



# GMIX 2010 Sponsor Guide

# GMIX

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## GMIX 2009 Program Snapshot

**Strong worldwide exposure:** the GMP supported 77 GMIXs in 53 unique organizations in 27 countries around the world.

**Significant alumni support:** 63% of students worked at an organization with which we have an alumni relationship.

Stanford Graduate  
School of Business  
Global Management Program

GMIX was an eye-opening experience. I came to China with a predetermined mindset which changed completely by the time I left. The GMIX provided me with invaluable insight into facing challenges when working in a unique social and professional environment. I believe the experience is mandatory for anyone who wants to understand the difference between theory learned in class and actual global day to day practices.

-Tomer Cohen, MBA Class of 2010

# Global Management Immersion Experience (GMIX) 2010 Sponsor Guide

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## **Program Overview**

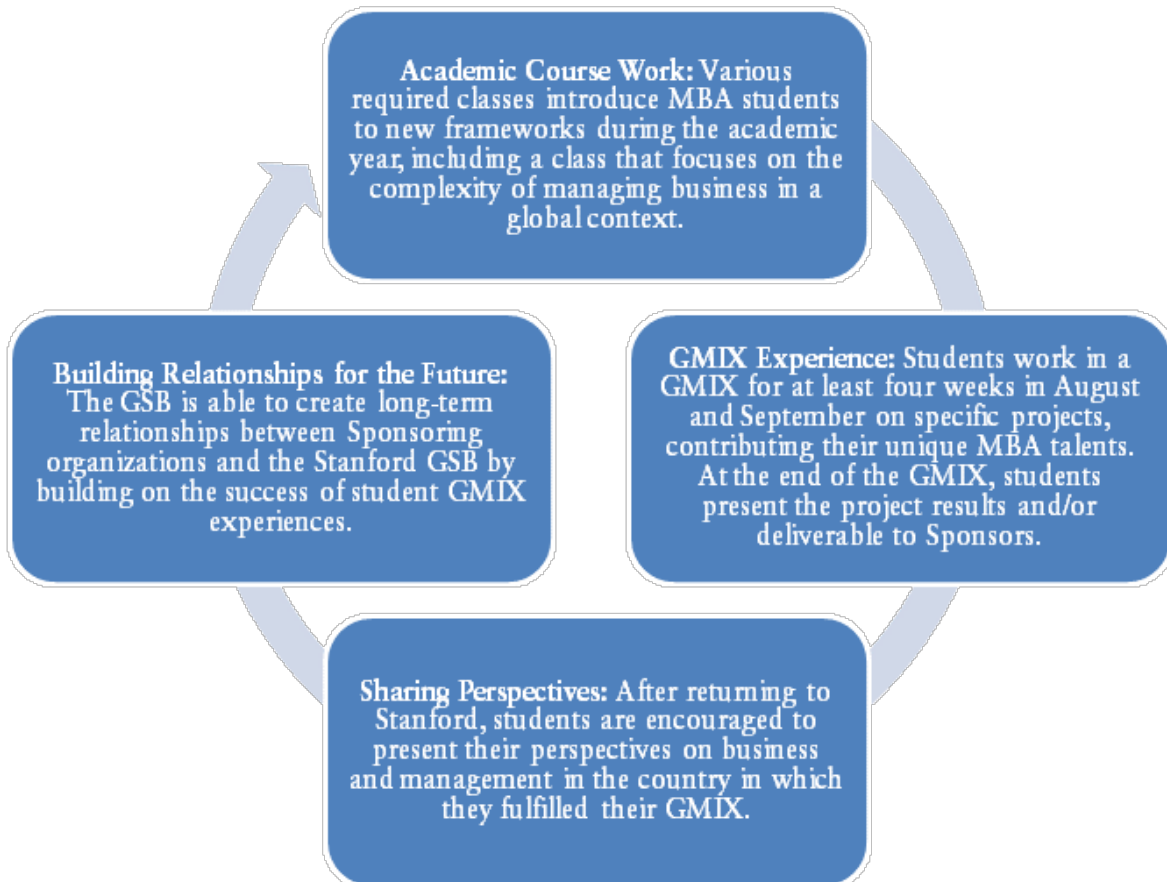
The Global Management Immersion Experience (GMIX) program began in 1997 with 21 Stanford MBA students in China. Since then, GMIX has expanded to include 41 countries in Africa, Asia, Australia, the Caribbean, Europe, Latin America, the Middle East, and the South Pacific. GMIX is administered by the Global Management Program (GMP) within the Stanford Graduate School of Business (GSB). In 2009, 53 Sponsor organizations and 75 students participated in 77 GMIX opportunities in 27 countries around the world.



**GMIXs are non-US-based four-week immersion experiences focused on a well-defined project and deliverable with a sponsoring organization.** The GMIX program furthers students' understanding of the global context of business while at the same time promotes opportunities for them to contribute their talents to international companies and organizations. Students typically participate in a GMIX between their first and second year of the MBA program, after they have completed their regular 8-10 week summer internship. For the summer of 2010, most students will be available to participate in GMIXs from **August 23<sup>th</sup> to September 17<sup>th</sup>**.

## **GMIX Program Components**

The GMIX program is comprised of four components, the second of which is critical to the program's success:



## **Sponsor Benefits and Eligibility**

Sponsors benefit through participation in the GMIX program by:

- Gaining access to talented MBA students with essential business skills,
- Contributing to a critical component of the Stanford MBA curriculum,
- Achieving completion of significant projects at your organization, and
- Enhancing the overall visibility of your organization within the GSB as a [Global Affiliate](#).

GMIX Sponsors must provide an authentic, international work experience for the student. We ask for well-defined GMIX projects with clear expectations and deliverables. Organizations may be private sector companies, government agencies, or non-governmental organizations (NGOs). If the organization is a nonprofit or public organization, it may not have the promotion of a particular political party or candidacy as their core purpose. The organization also may not be primarily religious in nature, but may have a religious affiliation. **Please note: If you decide to recruit GSB students for GMIX opportunities, we ask that you work directly with the GMP office and do not engage directly with students.**

### **The GMIX Opportunity: A Focused, Self-Contained Project**

For both the sponsoring organization and the student, a well-defined project is an essential element for the success of the GMIX. The most successful projects are ones where expectations and deliverables are made clear by the Sponsor before the student begins the GMIX.

Sponsors should indicate the specific details of the project on the job file when filling out information on the GSB Career Dashboard (information on page 7). For further information on the GMIX program and examples of previous Sponsors and projects please visit our website at: <http://www.gsb.stanford.edu/gmp/career/gmix.html>.

### **Balanced Work Schedule**

The GMIX program is also intended as an opportunity for students to learn about the culture in which they are working. GMIX opportunities should therefore be structured for a five-day work week within reasonable business hours to allow students time for cultural activities. In the past, students have used the weekends to take short trips to explore the country and historical sites.

## **GMIX Sponsor Requirements**

	For-Profit GMIX Sponsors	Nonprofit GMIX Sponsors
Housing	Required	Required
Living Allowance	Required	Suggested
Roundtrip Airfare	Suggested	Suggested
Work Permits/Visa Assistance	Required	Required

- **Housing:** All GMIX Sponsors are required to provide students a minimum of housing but no salary for the minimum four-week GMIX experience. Housing should be an international standard hotel,

serviced apartment, or comfortable accommodation relative to the location of the GMIX. Sponsors typically research/find housing and must pay the cost (usually directly to the provider) for the duration of the GMIX.

- **Living allowance:** For-profit Sponsors are also required to provide interns a daily living allowance. We suggest Sponsors set a “per diem” or daily rate comparable to the rate for organization employees when they travel in-country. This allowance should cover food, transportation to and from the office, laundry, and other incidentals. Most Sponsors pay the living allowance in one lump sum before the start of the GMIX. It is left to the Sponsor’s discretion to decide how the in-kind payment should be distributed. *Special consideration on this requirement may be given to nonprofit organizations.*
- **Roundtrip Airfare:** Sponsor provision of airfare is always appreciated and helps to increase the chance of securing a Stanford MBA student for your organization. Sponsors typically pay airfare costs directly on behalf of the student.
- **Work Permits/Visa Assistance:** Sponsors must cover the costs and guide students through the permit/visa application process. As GMIX is an academic program and students are not compensated for their work beyond the minimum requirements listed above, most students enter the country on tourist visas.
- We also ask that Sponsors provide logistical assistance in case of medical or other emergency.
- Students are responsible for having their own health insurance.
- Sponsors are encouraged to provide activities to expand students’ knowledge of culture, government, and the economy.

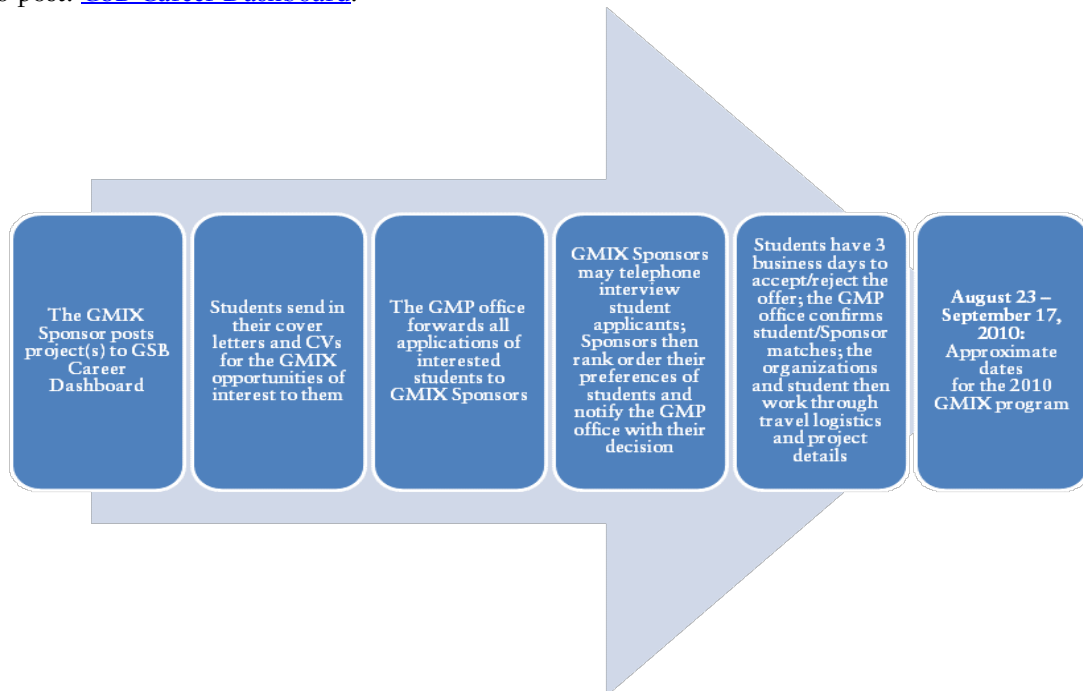
### Visa and Work Authorization

As GMIX is an academic program and students are not compensated for their work beyond the minimum requirements, most students enter the country on tourist visas. When work permits are necessary, Sponsors must cover the costs and guide students through the permit/visa application process.

### How to Sign Up: The GMIX Process and Timeline

#### The GMIX Process

The following outlines the process for the GMIX 2010 program. It is strongly recommended that Sponsors post opportunities earlier to have access to a greater variety of students and better possibility of filling the post. Follow this link to post: [GSB Career Dashboard](#).



## The GMIX Timeline

Please note the various posting deadlines and the date on which we will forward you batched student applications (i.e. Round 1 Deadline is February 11, and you receive student applications in a batch on March 9). When students apply to the GSB Career Dashboard listing, their applications will come directly to our office. Then we will batch all applications and email them to you on the dates noted below:

### Important GMIX Sponsor Deadlines

Round I	<ul style="list-style-type: none"><li>• <b>February 11:</b> GMIX Sponsor posting deadline</li><li>• <b>March 9:</b> Stanford MBA student applications sent to Sponsor</li><li>• <b>March 22:</b> GMIX Sponsor returns rank ordered list to Stanford GMP office</li></ul>
Round II	<ul style="list-style-type: none"><li>• <b>March 12:</b> GMIX Sponsor posting deadline</li><li>• <b>April 6:</b> Stanford MBA student applications sent to Sponsor</li><li>• <b>April 19:</b> GMIX Sponsor returns rank ordered list to Stanford GMP office</li></ul>
Round III	<ul style="list-style-type: none"><li>• <b>April 9:</b> GMIX Sponsor posting deadline</li><li>• <b>April 27:</b> Stanford MBA student applications sent to Sponsor</li><li>• <b>May 10:</b> GMIX Sponsor returns rank ordered list to Stanford GMP office</li></ul>
Round IV	<ul style="list-style-type: none"><li>• <b>May 6:</b> GMIX Sponsor posting deadline</li><li>• <b>May 25:</b> Stanford MBA student applications sent to Sponsor</li><li>• <b>June 7:</b> GMIX Sponsor returns rank ordered list to Stanford GMP office</li></ul>

## Global Affiliate Recognition

The Global Affiliates Program supports one of the School's top priorities—identifying local, regional, and multinational organizations to support the School's innovative curriculum. Participants in the Global Affiliates Program help create student opportunities through the GMIX program. These global experiences are a required part of the School's MBA curriculum.

We are pleased to recognize you as a Global Affiliate in the Stanford GSB annual report and on our website if you host one or more of our students through the GMIX program. To view a full list of the 2009 Global Affiliates, visit <http://www.gsb.stanford.edu/gmp/career/globalaffiliates.html>.

## Other Relevant Information: Language Fluency

GMIX students come from all over the world and must select an opportunity in a country that is new to them. This often means they are not likely to be fluent in the language of their host country. All GMIX students speak fluent English in addition to their native languages. Previous GMIX Sponsors have found that language fluency is not necessary, since an interpreter can be assigned for special tasks. If a Sponsor deems language skills a requirement for participation, we will inform students accordingly; however this will decrease the number of available applicants.

## **GMIX Online Posting Instructions**

To post a GMIX opportunity, please go to: <http://www.gsb.stanford.edu/cmc/> and under the box labeled Recruiter Tools, select Login or New User, depending on whether you have created an account before.

Posting Deadlines:
Round I: February 11, 2010
Round II: March 12, 2010
Round III: April 9, 2010
Round IV: May 6, 2010

**Important Note:** All student applications will come directly to the GMP office. We will collect their CVs and send them to you in a batch to rank order your preferences for students. All GMIX opportunities posted prior to February 11<sup>th</sup> will not be visible on the GSB Career Dashboard until February 11<sup>th</sup>.

### **Step One: Create an Account/Log in to your Account**

For new users, create a new account with your organization and contact information. The process of establishing an account should take approximately 5-10 minutes.

- Select New User from the recruiting webpage.
- Go to **1<sup>st</sup> Time Users** and select "Create a New Account".
- **Create Your Account:** create a username and password and enter your email address
- **Organization Information:** search for your organization:
  - If you find it, select the organization by clicking "Select"
  - If you do NOT find it, click "Add Organization" at the bottom of the page
    - Fill out all the required organization details in **Organization Profile** and click "Save"
    - **Edit Contact Profile:** Fill out all the required contact details and click "Save"

For existing users, log into your account with your username and password.

- If you have forgotten your password, go to the bottom of the login page to **Forgot Password?** and enter your email address. Your password will be emailed to you.

### **Step Two: Post a New Job**

Once you reach the Recruiter Dashboard after creating your new account, you will need to add the GMIX opportunity. The process of adding a GMIX opportunity should take approximately 5-10 minutes.

- From the Recruiter Dashboard page, make sure you are on the **My Dashboard** tab.
- Click "Post a New Job" link located on the top left of the page within the "Alumni/Student Job Board Postings" box.
- **Job Posting Form:** fill in all the required fields (further suggestions for GMIX postings are below):
  - **Organization Information:** fill this section out if it doesn't indicate "Previously Selected Answer".
  - **Job Information:** The following information must be filled out for a GMIX posting:
    - For "Job Title" write "GMIX Opportunity: [Your organization's name]: [Job Title]". For example, "GMIX Opportunity: Bank Royale: Marketing Analyst".
    - For "Job Audience" select "MBA 1<sup>st</sup> Year" only. **This field is required for GMIX.**
    - For "Job Type" select "Summer Internship" only. **This field is required for GMIX.**
    - For "Job Start Date" enter "08/23/10" or the alternate start date you have chosen.
    - For "Job Location Country" select the country where your organization will host the opportunity. **This field is required for GMIX.**
    - Please be specific in your requirements for "Job Description" and "Qualifications". You

will receive more relevant applicants by including specifics on skills, responsibilities, and the amount of experience you are seeking.

- **The Global Management Immersion Experience (GMIX):**
  - For “GMIX Opportunity” select “Yes”
  - For “Number of Students” write the number of GMIX students you would like to host.
  - For “Desired Start Date” please write 08/23/2010 (recommended end date for the 2010 program).
  - For “Desired End Date” please write 09/17/2010 (recommended end date for the 2010 program).
  - For “Housing Provided” be descriptive and be sure to read the details in this GMIX Sponsor Guide to confirm that you are providing appropriate housing (information on page 5).
  - For “Living Allowance” be descriptive. You must provide an amount in either U.S. dollars or your local currency. Read the details in this GMIX Sponsor Guide to confirm that you are providing an appropriate living allowance. The living allowance amount is separate from the payment you provide for housing (information on page 5).
  - For “Airfare Allowance” please provide airfare if you are able; this helps to make GMIX opportunities more attractive to GSB students (information on page 5).
  - If you would like to have interaction with your GSB student prior to the beginning of the GMIX (e.g. reading material, conference call, etc.), we ask that you include this information and the number of hours required for interaction in the “Other / Special Requirements” section.
- **How to Apply:**
  - For “Preferred Contact Method” select “Apply via Email”. Please Note: Students will not email you directly; instead, we will collect their CVs and send them to you in a batch to **rank order your preferences.**
  - Under “Application Deadline” type in 06/01/10. **We will manually edit this field before approving your posting; the adjustment to the application deadline will be based on the date by which you post your job (i.e. if you post by February 11, we will amend the deadline to March 8, the date by which students must apply for Round I postings).**
  - For “Expires” please enter 06/01/2010.
  - For “Application Procedure”, please specify to whom the cover letter should be addressed.
  - **Submit** the job posting.

## **GMIX Sponsor Frequently Asked Questions**

### **How much should I pay the student for the living allowance?**

GMIX Sponsors provide students with varying levels of living allowance. We suggest Sponsors set a “per diem” or daily rate comparable to the rate for company employees when they travel in-country. This allowance should be enough to cover food, transportation to and from the office, laundry, and other incidentals. We encourage GMIX Sponsors to offer a competitive living allowance equal to or above the local cost of living standards to ensure that the students’ living costs will be covered.

### **What does appropriate housing look like?**

A corporate/international standard hotel accommodation or serviced apartment is the typical accommodation provided for the students during their participation in the GMIX program. We encourage Sponsors to provide accommodation in close proximity to the organization (e.g. no more than a 30 minute commute) in order to maximize both the student and the Sponsor experience. If you are unable to provide accommodations within these standards, please let us know.

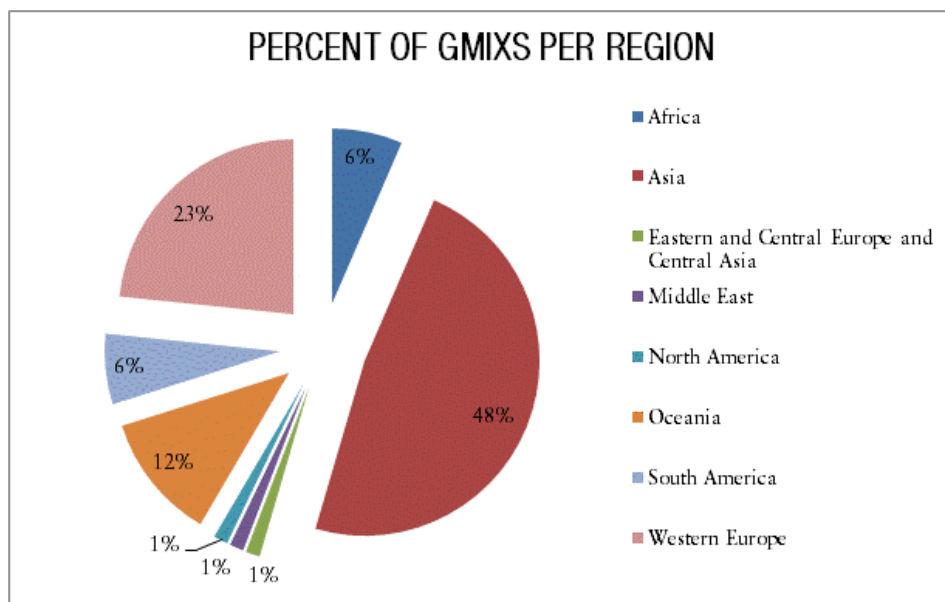
### **Four week seems short – can we extend the GMIX?**

The majority of students are only available for a four-week time period between the end of their traditional internship and the beginning of their second year in the MBA program: August 23 – September 17, 2010. There may be some flexibility in timing given individual circumstances; however, hosting a GMIX outside of the traditional program period could result in fewer applications for your position.

In order to maximize your time with your GMIX student, prior to the GMIX experience you are welcome to interact with students by giving them briefing materials, host a conference call with students prior to their arrival, etc. If you plan to do this, please make it clear in the GSB Career Dashboard posting.

**What are the most prevalent regions of the world for GMIX opportunities?**

In 2009, 77 GMIX opportunities took place in 27 countries around the world. Similar to distribution over the past few years, here is the 2009 regional breakdown:



**Do you have direct feedback from past GMIX Sponsors that would allow us to get a better sense of how the GMIX program would benefit our organization?**

Most GMIX Sponsors see the four-week student contribution as having impact on their organization: **98% of the 2008 Sponsors reported an “Excellent”, “Very Good”, or “Good” experience with the GMIX program.** The students’ impacts are visible and valuable:

“A GMIX student helped Stichwise – a South African mining safety gear company that protects mining workers from the very accidents that crippled Stichwise's employees - scale their business model at a national and international level. The entrepreneur's dream is to provide a safer work environment for hundreds of thousands of mining workers around the world and, thanks to the GMIX student, she is now one step closer.”

- *Laura Esnaola, Endeavor*

“Having a GMIX intern in our office in the Dominican Republic was very beneficial to our company's operation there. For the GMIX intern, it was an eye-opening, hands-on, international business experience that offered direct access to senior management. Her project got local management thinking about how to cost our services in ways they had not considered before. We fully expect her interaction with management will result in greater profitability and a more accurate capturing of the indirect costs that go into our product. Based on the positive results from our first GMIX experience, we are offering GMIX and paid internships at 14 Inter-Con Security Systems locations in Latin America and Africa.”

-*Ken Proulx (MSM '06), Vice President of International Operations, Inter-con Security Systems*

**Do students sign any agreements with the School with regard to the GMIX program?**

Managing non-disclosure agreements is left to the discretion of the GMIX Sponsor. Your organization is welcome to ask the student(s) with whom you will be working to sign non-disclosure agreements, which would then be an agreement between your organization and the student. This has been done in the past.

**How do I design an appropriate and authentic four-week GMIX experience?**

There are several factors to keep in mind while designing a summer position for an MBA student:

**Challenging work.** MBA students are highly motivated, experienced, and eager to make the most of the four-week opportunity. They often emphasize summer job accomplishments on their resumes when looking for full-time jobs. The average first-year Stanford MBA student has worked professionally for four years. They seek assignments typically given to consultants or managers rather than to “interns.” Students seek a balanced immersion experience that offers both a well-scoped, well-defined project and the independence and flexibility to think analytically, strategically, and creatively.

**The opportunity to work with senior management and a mentor.** Our MBA students look to make an impact at a high level, and appreciate the opportunity to work with your senior executives. Ideally, senior managers are also willing to share insights into the challenges of running their organization. Having an assigned mentor with a demonstrated commitment to giving guidance can greatly enhance the learning experience. Performance feedback, both during and after the GMIX, is greatly appreciated by our students.

**The opportunity to apply analytical tools.** Students are eager to use skills developed or refined during their first year of business school. Think about areas where you could benefit from outside expertise: strategic planning, marketing, finance, operations, organizational concerns, etc. In general, such jobs allow students to apply what they’ve learned in the classroom and make for better matches.

**Opportunities for leadership development.** Students look for opportunities to interact with a wide variety of people (for example, clients, and board members) to learn more about how to motivate and coordinate collective efforts to reach a common goal. When considering your job description, be sure to illustrate how a student’s work fits into the bigger picture and how he/she might be able to test his/her leadership skills.

**The chance to have an impact.** GMIX students want to use their skills on projects that an organization might not otherwise be able to take on, and where appropriate, to strengthen the management of the organization more generally. Students value projects that address real organizational needs, and where they have ownership of the final product and presentation.<sup>1</sup>

**What are some sample GMIX opportunities that have been posted in previous years?**

Scoping a project in advance and being fairly specific about what is expected are critical considerations for you in order to maximize the time you have with the student as well as an effective way to set expectations for the student’s success. Below are a couple of examples.

**Sample GMIX I**

Job Description: [Company X] launched a “Bridge Loan Fund” in November 2006 with the primary goal of immediately meeting the need of capital for launching micro enterprise. Though there are several government programs which encourage micro enterprises by giving soft loans, the time lag between the submission of the project proposal to the bank and its approval is typically four to six months although economic conditions lead these entrepreneurs to want to start earning a living as early as possible. They face a dilemma as to whether to stick around in the village and wait for the bank approval or to step out and search for jobs at urban locations. This is an anxious and unsettling period. It is observed that some youngsters fall through this crack and follow the less risky path of migrating to cities and searching for a job.

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<sup>1</sup> Source: Alison Davis, MBA-Nonprofit Connection

To meet the needs of these young entrepreneurs, [Company X] plans to expand the size of its Bridge Loan Fund, to put in place the systems to evaluate the project proposals and to monitor their progress and also offer basic management training to the young entrepreneurs. Therefore, [Company X] is seeking the help from Stanford graduates to:

- Conduct the case studies of at least four entrepreneurs who have received micro loans under the Bridge Loan Fund.
- Design parameters for evaluating the project proposals, design a basic management training module for the young entrepreneurs, and design a monitoring system for tracking the progress of the micro business.
- Write a business proposal for fund raising.

Potential outputs are:

- Four case studies of young rural entrepreneurs.
- A template for project evaluation, a monitoring system for measuring the progress, and a basic management training module. The students will be expected to conduct a pilot training program for a batch of entrepreneurs.
- A business proposal for fund raising for the Bridge Loan Fund.

The assignment will involve four weeks stay in India and travel to rural areas within the state of Maharashtra and desk research. The graduates will work in close collaboration with [Company X] and its local NGO partner.

#### *Sample GMIX II*

[Company X] in Singapore is responsible for base oil supply to all of Asia-Pacific and Middle East and would like to host a Stanford GMIX opportunity for four weeks. The main project is to review the supply security in the region and propose the most cost effective mitigations such as minimum inventory levels at the refineries, minimum inventory levels at the lubricant blending plants, diversity of supply, etc. The project will include the formulation of “Credible Supply Emergencies” which the individual will create, develop and then host “dry-runs” with the supply, trading, shipping and planning team.

The above will be the majority of the GMIX and will require excellent strategic analysis, financial analysis and presentation skills as well as an enthusiasm to introduce and interview many different people across many businesses and at all levels in the organization. The project will give a very comprehensive overview of the entire supply chain from trading, shipping, supply, blending and distribution.

For variety, several smaller projects will be proposed to be undertaken in parallel. These will mainly be general country market and competitor analyses for the region and will provide the individual with an excellent overview of the oil industry dynamics in the Asia-Pacific region.

The individual will be required to sign a confidentiality agreement. No prior oil industry experience is required and consulting experience would be desirable. The individual will be part of the supply and trading team reporting to the Regional Supply Manager.

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### **GMIX Contact Information**

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<http://www.gsb.stanford.edu/gmp/career/gmix.html>

