Tuck Global Consultancy (TGC). For the purpose of this handbook, we will refer to the program as FSIB. The Field Study in International Business course is sponsored by the Center for International Business. FSIB is a 2<sup>nd</sup>-year elective course giving students the opportunity to participate in on-site corporate consulting projects in an international venue.

### FSIB Staff Contacts:

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**2009 Project Dates In-Country:** The in-country (Phase Two) portion of FSIB is three weeks in duration and takes place prior to, or immediately following, the Fall Term. Students must be physically present for the entire three weeks. For 2009, the in-country project dates are:

**Summer Track 2009**  
**Monday, August 24, 2009 – Friday, September 11, 2009**

For Summer Track, students must arrive in-country **no later than the afternoon of Sunday, August 23, 2009** and depart **no earlier than the close of business on Friday, September 11, 2009.**

**Winter Track 2009**  
**Monday, November 30, 2009 – Friday, December 18, 2009**

For Winter Track, students must arrive in-country **no later than the afternoon of Sunday, November 29, 2009** and depart **no earlier than the close of business on Friday, December 18, 2009.**

Phase One begins approximately four to six weeks prior to the start of Phase Two, and Phase Three ends approximately four to six weeks after the end of Phase Two. These approximations may be different depending on the timing of school breaks.

**Project Workload:** FSIB is a full course credited to the Winter Term. The expected hours and work demands are generally higher than for conventional Tuck courses. FSIB is a real-world consulting practicum with an actual client project. The program is serious, client-driven, and client-supported. An FSIB project is NOT an expense-paid vacation in an international venue. Clients expect results similar to those delivered by McKinsey, Bain, BCG, or other leading consulting firms.

**Elements of the FSIB Project Cycle:** Phase One, Phase Two, and Phase Three

*Phase One: Conducted in the U.S. prior to travel; lasts four to six weeks.*

- Students can expect a workload equivalent to a mini-course in Phase One.
- Following project assignment, attend a one-hour kickoff meeting.
- Choose a Team Coordinator at initial kickoff meeting.
- Attend several one-hour conference calls/on-campus meetings to be introduced to the client and project (hours that do not conflict with internship work schedules or classes).
- Prepare client engagement letter. For most projects the FSIB Program Office has a general understanding with the client about project parameters, but it is necessary for teams to refine the scope of work, deliverables, and other project specifics with the client. A sample engagement letter is available on the FSIB website. Teams submit a copy of the engagement letter to the FSIB Program Office.
- Obtain client's confidentiality letter, review, execute, and return to client. Teams submit a copy of any non-disclosure agreement(s) to the FSIB Program Office.
- Prepare a preliminary project work plan for review and approval by the client. It is essential that the client review and confirm the work plan prior to starting the in-country portion of FSIB. Tuck does not have a confirmed consulting assignment until the client signs off on the project proposal submitted by the team in Phase One. A sample work plan is available on the FSIB website. Teams submit a copy of the work plan to the FSIB Program Office.
- Review the materials provided by the client.
- Begin secondary research. Reading on the sector of concern and research on the company itself BEFORE contacting the client is strongly encouraged.
- With the client's assistance, set up a substantial number of appointments and interviews for the first week in the country.

***Phase Two:*** *Conducted in the project's international venue; lasts three weeks.*

- Meet with the client to confirm the detailed objectives and scope of the in-country work.
- Set up a substantial number (40+) of additional appointments and interviews.
- Conduct appropriate interviews.
- Provide daily updates to Team Advisor/Junior Team Advisor.
- Continue secondary research, but focus principally on primary research.
- Begin synthesis and analysis.
- Prepare a preliminary presentation.
- Present a two- to three-hour preliminary PowerPoint presentation to the client.

***Phase Three:*** *Travel completed and team has returned to Tuck; lasts four to six weeks.*

- Students can expect a workload equivalent to a mini-course in Phase Three.
- Meet regularly. Two 90-minute class times per week are reserved for FSIB work in the term following the team's return.
- Meet several times with your Team Advisor to review your progress toward final presentation and report.
- Complete research, synthesis, and analysis.
- Prepare final conclusions and recommendations.
- Hold three or more one-hour conference calls with the client within four weeks after your return to Tuck.
- Present a two- to three-hour final presentation to the client and faculty; this may be done at Tuck, via videoconference from Tuck, or at the client's office.
- Deliver PowerPoint slides and supporting materials (interview summaries, background data, etc.) to the client. Teams submit copies of all to the FSIB Program Office.

## Roles and Responsibilities

**Team Members:** Project teams are typically comprised of six to eight students. The objective of FSIB is learning by doing. FSIB is an actual consulting experience for a real client, with deliverables, timetables, deadlines, uncertainties, and unexpected events. The course prepares students for international business, particularly consulting, through hands-on experience in a challenging overseas environment. It requires Tuck students, working as a team, to use, integrate, and focus their skills learned at Tuck on a real-world project.

**Team Coordinator:** Each team selects a Team Coordinator who is responsible for communication with the client, Team Advisor, and FSIB Program Office during all phases of the project. This may include logistics, project expectations, and any further project issues that arise. Team Coordinators can expect an additional time commitment, particularly during Phase One. Teams may change or rotate Team Coordinators.

**FSIB and Student Exchange Participation:** Students may participate in FSIB if they plan to do an exchange term following the in-country portion of the project. Understand that substantial work occurs upon returning from overseas. As a courtesy to fellow team members, Team Advisors, and the client, students must commit to the entire project. For example, if a student does an exchange during the Fall Term, s/he will NOT be able to participate during the FSIB Winter Track but may participate in the FSIB Summer Track. If considering an exchange term following FSIB, please notify the FSIB Program Office as soon as possible. Exchange students from other schools are permitted to participate in FSIB.

**Team Advisor:** Team Advisors are present throughout the entire project and will physically accompany teams during the Phase Two in-country portion. Team Advisors participate in all conference calls and presentations, schedule permitting. They assist in resolving major issues, maintaining a good client relationship, and keeping the project on track within both the work plan and timeframe. Team Advisors act as a means of advice, guidance, and support. They evaluate team performance and determine students' grades. Team Advisors do NOT manage, direct, or lead the team. They are available, however, to help the team maximize its resources in any way possible.

**Junior Team Advisor:** Junior Team Advisors sometimes accompany student teams during the Phase Two in-country portion. They, too, participate in all conference calls and presentations, schedule permitting. Junior Team Advisors assist with logistics (interpreters, scheduling interviews, arranging in-country transportation, etc.) and act as a support to both the team and the Team Advisor. Generally speaking, Junior Team Advisors do not participate in interviews or accompany the teams to the office each day, although there are exceptions. They do not prepare work plans or presentations but are available to review and critique them. Junior Team Advisors provide Team Advisors with feedback to help determine students' grades.

**FSIB Program Office:** The FSIB Program Office is the primary contact with the client prior to Phase One, with the Director and Associate Director working to obtain client commitment, determine initial project scope and project location, and provide teams with a list of client contacts. Following the formation of a project team, the Program Coordinator handles all logistical details such as meeting room reservations, flights, visas, per diems, hotels reservations, and conference calls. Following Phase Two, the Program Coordinator handles expense reports, client billing, and other logistics.

## **Team Selection and Notification Process**

The FSIB Program Office selects teams according to several factors, including but not limited to: fit between project parameters and student education, experience and expertise, and balance along a variety of dimensions, including gender and nationality. Student teams are typically comprised of six to eight students. While FSIB is open to all 2<sup>nd</sup> year students, acceptance into the course is completely market-driven. The number of students accepted into FSIB depends entirely on the number of paid consulting assignments the FSIB Program Office can generate. With six students on each FSIB team, it takes one client project to enroll every six students into the course. In some prior periods, more students wanted to take part in FSIB than there were available clients, and the FSIB Program Office was not able to place all interested students on a team.

For Summer Track (August/September) projects, team assignments are announced in late June/early July. For Winter Track (November/December) projects, team assignments are announced in late September/early October. Notification of team assignment is conducted by email.

- Students are sent an email inviting them to participate on a project disclosing the client country, and when known, the Team Advisor and project scope.
- Students must confirm participation on a team within 48 hours of receiving the email invitation. Students that defer a team assignment hoping for another project or country shall be considered last or after all other available students for other projects. Students that delay longer than 48 hours to confirm their participation risk losing their spot to another student.
- Following individual confirmation, students will be informed by email of the final team composition.
- At this point, Phase One officially begins. The team should arrange for an initial one-hour kick-off meeting to determine the Team Coordinator, begin research, and arrange initial introductory calls with the client. The most important action item at this point is to engage with the client, even if the entire team cannot attend the initial telephone call.

Remember, the number of students accepted in the program depends entirely on the number of clients ultimately recruited. Regrettably, there still exists much ambiguity and uncertainty during the spring, summer, and early fall about how many students can be accepted into the course. Many clients commit to a project at the last possible moment. The goal continues to be to place every interested student on a project.

## **Withdrawal from FSIB**

At anytime after the student has applied to the program, students should notify the FSIB Program Office as soon as possible if he/she will no longer be able to participate in FSIB. The Center makes a great effort to recruit enough clients for the program so that all students who have applied are assigned to a project. This is reliant on having an accurate count of available and interested students.

If, after joining a team and beginning work on a project, a student must withdraw from FSIB, **the student should IMMEDIATELY speak in person with both the Team Advisor and the program Director.**

## **Project Grading**

FSIB is graded using the same letter system as other courses at Tuck (H, S+, S, LP and F). Tuck grading curve requirements for 2<sup>nd</sup> year courses also apply to FSIB.

The Team Advisor provides the principle basis for the grade, incorporating input from Tuck Global Consultancy faculty and the client (when available). The final grade reflects the student's overall performance. In some cases, grades are awarded on a team basis. In other instances, where the team members' work varies significantly, the Team Advisor may recommend individual grading. In general, the components of the grade are as follows:

- 50% - Individual contribution to the team
- 30% - Team final deliverable
- 20% - Client feedback

All grades (whether Summer or Winter Track) are distributed at the end of the Winter Term, upon completion of all FSIB projects in a given academic year.

It is important to understand that FSIB is not graded based on effort. The expected hours and work demands for FSIB are higher than for conventional Tuck courses, and the means of evaluation sometimes results in a student perception that stricter standards are applied to FSIB grading than traditional MBA courses.

## **Project Resources**

**Resources Provided by the Client:** FSIB is entirely client-funded. For 2009, the total client costs include a fee of \$33,500 per project to cover part of the program's administrative costs. The client also pays for the out-of-pocket travel and lodging expenses of the student team and Team Advisor. A typical FSIB project will cost a client approximately \$100K. There is no profit margin in an FSIB project, meaning that the Tuck School does not benefit financially from the program. The client pays for the actual costs and no more. The important point here is that this is not a course funded by the Tuck School or student tuition.

Client provided resources vary greatly by project and location. Some clients provide teams with printed background information and internet references. Other clients provide office space and office materials in-country (paper, pens, fax, telephone, printer, copier, internet, etc.). However, some clients do not have a presence in the country where teams may be, and teams will consequently need to work out of the hotel. The FSIB Program Office works to ensure that hotels have adequate business facilities. Teams also use the resources of the American Embassy, trade councils, and Chambers of Commerce to aid with secondary research and arranging appointments. Teams are also encouraged to investigate the resources of local business schools and corporations.

**Resources Provided by FSIB Program Office:** The FSIB Program Office provides logistical support for all projects. If the client has previously conducted a FSIB project, FSIB Program Office can provide details of the earlier project. Teams are encouraged to use all other available Tuck resources such as the Feldberg reference librarians, professors, and fellow students. The FSIB Program Office coordinates with Feldberg reference librarians to arrange an information session for all teams during Phase One of their projects.

**Technology Resources:** Students should plan to bring their Tuck laptops for the in-country portion of the course. It is advantageous for Tuck students to have a Tuck, network-friendly computer that they are comfortable using.

The FSIB Program Office coordinates with a Tuck Computing to arrange an information session for all teams prior to international travel.

The Tuck School provides laptop insurance while students are in-country. The Tuck School's Office of Information Technology (Tuck Computing) requests that students refer to the A.B. Gile Insurance materials distributed to student mailboxes for laptop insurance specifics. Students are urged to be alert to possible theft (particularly in airports) and to take necessary electronic precautions such as bringing the appropriate electronic adaptors and using an analog phone line when Ethernet/wireless is not available.

If an accident takes place (theft, flood, fire, etc.), students **MUST** file an incident report while still in their respective country during Phase Two. Please retain a copy of the incident report for insurance reasons.

Additionally, students should make every effort to continually and constantly backup work before departure and while overseas during Phase Two. As in the business world, it is essential to have a contingency plan if a laptop were to no longer be accessible due to theft or technological failure.

- Use memory sticks and/or CDs to backup work.
- Obtain USB drive for a full system backup of laptop; Tuck Computing can offer more specifics.
- Email important files to team members, own Dartmouth email, and other personal web-based email accounts.
- Print out and have hard copies of all essential contact information, meetings, etc.

Tuck Computing emphasizes that they can only offer limited support while a team is in-country. Private networks such as hotels or client facilities, in addition to technological limitations in many developing countries, means that Tuck Computing can only in a limited capacity troubleshoot and offer support. Tuck Computing is restricted from shipping equipment overseas due to proprietary and customs reasons. Students should consult with Tuck Computing, the IBM repair website, and local IBM service centers if repair service is needed.

Tuck Computing can be reached at +1 (603) 646-1818 or by email to: [ittuck@dartmouth.edu](mailto:ittuck@dartmouth.edu).

**Translators and Interpreters:** In countries where the language of business is not English, an interpreter may be required for in-depth interviews. Team members who are fluent in the

country's language are not expected to serve as interpreters, although they do strengthen the project. FSIB staff and/or the client will help locate interpreters.

When working with an interpreter, consider the following:

- Meet with the person prior to the interviews to brief her/him on the objectives for the meeting and project. When the interpreter understands the team's goals, s/he can better phrase the necessary questions.
- Solicit suggestions from the interpreter regarding appropriate cultural behavior (examples may include: impolite to refuse food/drink, expecting at least 10 minutes of small talk prior to the questions, accepting and offering business cards with two hands, refraining from writing on business cards, resisting "brainstorming" with clients, etc.).
- Remember to address your questions and follow-up questions to the interviewee, to look directly at her/him. Do NOT look at the interpreter, but rather at the interviewee both as they speak and as you hear the response in English.
- Discuss with the interpreter how to handle awkward situations, such as when an interviewee insists on responding in English to the team and the team cannot fully understand.

## **Project Expenses & Logistics**

FSIB covers the following costs:

**Per Diem Allowances:** Approximately the week before departure, students receive a per diem check. Per diems are determined as a percentage of the U.S. State Department per diem rates and therefore vary by country and city location. The per diem amount is not negotiable. Students are not reimbursed if they spend more than their per diem, however the Tuck School does not request the remaining amount if students spend less than their per diem.

The per diem check covers the following costs while traveling:

- All meals.
- Reasonable personal living expenses such as tips, laundry, toiletries, fitness facility fees, personal telephone calls, non-business taxis, etc.
- Small gifts to interviewees or the client.

**Airfare:** Once students have accepted a project invitation, the Program Coordinator will follow up with next steps regarding logistics. All students participating in FSIB must arrange their flight through the Dartmouth College Travel Office (Garber Travel). This procedure is not negotiable. It is the student's responsibility to contact Garber Travel to arrange the flight in a prompt manner. It is the travel agent's responsibility to communicate all flight and ticket information and to email the e-itinerary to the student and FSIB staff. Garber Travel works very hard to keep client costs in mind by locating low fares. They also work very hard to accommodate students' individual travel and safety needs. Garber Travel can be reached at: +1 (603) 646-3900 or [college.travel.office@dartmouth.edu](mailto:college.travel.office@dartmouth.edu).

Because many FSIB participants will not be at Tuck for the Summer (internships) or Winter Tracks (holiday), departure cities may vary, both nationally and internationally. To make this process as fair as possible, Garber Travel establishes baseline fares for each project and departure city in coordination with FSIB staff. Some itineraries may be quite complex and will be handled on a case-by-case basis. Any student who has an existing itinerary to their home

country over the Thanksgiving or December holidays is encouraged to contact the FSIB Program Office ASAP for help in arranging the most convenient and most logical flight to the project country.

If a student prefers a specific airline (to get their mileage), prefers a different itinerary (stopover in a different city), or delays finalizing flights (past the established deadline), the student will be required to pay the difference between the final flight cost and the established baseline fare. Students may elect to go to the country of assignment ahead of schedule or to return later. Students may also alter their itineraries (adding stopovers, changing final destination, changing return date, etc.). However, any and ALL charges incurred after the original flight purchase are the responsibility of the student. Students must remember that the corporate client is ultimately charged for flight costs. Any flight costs must therefore be economical and client/business related.

Students submit a check payable to Dartmouth College at the time of the flight booking for any fares that exceed the established baseline fares described previously. Students are required to arrange their flights by the advance fare date given by Garber Travel or pay the difference of a non-advance fare. All airline tickets purchased are non-refundable to keep costs at the lowest level possible. Students should be prepared to absorb the cost of any changes they request after the tickets are issued.

**Hotels and Lodging:** Whenever possible, hotel rooms and hotel taxes are prepaid by the FSIB Program Office. Students should be prepared to provide a personal credit card at check-in and are responsible for incidental expenditures such as meals, laundry, mini-bar, telephone, etc.

Generally, teams stay in 3+ star hotels, meaning good, comfortable, secure, and reasonably priced business hotels with business facilities. For many projects, clients determine the hotel according to the proximity to client offices or according to an existing hotel corporate rate. Every effort is made to arrange a hotel with high-speed Internet.

**Visas:** The FSIB Program Office uses a visa service to expedite visa applications for students. FSIB informs students who will require visas. Students who require visas are responsible for the following:

- Ensure that their passport is valid six months after the END of Phase Two. Since possession of a valid passport is an application requirement for this program, any required passport renewals or replacements are the financial responsibility of the student.
- Ensure that there is a blank page available in the passport to accommodate a visa.
- Finalize flight itinerary to include with the visa application as soon as possible.
- Fill out the required visa application form.
- Prepare any required supporting documentation.
- Provide the original passport and two (2) passport photos.
- Come to the FSIB Program Office to sign the visa application.

**\*Note for International Students:** Occasionally, there are some challenges involved in procuring visas for international students, depending on student nationality and country of destination. The FSIB Program Office does its best to communicate any potential challenges to students and to overcome them. International students should be in contact with Dartmouth's Office of Visa and Immigration Services to ensure the validity of their U.S. visa

for re-entry after FSIB travel. International students must also ensure that they have an updated signature on their I-20 prior to traveling with FSIB.

**Immunizations and Prescriptions:** The FSIB Program Office sends each team a document from Dick's House (Dartmouth College Health Services) that includes information on any required or recommended immunizations for travel to the country where a project is being conducted. FSIB (and ultimately the client) pays ONLY for immunizations or prescriptions (i.e. malaria pills, antibiotics) on the recommended or required list, and ONLY if Dick's House provides the service. A consultation at Dick's House is required prior to receiving immunizations. Please also keep in mind that many immunizations require two weeks to become effective.

**To schedule an appointment:** Call the appointment office directly at 603-646-9401. Bring a copy of your immunization record to the initial appointment and while traveling.

**Billing, Insurance and Reimbursement:** The cost of medical services is initially charged to the student's tuition account and is credited later by the FSIB office. **Students must fill out and submit the "Billing" brochure at Dick's house at the time of their appointment to receive an itemized receipt.** Dick's House does not submit charges for immunizations to insurance companies or health plans. They do provide an itemized receipt upon request that students can submit to their health plan for reimbursement. Before reimbursing immunization charges, the FSIB Program Office requires an itemized receipt from the provider of service AND a copy of the explanation of benefits from the insurance company so that only the amount actually paid by the student is reimbursed. The Dartmouth Student Group Health Plan will currently cover 80% of travel immunizations when received at Dick's House and 100% of prescriptions. This coverage may change from year to year.

**Business Expenses & Expense Reimbursement Forms:** Students occasionally pay project-related expenses prior to and during international travel. Examples of business-related project expenses include:

- All travel to and from the airport, both in the U.S. and internationally
- Industry reports
- Translation and interpretation services
- Business telephone calls, faxes, or internet
- Business related travel while in-country (airfare & lodging)
- Expenses associated with obtaining a visa (i.e. passport photos)
- Business Cards

Students are reimbursed for these expenses, but they MUST keep all ORIGINAL receipts in order to be reimbursed. Students also need to write the equivalent U.S. dollar amount on the original receipt. Prior to departure, students receive by email a copy of Dartmouth's expense report form to keep track of business expenses while in country. All Tuck students participating in FSIB are required by Dartmouth College to complete the official form after the travel portion of FSIB, regardless of whether or not they incurred any additional business expenses while traveling. This is not negotiable, and students must complete the form within two weeks of return from travel.

Students who DO NOT need to be reimbursed for business expenses must submit:

- A completed, signed copy of expense report form (in order to reconcile the advance for their per diem).

Students who NEED to be reimbursed for business expenses must submit:

- A completed, signed copy of expense report form.
- All original receipts, in date order, with the U.S. dollar amount written on them.
- A copy of any relevant credit card statements.

Detailed instructions on how to fill out the form are provided by the FSIB Program Office prior to travel. Students who do not submit the required form within the two-week deadline will not be reimbursed for business-related expenses.

**Conference Calls and Meeting Room Reservations:** The FSIB Program Office helps arrange conference calls and meeting rooms for the team, client, and Team Advisor. Summer Track (August/September) teams are provided with conference call information at the start of their project. Due to the larger number of projects over the Winter Track (November/December), the Team Coordinator is responsible for contacting the Program Coordinator to reserve a time and meeting room for each conference call or meeting and to obtain access numbers for conference calls.

## **Emergency Procedures for Health and Security**

In the event of an emergency, students, Team Advisors, family members, Tuck partners, and others should immediately contact:

**Dartmouth College Safety and Security (available 24 hours/day, 7 days/week):**  
**Safety.and.security@dartmouth.edu or +1 (603) 646-2234**

If an emergency occurs, the Tuck School and the FSIB Program staff can always be reached through the Dartmouth College Department of Safety and Security. In the event of an emergency, always immediately call Safety and Security and identify the call as an off-campus program emergency with the Tuck School Field Study in International Business program. Safety and Security will immediately notify the FSIB Program Office, and Tuck will involve International SOS as necessary. See below for more information on International SOS.

In the event of an emergency, the FSIB Program Office and the Tuck School of Business will establish a “crisis response” team to establish communication within Tuck regarding the emergency and to initiate communication with the FSIB team, FSIB family members, and the Tuck School.

Prior to the start of the in-country portion of FSIB, the FSIB Program Office distributes to all FSIB students, Team Advisors, and to the Tuck School a master document listing the contact information for all teams (client, students, Team Advisor, and hotels). The FSIB Program Office will forward this master document to students’ emergency contacts, but students are asked to also forward the contact document to their family and partners.

**International SOS ([www.internationalsos.com](http://www.internationalsos.com)):** Dartmouth College’s Office of Integrated Risk Management and Insurance has contracted International SOS to provide worldwide emergency assistance for all Dartmouth College students and staff. The services provided by

International SOS range from telephone advice and referrals to full-scale evacuation by private air ambulance. The SOS network of multilingual specialists operates 24 hours a day, 365 days a year from SOS Alarm Centers around the world. The SOS membership protects students against a variety of difficulties that could arise while abroad. International SOS is designed to supplement and integrate with existing Dartmouth College services, policies, and procedures.

Students can access up-to-date reports on more than 170 countries worldwide on health issues, medical care, and vaccination requirements via the International SOS website ([www.internationalosos.com](http://www.internationalosos.com)). The required member login is the same as the Dartmouth College membership number (11BSGC000018). The International SOS website also contains an online Personal Locator form for inputting travel and destination information. **The FSIB Program Office asks ALL students to complete the form so that this information is immediately available to International SOS in the event of a crisis or emergency.**

**International SOS 24-Hour Alarm Centers**

Available 24 hours/day, 7 days/week

[www.internationalosos.com](http://www.internationalosos.com)

Dartmouth College membership number: 11BSGC000018

Philadelphia, PA (If calling from the USA, Mexico, Central, or South America)

+1 (215) 942-8226 (call collect where available)

1-800-523-6586 (within the USA)

1-800-441-4767 (calling from Canada)

London, England (If calling from Europe, CIS, Africa, or Middle East)

+44 20-8762-8008 (call collect when available)

Singapore (If calling from Asia, Australia, or the Pacific Rim)

+65 6338-7800 (call collect when available)

**International SOS Program Benefits:**

- Emergency evacuation
- Medically-supervised repatriation
- Companion ticket
- Additional travel and accommodation arrangements after medical evacuation
- Repatriation of mortal remains
- Return home of minor children
- Medical monitoring
- Inpatient admission and identification of receiving physician
- Emergency and routine medical advice
- Pre-trip information on travel health issues
- Medical and dental referrals
- Outpatient referrals
- Outpatient case management
- Claims assistance
- Outpatient medical expense guarantee and payment (fees will apply)
- Inpatient medical expense guarantee, cost review, and payment (fees will apply)
- Dispatch of medication and medical supplies (fees will apply)

- Travel services
- Legal referrals
- Emergency message transmission
- Translations and interpreters (fees will apply)
- Lost document advice
- Ground transportation and accommodations for accompanying family members (fees will apply)
- Emergency personal cash advances (fees will apply)
- International SOS clinics
- Security services
- Security evacuation assistance
- Online travel security information
- Access to security crisis center

In order to utilize any of the medical, security, or travel services listed under Program Benefits, contact an International SOS Alarm Center from anywhere in the world by calling directly, calling collect, or by calling the toll-free number. Although the Philadelphia center in the United States is Dartmouth College's primary contact, any of the SOS alarm centers will assist students. To ensure a prompt response when calling, students must be prepared to provide:

- Name, location, age, sex, and nationality.
- Program association: Tuck School of Business at Dartmouth College Field Study in International Business program.
- Dartmouth College International SOS membership number: 11BSGC000018
- Telephone number from which call is placed (in case you of disconnection).
- Relationship to the person (if the person calling is not student or Team Advisor).
- Name, location, and telephone number of the hospital or clinic (when applicable).
- Name, location, and telephone number for the treating doctor, and where the doctor can be reached (when applicable).

It is important to understand that while International SOS offers students advice and services that many health insurance companies do not offer, International SOS is NOT health insurance. Requests for reimbursement for medical care received while abroad should be submitted to a student's health insurance provider (usually the Dartmouth College Student Group health insurance plan).

**Other Health and Safety Resources:** In addition to consulting with the FSIB Program Office and/or International SOS about any concerns, students may consult the following websites:

- **The U.S. Department of State/DoS ([www.state.gov/travel/](http://www.state.gov/travel/)):** DoS issues two types of guidance about foreign travel security: "travel warnings" and "public announcements." The Tuck School does not accept project assignment in countries for which DoS has issued a "travel warning" against travel to that country. "Public announcements" advise US citizens about terrorist threats and other relatively short-term and trans-national conditions posing significant risks to the security of American travelers. If these announcements indicate a threat or risk in an area where a Tuck team would be working, Tuck will not accept a project assignment.

- **Safety Abroad First Educational Travel Information/SAFETI** ([www.globaled.us/safeti/](http://www.globaled.us/safeti/)): The SAFETI Clearinghouse Project develops and disseminates resources to support study abroad program development and implementation, emphasizing issues of health and safety.
- **Overseas Security Advisory Council (OSAC)** ([www.osac.gov/](http://www.osac.gov/)): The Overseas Security Advisory Council (OSAC) is a Federal Advisory Committee with a US Government Charter to promote security cooperation between American business and private sector interests worldwide and the US Department of State as well as other US Government Agencies.
- **Dartmouth College Office of Integrated Risk Management and Insurance** ([www.dartmouth.edu/~rmi](http://www.dartmouth.edu/~rmi))

## Additional Resources

### Travel Tips:

**What to wear:** Always obtain dress advice from the client, but as a general rule, plan on wearing Western-style (we don't mean cowboy) business attire for all interviews outside of your client offices. Students generally bring at least two suits. Plan to dress as the client does for work periods in their offices. Attire in the client's offices may be business attire or business casual. When in doubt, err on the side of formal dress and be guided by the advice of the client.

Students should also bring comfortable, casual clothing and shoes for evenings and weekends and have a good understanding of the country's climate prior to arrival. If the hotel has a pool or fitness area, students may plan to bring bathing suits and workout clothing. Plan also to bring appropriate clothing. While socks and nylon stockings can be bought almost anywhere, in some developing countries it is needlessly time consuming to buy items that could have been brought from home.

### What to bring:

Business attire  
 Laptop  
 USB memory stick to transfer files  
 Transformer/adaptor for laptop and other electrical use  
 Project materials  
 Business cards  
 Passport, plus copies of passport and license  
 Prescription medicine  
 Proof of immunization and health insurance  
 Camera  
 Toiletries  
 Travel guidebook  
 Money (traveler's checks, ATM card, US currency, etc.)  
 Tuck logos or small gifts

Students should determine a budget taking into consideration personal preferences and the destination country. In general, students bring about \$1,000 in spending money to cover

personal and project expenses. Students frequently bring a combination of local currency, U.S. traveler's checks, an ATM card, and credit cards. This varies by country and location within the country (urban vs. rural, one location vs. frequent traveling, etc). Please consult the FSIB Program Office with further questions.

***Free Time/Leisure Travel:*** While outstanding project execution is the first priority, an important goal of FSIB is to expand students' international and cultural experiences. Personal travel is in line with this goal. The amount of free time to sightsee or travel can vary greatly by project. Generally speaking, students can plan on at least one free weekend to travel on their own and some time to sightsee between interviews or on the occasional evening during the week. However, it is important to be sensitive to cultural differences and client perception when planning personal travel. Saturday is a normal workday in many countries. Many clients are also eager to welcome students to their countries and may host meals at local restaurants or invite teams to other social gatherings. These are also great ways to experience a country or culture beyond that of a typical tourist.

Students are also encouraged to travel on their own before or after the three weeks during Phase Two. Students are always responsible for expenses incurred during personal travel or sightseeing (museum tickets, opera tickets, tours, train travel, etc.).

### **Interview Strategies:**

The following interview strategies were prepared as a resource to future teams by a Tuck alum who participated in two FSIB projects.

1. Start early! As soon as you accept a place on the team, start the brainstorming process on potential interviewees. It is imperative to be proactive...early planning and execution in setting up interviews will pay huge dividends once you arrive in country. This cannot be stressed enough.
2. Be creative! Use the Tuck alumni network in the region, alumni in the same or similar industries, students, professors, professional networks, personal friends and don't be afraid to cold call, some of the best interviews come from cold calls.
3. Build momentum in country. Often new interviews will come out of the interviews that you have set. Ask interviewees if they have any contacts or friends in the industry that would be willing to meet with the team. In this way, your network and reach will expand exponentially and increase the chances of getting interviews with knowledgeable people with key and valuable insights.
4. Don't procrastinate. Three weeks is a very short time and every day is critical to your success in talking to the right people and adding tremendous value to the client. Again, starting early and sustained effort in country is key to success.
5. Be flexible. Once contacts begin to accept interviews, work within their schedule. Remember, these are busy professionals and trying to coordinate workable interview times will become a huge time-sink as the list of scheduled interviews grows. The team may have to split up or move on a moment's notice to accommodate.

6. Communicate with the team. Internal communication is critical to maximizing the effectiveness of interview setting. Make sure that team members are not duplicating efforts and making multiple calls to the same contact which is a waste of valuable time and can be irritating to busy professionals who may have already agreed to meet with a team member. Write-up interview notes as soon as possible and share those with the team, and be sure to read other team member write-ups to glean key learnings and avoid redundancy.
7. Roll with the punches. There will be setbacks, such as cancelled meetings, misunderstandings, logistical problems, and various other problems that are impossible to imagine but are inevitable in a foreign country. But, if you approach the interview process in a logical and strategic manner, start early and follow through, you can greatly reduce the risk of problems in-country and ensure success.
8. Don't be timid. Working on a consulting project in a foreign country is a daunting and challenging task, that's why they send Tuck students. Understand that being open and outgoing is necessary and crucial to your success. Be willing to talk to anybody that may be helpful and if there is a language barrier, you can always use a translator. But people are generally willing and excited to talk with you about their business and knowledge...make sure you give them that chance.
9. Consistently re-evaluate. As you begin interviews, it is probable that the information will flow in a non-sequential manner. This means you may get redundant interviews or understand one issue well before another. Adapt the strategy in-country to allow time to focus on getting interviews that will fill the gaps in the research. You control the process and must make a concerted effort to get all of the issues addressed in order to deliver superior value to the client.
10. Have fun! The Tuck Global Consultancy is consistently viewed by students' as one of their greatest experiences at Tuck. The chance to meet with and interview some of the leading minds in new and exciting industries in a foreign country offers a tremendous learning experience that cannot be duplicated in the classroom. If done in an effective and strategic manner, interviews will be a fun and memorable experience for both you and the interviewee.

### **Writing a Good Consumer Survey:**

These guidelines were prepared by an experienced FSIB Team advisor as a resource to future teams.

#### **1. Keep your focus**

Ask yourself:

- What do we need to know?
- Why do we need to know it?
- What do we plan to do with this information when we find out?

Once you identify your core questions, you can build the longer questionnaire based on these.

#### **2. Keep your questions simple and logical**

- Make questionnaires as brief as possible within the time and attention constraints of your respondents
- Avoid nice-to-know questions that will not lead to actionable data
- Group questions by topic and number every question

### **3. Avoid ambiguity or confusion**

Be very careful about writing questions that are ambiguous. Responses to ambiguous questions become almost useless when too much can be left open to interpretation.

### **4. Make your first questions engaging and place important questions at the beginning**

- Try to make the first questions easy and engaging
- Sometimes it makes sense to start with an open-ended question that calls for a very short answer tied to the purpose of the questionnaire to get the respondent interested
- Leave any non-critical or off-topic questions, such as demographics, to the end

### **5. Fine-tune questions and answer options**

- Do not overlap response options
- If you use a continuum scale with numbers for answer options, use a clear concept at the top and bottom of the scale
- When asking a respondent to “rank responses” be sure to give guidance as to how
- Don’t force respondents into either/or answers if a neutral position is possible
- Allow for “not applicable” or “don’t know” responses

### **6. Use a few open-ended questions, but with care**

- Open responses are difficult to consolidate, so use them sparingly
- Open-ended questions often provide really useful data, so don’t avoid them completely
- Provide at least one open question so respondents can express what is important to them

### **7. Write a compelling standardized intro or heading**

- The purpose of study and why it is worth giving time to
- Who is running the survey (i.e. students)
- Why you value the respondent’s input
- The confidentiality or anonymity of the study
- A “thank you” for participating

## **Give Us Your Feedback**

The FSIB Program Office encourages ALL varieties of feedback following the completion of the program. FSIB also encourages submission of photos of projects for potential use in brochures or on the website.