



Student consultants, professional-grade results

The Carlson Consulting Enterprise (CCE) is a unique academic program that gives you the opportunity to work on real-world challenges faced by businesses large and small. Open to MBA and undergraduate students, CCE consultants work in teams to research, analyze, and solve problems faced by clients. You'll apply what you've learned in the classroom and build relationships with recognized business leaders while gaining valuable, hands-on work experience.

Throughout the program, you will receive one-on-one coaching and mentorship from professors with decades of consulting experience, weekly opportunities to interact with clients, and put your problem solving and management skills to the test.



Project criteria

The Carlson Consulting Enterprise assists clients in addressing real business challenges and opportunities related to strategy, operations, general management, and more. Of the 20-25 projects the CCE completes each year, many are cross-functional in nature, spanning multiple business competencies.

Student consultants engage in work that includes:

- Market opportunity analysis
- Business model development
- Process evaluation and redesign
- Supply chain optimization
- Organization and operating model design

For all projects, the clients will identify:

- **Executive sponsor:** a senior leader who will attend project milestone meetings and provide input on scope and direction
- **Primary contact:** supplies project-related information, helps CCE team navigate the organization, and provides periodic reviews of progress



Scope

Each student consultant devotes around 15 hours per week to CCE work. CCE teams will work with clients to identify clear, agreed-upon deliverables to provide actionable results to them while also delivering valuable learning outcomes for students.



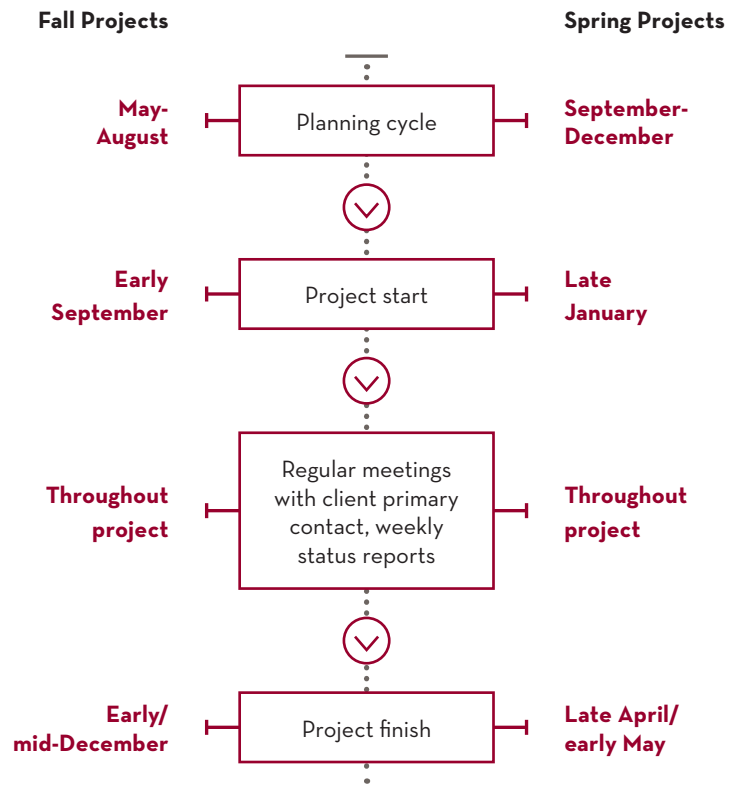
Client confidentiality

CCE student consultants routinely work with confidential information and are trained in the proper handling of sensitive materials. Each signs a non-disclosure agreement outlining expected behavior to safeguard information.



Timeline

Projects start in either early September or late January and run for 13-14 weeks.



The Carlson Consulting Enterprise has completed more than 300 projects since 2002 while working with leading companies in a variety of industries.

Recent CCE clients include:

- Allianz
- UnitedHealth Group
- Cargill
- McKnight Foundation
- Hennepin County
- 3M
- Ecolab
- Best Buy
- US Golf Association
- Donaldson
- Medtronic
- University of Minnesota



This project provided an applied focus on developing real solutions to real challenges.

UnitedHealthcare executive

CCE projects span strategy, operations, organization, and general management. Among the assignments we've handled in recent years:

- Evaluated the structure of a major county agency and recommended organizational and operating model enhancements to better serve citizens, stakeholders, and employees
- Developed a bespoke sustainability framework and governance model for a major diversified company to deliver greater shareholder value
- Created an outreach strategy for the state's leading natural history museum to enable outstate residents to access the museum's resources and programming
- Designed and developed an enterprise-level balanced scorecard for a major industrial products manufacturer to drive organizational decision-making aligned to strategic priorities
- Identified the key drivers of technology burnout among healthcare providers leading to product enhancement recommendations for a global healthcare company
- Optimized the distribution center operations of a leading telecom equipment supplier to reduce freight spend, material handling, and packaging waste

CCE students leverage their experience in the program to land both consulting and non-consulting careers at some of the top companies in the world. More than 400 CCE alumni are employed at more than 150 companies across the world, including:

Recent consulting placements:

- Accenture
- Bain & Company
- Boston Consulting Group
- West Monroe
- Deloitte
- McKinsey & Company

Recent industry placements:

- 3M
- Ecolab
- Cargill
- Amazon
- UnitedHealth Group
- Medtronic



CCE leadership

Siddharth Chandramouli, managing director, has worked on strategy and operations initiatives across a wide range of industries, including financial services, healthcare, logistics, and travel. His experience includes working as a management consultant with IBM and McKinsey, where he led business development activities and project teams. In these roles, he worked with clients to bring a structured, collaborative, and actionable approach to solving critical business problems. He has also served in senior leadership positions with Zurich Insurance Group, UnitedHealth Group, and Carlson Wagonlit Travel in roles including corporate strategy, sales and distribution, and operations. He received his PhD in Industrial and Operations Engineering from the University of Michigan. He has a passion for coaching, mentoring, and building strong, trust-based relationships.



Susan Goldstein, academic director, is an associate professor in the Supply Chain and Operations department at the Carlson School. She is a globally recognized expert in service operations and previously worked in clinical research administration in the healthcare industry. Susan's research investigates the design and management of service processes and supply chains and extends to studying responsible operations practices. Goldstein teaches in executive, MBA, and undergraduate programs and advises undergraduate and executive students on their research.