



Consult

**PRIVATE AND PUBLIC COMPANIES
AND NON-PROFIT ORGANIZATIONS**
YOUR PARTNER FOR SUSTAINABLE SOLUTIONS

ABOUT US

LAU Consult is the consulting arm of the Lebanese American University (LAU), operating from within the University Enterprise Office (UEO). At LAU Consult, we strive to help you gain a competitive edge in your industry, geographic market and social environment.

LAU is a leading multi-campus institution of higher education in Lebanon, chartered by the Board of Regents of the University of the State of New York and accredited by the New England Commission of Higher Education (NECHE).

LAU hosts first-rate schools in Architecture & Design, Arts & Sciences, Business, Engineering, Medicine, Nursing, and Pharmacy. To date, LAU's schools have achieved the following distinguished accreditations: An AACSB for the School of Business; an ABET for the bachelor's in Civil, Computer, Electrical, Industrial and Mechanical Engineering; an ABET for the Computer Science program; a CCNE for the Bachelor of Nursing; and an ACPE for the Doctorate in Pharmacy.

From within this acclaimed institution, LAU Consult strives to serve your needs with care, integrity and excellence.

LAU Consult draws on the academic and professional expertise of more than 700 full-time LAU faculty and staff, as well as that of a diverse pool of external experts. As such, LAU Consult is able to offer institutions of higher education, K-12 schools, hospitals, academic medical centers, private and public companies, family businesses, non-governmental and international organizations, and governments the following services:



Higher Education Academic Coverage, Development and Management



K-12 Education Solutions



Talent Management, Executive Education and Professional Development



Quality Management and Accreditation Advisory Support



Succession Planning and Corporate Governance



Strategic Planning and Management Consulting



Energy and Environmental Planning

ADVISORY SERVICES FOR PRIVATE AND PUBLIC COMPANIES AND NON-PROFIT ORGANIZATIONS

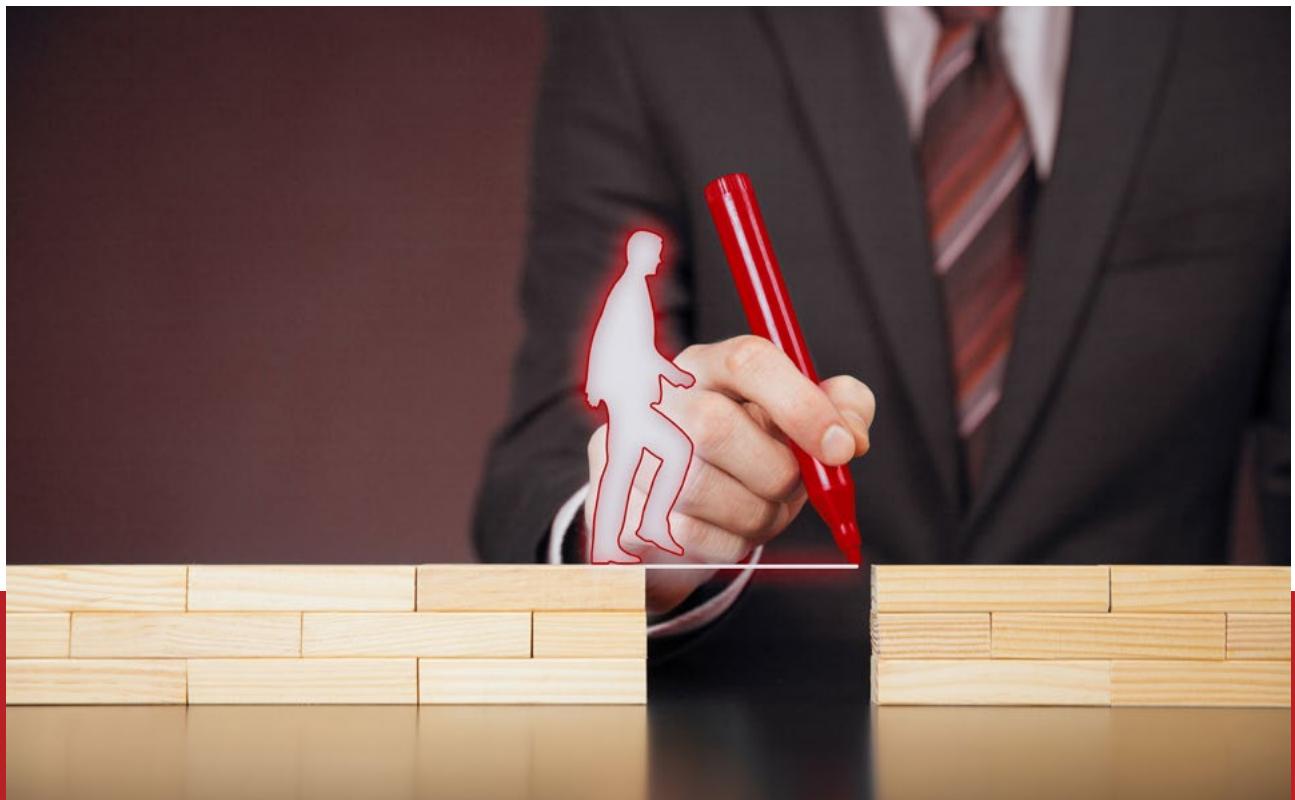
In an ever-changing world, private and public companies and non-profit organizations must be effectively and efficiently managed in order to keep pace with the dynamic market conditions and strategic shifts around them.

Sometimes, changes within an organization may create a need that cannot be met with its existing internal skillset. This can be a particular challenge for family businesses, which, for various reasons, often experience difficulties recruiting and retaining highly skilled talent. When faced with such challenges, businesses need to turn to consulting firms, such as LAU Consult, for proper guidance.

With many years of experience in corporate, family business, and non-profit consulting, LAU Consult gives you in-depth access to our knowledge of organizational management.

As LAU's consulting arm, LAU Consult draws on the strengths of faculty, staff and project-based consultants to provide you with the most efficient and cost-effective services you require, such as:

1. Strategic Planning and Management Consulting
2. Succession Planning and Corporate Governance
3. HR Restructuring
4. Talent Management, Executive Education and Professional Development
5. Marketing Planning
6. Hospitality Management
7. Non-Profit Organizations Support and Development.



1

Strategic Planning and Management Consulting

Strategic planning is one of the most important parts of an organization's work because it provides a sense of direction and outlines measurable goals and how to reach them. Different from classic business plans, strategic plans involve a vision, a mission, and outside-the-box thinking.



Within our collaborative and outcome-oriented approach, LAU Consult thoroughly examines your organization and its operations to optimize the use of resources and capitalize on points of excellence and differentiation, shedding light on what matters most to your stakeholders.

Our dedicated and experienced team of consultants will work with your team to address key management-consulting issues, such as:

- Strategic Planning
- Operational Plan Development
- Performance Improvement
- Financial Planning and Budgeting
- Human Capital Requirements, including:
 - Team Building
 - Recruitment
 - Leadership Development
- Organizational Effectiveness
- Crisis Management
- Management Information Systems Planning
- Systems Integration and Process Reengineering
- Marketing and Communication Planning and Implementation.

As a follow up to developing a strategic plan, we mentor you and your team in elaborating and executing operational plans that meet your strategic objectives.

2

Succession Planning and Corporate Governance

The next three decades will see the biggest inter-generational wealth transfer in history because of successions in family businesses. Within the dynamic MENA business environment, proper succession planning is crucial to the continuity and sustainability of all large family businesses and multinational institutions.

Succession in family businesses necessitates a long-term plan to build strong leadership that can execute the company's current and cross-generational goals. LAU Consult has helped family businesses make it to the fourth and fifth generation while maintaining their standing among the biggest and most successful companies in the world. The continuity and growth of any family business demands the implementation of a multidimensional succession plan.

Today's successful family succession implementations include some key steps, such as:

- Structuring and leading family retreats
- Institutionalizing a family council
- Developing a family constitution
- Formulating decision-making mechanisms across succession, governance and business functions
- Forming a board of directors, while defining forms of family involvement in the business, whether at the board-governance or management levels



- Discussing and rationalizing within the family council the need for succession, determining the positions requiring succession and the duties involved, and shortlisting candidates for the positions (if any)
- Meeting with top managers of the family business, and assessing the impact of succession per candidate, while gathering input to avoid resistance
- Forming a committee at the board level to oversee the process of succession both at the board and operational levels

- Grooming family members selected for succession on the tasks each will handle
- Integrating management accounting and control systems to solidify a transparent culture between family members and management
- Instilling a process for conflict management between family members, board members and management.

Succession planning involves non-family members as well. Following from the notion of talent retention and its cost-saving benefits, succession planning enables organizations to promote from within, thus increasing the potential of a positive impact on performance management. Such succession of key positions is a multidimensional task, involving:

- Soft skills
- Technical knowledge of the position at hand, including job description and competencies, direct reports per position, etc.
- A high level of emotional intelligence to manage the succession and its operational and performance ramifications.

Moreover, key to any successful C-suite succession is a system of corporate governance, in particular, a board of directors along with a compensation and benefits committee, an audit and finance committee, and, for key positions, a succession committee to oversee the process and its potential impact on the business as a whole.

Irrespective of your organization's ownership structure, LAU Consult will help you establish the necessary governance configurations to ensure that your organization adapts to the changing environment.



3 HR Restructuring

Organizations worldwide have come to realize the importance of partnering with their employees. In fact, a company's talent can make or break it. While organizations are used to focusing mainly on clients, many have come to realize that the "internal client" is equally important. From here stems the need to make sure that this all-important resource – the internal client – is satisfied, motivated and supported for optimal performance. At LAU Consult, our teams help organizations revise and update their structures to capitalize on their talent, all while increasing external competitiveness and internal fairness. Our holistic approach ensures that you have the proper policies and procedures in place and are ready to put them to full use.

With globalization and increased access to international markets, what truly differentiates one organization from another is the ability to effectively manage, develop, train and empower its talent. In fact, over the past decades, the Human Resources industry has evolved from a personnel function with an overwhelmingly administrative role to being a more strategic partner supporting an organization to reach its goals. At LAU Consult, we encourage organizations across all industries to capitalize on this vital resource to thrive in today's highly competitive global market.

We help you:

- Conduct an assessment, review your current organizational structure, and conduct a gap analysis
- Revise your organizational structure for optimal performance
- Review and update job descriptions based on a thorough job analysis
- Establish a competitive compensation system benchmarked against best practices in your industry
- Develop a tailored human resource policies and procedures manual and a supporting employee handbook
- Deploy the delineated restructuring action plans above
- Assess training needs and provide relevant training and educational development courses to bring your talent up to the level required post-restructuring.

4 Talent Management, Executive Education and Professional Development

Organizations often seek strategies that will enable them to attract, develop, motivate and retain the most talented employees. But scouting for and hiring talent is costly, as is the training and orientation process for new hires.

Moreover, organizations are often faced with challenges surrounding staff retention, which is vital to success. Implementing the proper employee-retention program is an effective way to ensure the most talented and motivated workers remain on board while maintaining performance and productivity.

In light of the above, LAU Consult offers talent-management, executive-education and professional-development services to ensure that your team recruits the right talent for sustainability and growth, who keep pace with advancements in their field.

Executive education is another key to the success of an organization. It provides the tools to enhance the skills of executives, and gives them an opportunity to step back and gain a new perspective on their roles.

We strongly believe that in order for managerial talent to deliver quality service and fulfill the expectations of clients and stakeholders, it is crucial to keep their knowledge up-to-date and develop skills for new challenges ahead.



5

Marketing Planning



Companies and non-profit organizations face numerous market challenges today. Brands and retailers alike are currently focused on adapting to the dynamic landscape in the MENA region with the ever-increasing integration of digital platforms and services. As regional and local retailers are trying to lure in shoppers through a mix of online and offline touchpoints, brands have to strategically focus on the following areas:

1. Understand the omni-channel consumer journey and the key touchpoints to target for effective sales conversion in the retail environment
2. Develop a route-to-market strategy that covers multi-channel distribution strategies
3. Develop an effective SKU-mix strategy alongside proper shopper-marketing plans to achieve efficiency in portfolio management, targeting an increase in margins
4. Develop and execute joint business planning with retailers who are gaining in negotiating power.

To develop a marketing plan, the LAU Consult team starts by analyzing the different components of the client's environment, and then conducts a deep dive into the identification of growth inhibitors and accelerators. This process allows our consultants to develop actionable and detailed go-to-market strategies that effectively respond to the client's challenges.

LAU Consult applies different principles and practices, as well as the newest research, to strategic marketing plans for local, regional and global markets.

These include:

1. Diagnosing marketing problems
2. Identifying opportunities
3. Analyzing alternative courses of action
4. Recommending sound marketing strategies and action plans.

6

Hospitality Management

The hospitality industry employs more than 10 percent of the global labor force, making it a key economic-growth engine in both developing and developed countries.

In recent years, though, hospitality businesses have faced many complex challenges, including the integration of emerging technologies such as online distribution channels, revenue management, and mobile apps. Furthermore, the emergence of shared economy platforms such as Airbnb and Uber is further tightening the market. Also, limited access to capital has been exerting additional financial pressure on day-to-day operations, and consumer preferences are leading to growing demand for quality and sophistication. Finally, security and safety issues have caused fluctuations in both occupancy and revenues. Such challenges necessitate an innovative approach that LAU Consult can provide to increase both value and competitive advantage in today's hospitality businesses.

In particular, LAU Consult's team of experts can provide your travel, lodging, food-service, or recreation business with the following advisory services in Lebanon, MENA and internationally:

- Franchise support
- Forecasting and benchmarking
- Feasibility studies and market studies
- Hospitality training
- Quality control
- Operation setup and support
- Operation assessment
- Cost and financial results control systems
- Channel and revenue management.



Non-Profit Organizations Support and Development

Recent research contends that the globalization-related problems organizations are facing are highly complex – especially for non-profits. LAU Consult offers a wide range of services to local and international non-governmental organizations (NGOs) to create a sort of safety net where private- and public-sector support has dwindled.

In a world filled with development challenges that are reshaping daily realities, the non-profit and non-governmental organizations have come to play a pivotal role. Based on the mantra of “Leaving No One Behind,” countries around the globe have come together as part of the United Nations 2030 Agenda and pledged to work toward realizing 17 Sustainable Development Goals (SDGs) that will help end poverty, protect our planet and ensure prosperity for all. Governments know that it is essential to involve local and international NGOs as main actors, and LAU Consult understands the importance of empowering this sector.

At LAU Consult, we differentiate ourselves by partnering with NGOs, helping them develop their capacities to better serve their target groups. For both local and international NGOs,

we conduct baseline and end-line studies and external evaluations. Additionally, for local NGOs, we support the implementation of needs-assessment surveys and targeted capacity-building interventions. Furthermore, realizing the increasing competition for scarce resources, we help our partners develop projects that are relevant to the needs of the target community, write proposals as per donor requirements, and fundraise.

We offer local and international NGOs a wide range of services that include:

- Baseline and end-line studies
- Needs assessment and targeted capacity-building interventions
- Project development, proposal writing and fundraising
- External evaluations.

Our team comes from the field with practical experience, an understanding of the donor world, and an in-depth knowledge of key donor requirements. With this expertise, and driven by the belief in partnership with the public sector, we can customize our services to suit the varying needs of local and international NGOs.



OUR TEAM

LAU Consult has consolidated the academic and professional experience of more than 700 full-time LAU faculty and staff, as well as that of a pool of external experts from across a wide range of disciplines. Such varied and experienced talent pool helps us better serve our clients and make a solid impact.

Backed by a committed team of multinational and talented consultants, we strive to make a difference in institutions of higher education, K-12 schools, hospitals, academic medical centers, private and public companies, family businesses, non-governmental and international organizations, and governments.

Aside from our diverse specialties and academic credentials, LAU Consult's team of professionals has a track record of hands-on experience assessing and managing complex client needs and creating long-lasting positive change. Through our collaborative efforts and know-how, we push not only our own boundaries, but those of our clients as well.



OUR APPROACH

- We are focused, insightful and hands-on
 - We respect and value the uniqueness of each institution
 - We bring a diversity of perspectives and share a common purpose
 - We believe in collective effort and building internal capacity for sustainability and institutionalization
 - We base our recommendations on solid evidence, best practices and lessons learned
- We mobilize an extensive foundation of knowledge to provide the best solutions to our clients
 - We are Your Partner every step of the way in leading change for a better future...

You will see immediate benefits as we leverage our expertise and belief in sustainable partnerships to deliver tangible and long-lasting results.



LAU Consult
University Enterprise Office
Lebanese American University

Byblos Campus
P.O. Box: 36
Byblos, Lebanon
Tel: +961 9 547 254 ext. 2242
Fax: +961 9 944 851

Beirut Campus
P.O. Box: 13-5053
Chouran Beirut 1102 2801
Lebanon
Tel: +961 1 786 456 ext. 2242
Fax: +961 1 867 098

**New York Headquarters
and Academic Center**
211 East 46th Street
New York, NY 10017
United States
Tel: +1 212 203 4333
Fax: +1 212 784 6597

<http://consult.lau.edu.lb/>
consult@lau.edu.lb

