

Example Internship Proposal – Strategic Management / IBA

BACHELOR INTERNSHIP PROPOSAL ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY

Name company: *KPMG*

Country: *Germany*

Brief description of the company:

KPMG is a professional service company with three lines of service: financial audit, tax and advisory/consultancy.

Description of the internship assignment:

I will be an intern in the KPMG CIO-Consulting department, placed within the bigger department Advisory. The department advises business clients regarding their entire IT value chain. Approaches are developed to integrate a digital strategy into the whole company to fit the customer's needs. A big focus on transitioning business IT infrastructure to cloud services and external service providers. I will be part of the team as an integrated member and work on several current projects. My work can range from administrative work, research, data processing and analysing, building presentations, to direct client contact.

Description of the research problem that you will study within the company. Be sure to include the elements listed on page 7 of the internship manual.

My research questions is: "How can the success of the integration of a conventional business and a digital strategy be measured and furthermore the impact on the organisation's effectiveness be determined?"

The problem can be defined as an incapability to properly measure effects of a digital strategy. As of now, conventional business strategies and digital strategies are seen as two separate value chains by most businesses. Even more alignment of both is not found commonly. The untapped usage of the full digital strategy potential can be based on general management unfamiliarity with digital matters. Additionally, effects of a successful digital integration are rather intangible and latent, thus hard to see and measure for strategic managers.

The general goal of the research is to facilitate synergies between and across both business and digital strategies (or value chains) for organisational effectiveness and strategic advantages. In order to so, factors for integration will be investigated, as success measurement presumes integration of both value chains into one integrated network. Then, measures, metrics and indicators are determined first for integration success and subsequently for the impact of integration on overall organisation effectiveness.

Theoretical models and theory to examine the problem are firstly the DIKAR model. It is used to investigate the integration of the digital strategy for the factors: data, information & knowledge; and the business strategy factors: actions & results. Secondly the model of Balanced Scorecards will be used. This is used to examine the organisational value proposition and to examine factors facilitating alignment and integration of both value chains.

Thirdly the Critical Success Factor model is used to investigate the measurement for the success of integration and the impact on organisation effectiveness.

Next to these theoretical models I will use first hand insights from various businesses to get a better insight in the whole digital strategic value chain, the integration of digital strategies and how to measure its success.

Description of the relation between the assignment and the chosen academic department:

The strategic management department is the most related to my internship. First of all I will be working in a consultancy department on digital strategies. Next to that I will analyse how the success of strategies (digital and conventional) can be measured.

IBA students only – Please describe the international aspects of this particular internship here:

KPMG is a very international company operating in 155 countries. Work is done across borders, the official language in my department is English and there are more international colleagues than Germans.