

# ICP, value co-creation with emlyon Master talents

法国里昂商学院硕士精英助力价值共创

IN-COMPANY CONSULTING PROJECT  
emlyon business school Asian Campus

企业咨询项目

法国里昂商学院亚洲校区

Lyon . Shanghai . Paris . Mumbai

# about emlyon business school

## 关于法国里昂商学院

Founded in 1872 by the Lyon Chamber of Commerce and Industry, **emlyon** business school is a prestigious international institution with a stellar global reputation. The school currently hosts 9,260 undergraduate and graduate students from 130 countries and regions, along with more than 4,000 executive education participants. Lyon, Paris, Shanghai & Mumbai. The school has also forged strong academic partnerships with 220 top universities and institutions worldwide. To date, **emlyon** has cultivated a network of 45,000 alumni spread across 130 countries and regions, making significant contributions to a wide range of industries.

Adhering to its educational philosophy of "We are makers," **emlyon** business school is dedicated to shaping talents with an entrepreneurial mindset and creative spirit, through its practice-based teaching approach. Under the guidance of its "Resonance 2028" strategy, the school is continuously exploring new frontiers in education, focusing on five core strategies: academic excellence, entrepreneurial spirit, commitment, hybrid knowledge and a deep resonance with the world, society and the business community. **emlyon** strives to foster an open, inclusive, dynamic, and interactive learning environment, cultivating future leaders with global perspectives and innovative capabilities.

The year 2007 saw the inception of **emlyon** business school Asia in Shanghai. The school currently offers overseas bachelor and master programs, GEMBA and GDBA courses, and diversified EDP courses. In 2013, **emlyon** Asia joined hands with Beijing University of Post & Telecommunication (BUPT), China's most prestigious institute of higher learning in electronics and information technology, initiating the BUPT-**emlyon** GEMBA program. In 2015, **emlyon**, together with China's double-first-class university - East China Normal University, Minhang District government of Shanghai City and Shanghai Zizhu National High-tech Industrial Development Park, founded Asia Europe Business School. In 2021, **emlyon** Asia and Shanghai International Studies

法国里昂商学院于1872年由里昂工商会创立，是一所享誉全球的国际商学院。学校现有来自130个国家和地区的9,260名本科和研究生，以及4,000多名高管课程学员。其四大校区战略性地分布于：里昂、巴黎、上海和孟买，同时，学校与全球220所顶尖大学和机构建立了深厚的学术合作伙伴关系。至今，法国里昂商学院已培育出45,000名校友，他们的足迹遍布全球130个国家和地区，为各行各业的发展贡献力量。

秉承“创客同行(We are makers)”的教育理念，法国里昂商学院始终致力于通过植根于实践的教学方法，塑造具有企业家精神和创客思维的人才。在“2028共振”战略的引领下，学院正不断探索教育的新边界，围绕学术卓越、企业家精神、社会责任、跨学科知识整合以及深化国际合作这五大核心战略，致力于构建一个开放包容、多元互动、充满活力的学习环境，培养更多具有国际视野和创新能力的未来领导者。

2007年，法国里昂商学院建立亚洲校区，现设有本科及硕士留学项目，法国GEMBA，法国GDBA学位课程，并开设多元化的EDP课程。2013年，携手中国电子信息领域的“黄埔军校”-北京邮电大学合作举办全球高级工商管理硕士项目(GEMBA)；2015年，再次携手世界“双一流”高校华东师范大学、上海市闵行区人民政府和上海紫竹高新区(集团)有限公司共建亚欧商学院；2021年，与上海外国语大学联手打造金融方向工商管理硕士项目(MBA)；2023年，与哈尔滨工业大学合作举办大数据管理与应用专业本科教育项目；2023年，与上海交通大学联合创办新媒体管理与数字经济联合项目。

同时，为打造产学研一体化发展，培养国际化产业领袖人才，法国里昂商学院先后建立了美好商业中心、欧亚体育产业中心、全球人力资源与组织创新中心以及全球商业智能中心，未来还将建立更多研究中心，实现资源共享，价值共创。



全球仅**1%**的商学院荣获三大国际认证的殊荣！

Among the select few **1%** business schools worldwide awarded international accreditations.

创新创业排名法国商学院全法第**1**位

致力于生态转型院校全法第**1**位

**Le Point**

\* 法国《观点》2024年

#1 Innovation and Entrepreneurship

#1 Ecological Transition among french schools

Le Point Ranking 2024

毕业生就业力排名法国商学院第**2**位

\* 英国《泰晤士报高等教育》2024年

**THE**

#2 in France, Times Higher Education Global Employability University Ranking 2024

IMBA项目全法第**4**位

\* 英国《金融时报》2024全球MBA百强榜

#3 in France, Financial Times

**FT**  
FINANCIAL  
TIMES

全球管理学硕士全球第**8**位

\* 2024《金融时报》全球管理硕士百强榜单

#8 Worldwide

FT Masters in Management Ranking 2024

管理学科排名全法第**3**位

**SHANGHAI RANKING**

\* 2024软科世界一流学科排名

#2 in France, 2022 Shanghai Thematic Ranking

市场营销硕士排名法国第**4**位·全球第**8**位

#4 in France · #8 worldwide, Masters in Marketing

管理学硕士排名法国第**4**位·全球第**17**位

#4 in France · #17 worldwide, Masters in Management

金融学硕士排名法国第**4**位·全球第**19**位

#4 in France · #19 worldwide, Masters in Finance

\* QS 2025 全球商科硕士排名

\* QS Business Master Rankings 2025

EMBA排名法国第**4**位·全球第**22**位

\* QS 2025 全球商科硕士排名

#4 in France · #22 worldwide, QS EMBA Rankings 2025

# about in-company consulting project

## 关于企业咨询项目

**emlyon** business school established its Asian Campus in Shanghai in 2007 and launched a 14-week semester for **emlyon** business school master's students. Operated by the **emlyon** business school Asian Campus programmes office, this semester is fully integrated into the Master's programmes offered on European Campus in Lyon, France. It brings together Master's students from **emlyon** business school, from ECNU, our partner university in Shanghai, and from other partner institutions, for a full multi-cultural experience in China. Each year, around 600 Masters' students will pursue management studies here in Shanghai, either during the Summer (from April to July) or the Fall semester (from September to December). The students come from different programmes, especially during the Summer semester: MSc in Management (Grande Ecole Program), MSc in Luxury Management & Marketing, MSc in Sport Industry Management, MSc in International Hospitality Management (this program is in partnership with Institut Paul Bocuse), MSc in Digital Marketing & Data Science, etc.

自2007年起，法国里昂商学院在上海成立亚洲校区，并设计了一学期课程（为期十四星期）。这个学期的课程由法国里昂商学院亚洲校区独立管理，是法国里昂校区的管理学硕士项目的组成部分。这个项目让来自法国里昂校区、我们在上海的合作院校 - 华东师范大学以及其他中国合作院校的硕士学生们聚集在一起，充分体验多元文化交流。每年的夏季（四月到七月）和秋季（九月到十二月），上海校区都从里昂迎来总数达600多名硕士学生。这些学生（尤其是夏季学期的学生们）来自各个不同项目和专业：管理学硕士（大学校项目）、奢侈品管理和营销硕士、体育行业管理硕士、国际酒店管理硕士（此项目为与博古斯学院合作项目），数字化营销及大数据专业硕士等等。

On the Asian Campus, the semester provides students with relevant courses and an opportunity to experience and understand essential aspects of the Chinese / Asian business environment, particularly in the form of the In-Company Project (ICP).

A large number of Chinese and international companies are faced with issues they need advice on, plans or projects which need to take on a more tangible form, or even problems and challenges that need to be resolved. Such companies may lack the necessary inhouse resources (time, people, etc.) to pursue them. Each semester, the **emlyon** business school Asian Campus can offer multi-cultural groups of students to work on these very real projects and come up with real proposals and real recommendations at the end of the period.

Each team of students can draw on solid general management knowledge, the specific learning contents of the semester in Shanghai, and their diversified backgrounds in order to analyse and resolve the particular issues while coming up with tangible outputs for the future development of the company, as amply demonstrated in the previous semesters.

在上海校区，学生们在一个学期中学习管理学专业课程，并获得实际体验、理解中国和亚洲的商业环境的机会。这种体验尤其通过企业咨询项目（ICP）来实现。

许多中国和国际公司都会面对以下的情况：问题需要得到建议，计划或项目需要被实施，问题和挑战需要被解决。由于这些公司在一些必备的资源上的有所缺失（如时间、人力等）而无法完成计划，每个学期，我们上海校区可以提供具有多元文化背景的学生小组来执行这些计划并且在项目最终提出建议和改善的方法。

每一个小组的学生们都具备坚实的管理学知识，在上海校区学习了与亚洲商业环境相关的课程，并具备多元文化背景，他们将以此来分析并且解决特定的问题、为公司的未来发展提出实际的建议。这一点已经在我们之前的学期实践中得到充分体现。

## what types of project?

### 项目类型

Many types of issues can be covered in the framework of the ICP:

- a marketing plan for a new line of products
- a communication or positioning strategy
- a competitive benchmarking analysis
- reorientation of HR and remuneration policies
- internal performance improvement research etc.

一个ICP可以涉及公司管理的各个层面：

- 一个新产品的营销方案
- 新产品的传媒和定位策略
- 竞争对手调查报告
- 人力资源相关的报告
- 提高企业内部绩效的可行性报告等等。

# working with our students?

## 怎样和我们的学生合作？

The In-Company Project lasts the whole semester (14 weeks), either during the Summer semester (April to July) or during the Fall semester (September to December). Each week, the Thursday is free of courses and thus specifically set aside for work on the project (meetings, online documentary research, conducting questionnaires and interviews, brainstorming sessions, etc., whether inside or outside of the company) on top of the spare time within the programme schedule. Each team is composed of Master's students from **emlyon business school** and Chinese student from our partner universities in Shanghai.

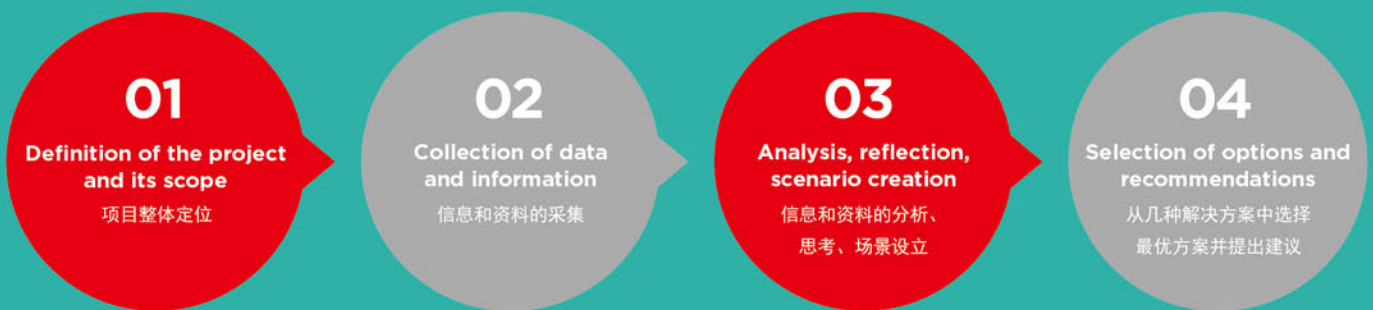
The company needs to appoint a supervisor to guide and supervise each team it has provided a project to. The teams will also be able to call on a pool of expert tutors who will provide the necessary methodological advice as they steer their way through the different stages of this consultancy project.

每个ICP持续一个学期(14个星期)，在夏季学期(四月到七月)或者秋季学期(九月到十二月)进行。为了ICP的需求，我们特别安排每周四学生无课，让学生们可以在ICP项目工作(例如在公司内或者公司外进行会议、在线资料搜集、准备问卷和采访、小组讨论等)，并且在需要时也将他们的课余时间予以利用。每个团队由四个**emlyon business school**的硕士生和一个华师大或与里昂商学院合作的上海其他大学中国硕士生组成。

公司必须指定一个项目管理者来监督和管理这个团队。我们同时也提供一个行业专家组成的咨询顾问队伍，给学生以必要的方法指导。

### 4 stages:

学生们完成项目的不同阶段：



### process:

具体流程：



The students will hand in a final report (20-30 pages) and carry out a final presentation in front of the company supervisor and the programme board (composed of faculty and tutors).

在项目结束时，每个团队必须向项目管理者 and 由教授及顾问们组成的考察委员会提交终期报告(20-30页)，并做一个项目结果陈述。

## some examples :

一些学生们做过的项目案例:

### Industry 行业

Mass Consumer Distribution

某大卖场

### Subject 项目内容

Lean management

精细管理分析

### Industry 行业

A famous jewellery brand

某知名珠宝品牌

### Subject 项目内容

Brand positioning and marketing plan in mainland China

中国大陆品牌定位及营销策略

### Industry 行业

A famous skin care brand

某知名护肤品牌

### Subject 项目内容

Synthesis of the competition analysis and recommendation on the brand's future marketing strategy.

竞争对手分析及制订品牌未来市场营销策略

### Industry 行业

A dairy products brand

某乳制品品牌

### Subject 项目内容

consumer behaviour research and recommendation on the category management

消费者行为分析及卖场品类管理建议

### Industry 行业

Clean technology consulting

环保技术咨询

### Subject 项目内容

Market study and business plan for green building products

绿色环保建材产品的市场分析和商业计划书

## advantages of icp for participating companies

### 给提供咨询项目的公司带来的惠益

- Recommendations on real issues
- Access to a group of talented students and resources
- Possibility to tailor student profiles to project needs
- Student creativity / thinking out of box + excellent academic background
- Professional and academic supervision by emlyon business school
- Opportunity to identify / test future new hires
- 为公司解决一个真正的经营问题
- 商学院的优质人才和资源
- 有可能根据项目的需求来选择学生团队
- 具有良好学术背景的年轻学生们的创造力和不落俗套的想法
- 法国里昂商学院的学术支持
- 为公司发现新的人才

## key elements for designing a successful project

### 咨询项目成功的关键

- A clear definition of the scope of the project: a real issue confronting the company
- Commitment of the supervisor, regular exchange of meetings
- Access to internal resources (confidential agreement available)
- 设计一个合理的具有可行性的项目，必须是公司真正面对的问题
- 项目指导者必须为项目贡献时间和精力
- 及时提供一些必要的内部数据（学生们可以签署保密协议）



# actors

## 咨询项目的参与方

- The group of students: generally composed of 4 emlyon business school master's students and 1 Chinese student from our partner universities. The company cannot choose the students but can submit their requirements of students' profiles (for example: engineering background, experience in marketing or in finance, etc.)
- The company, which is represented by the company supervisor. The supervisor defines the framework of the assignment, follows the consultants' work and assesses their final results. His/her commitment is the key element for the success of the project.
- The pool of academic tutors, which represents a resource accessible to students. The pool of tutors will comprise a number of academic experts from different business fields and will offer suggestions and advice concerning methodology, action plans, sources of information, etc.,
- The ICP board is made of several professional and academic experts, who will assess the overall quality of the final project once accomplished with the company supervisor.
- 学生们组成的年轻咨询师团队，通常有四个emlyon business school 硕士学生和一个合作院校的中国学生。企业不能选择学生，但可以告知校方是否对学生的背景有特殊要求(例如：需要有工程师背景，或需要有市场营销或财务方面的经验)。
- 公司，由项目管理者来代表，由他/她来负责项目的设计和跟进，并对学生们的成果进行最终评估。项目管理者对项目的全力支持是项目成功的关键。
- 导师团队是校方为学生们提供的支持。导师们是来自各个不同商业领域的专家，为学生们的调查方法、行动方案和信息资源等提供建议和咨询。
- 评委会由几位学术或企业专家组成，和项目管理者一起评估学生们的整体工作成果。

**Initial consultation is FREE of charge. After completion of the project, the company will evaluate the results as the following criteria: Achieved, Good, Excellent, or Exceeded Expectations.**

**Achieved: No fee**

**Good: 38,000 CNY**

**Excellent: 58,000 CNY**

**Exceeded Expectations: 78,000 CNY or more.**

咨询费用前期免费。结项后，公司对项目进行四档评估：达到，良好，优秀，远超期望。

达到：不收费

良好：3.8万元

优秀：5.8万元

远超期望：7.8万或者更多。

Since 2008, we've worked with around 340 companies on around 600 projects, including:

自 2008 年以来，我们已经和三百多家公司合作过六百多个项目，包括：

**ADEN Services, AccorHotels, Adidas, ADECCO, Agatha, Andros, ARKEMA, AUCHAN, Autoliv, Bureau Veritas, Carrefour, Cartier, CHINT Electric, BAYER, Decathlon, Disney, Fairmont Peace Hotel, Kempinski, Kering, Langham, LENOVO, L'Oreal, Louis Vuitton, Mandarin Oriental, Michelin, Miumiu, Ralph Lauren, Saint-Gobain, Salomon, Shangri-La, Sodexo, Solvay, PayPal, Roger Dubuis, Puma, Salomon, Société Générale, TOTAL, Veolia, Whotels...**

**AndmanySME.**

**和许多中小型企业。**

The following companies have offered projects for two consecutive semesters or more:

这些公司曾经多次交付项目给我们的学生：

**AccorHotels, ADECCO, ADEN, Agatha, Auchan, Andros, Bureau Veritas, Decathlon, Gaggenau, Kempinski, Langham, L'Oreal, Oakley, PayPal, Puma, Ralph Lauren, Roger Dubuis, Salomon, Shangri-La, Sodexo, Société Générale, Total, Veolia...**

Since the program started, senior executives of AccorHotels in the Greater China region have taken the opportunity to offer their skills and expertise to provide support and guidance for the various initiatives and projects launched. The project has given us an opportunity to identify talents and drive recruitment exercises around globe.

自项目伊始，雅高酒店集团大中华区的高层管理人员便热心地分享他们的技能和专长，为所推出的多项举措和项目提供支持和引导。通过这个项目，我们能够从中挖掘人才，推进全球的人力资源招募工作。

- AccorHotels

I have been very impressed by the professionalism of the report's content and the pertinence of the conclusions drawn. We at Agatha will certainly take into account your remarks and comments.

这份报告的内容专业水准之高令我印象深刻，得出的结论也很有说服力。我们一定会采用你们的建议和意见。

- Agatha

This industry is very difficult for students with no technical background, however the team is very good and dedicated, from research to field study, they did a good job, it is amazing.

这个行业对于没有技术背景的学生来说非常困难，但是团队能够全情投入，从研究到实地考察，他们做得很好，简直太棒了。

- CHINT Electric

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## emlyon business school CAMPUSES

### LYON

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### SHANGHAI

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N.3663 North Zhongshan Road  
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### PARIS

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em-lyon.com

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## your contact

### 您的联系人

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