“Our work with students from Cambridge Judge Business School on a case study within the Management of Technology and Innovation (MoTI) Programme, delivered valuable insights and was an important contribution to our marketing planning, challenging us with different perspectives and delivering a comprehensive market analysis in a key area of our business.”

Adnan Rahman, Amgen

MoTI Project - Overview

The MoTI Consultancy Project is an opportunity for businesses to access the talents of Cambridge University MPhil students from a range of disciplines, and for our students to gain first-hand experience of some of the challenges faced by innovators in high-risk, high-pressure environments. The MoTI Consultancy Project is a part-time, hands-on, engagement based on four-six students working as a team of consultants to a real organisation. Whilst our students gain valuable consultancy experience, clients benefit from an international team of bright, motivated and committed students focussing on an issue that they might not otherwise have had the time or resources to tackle.

When does the project take place?

The project will take place from Wednesday 18 January to Friday 3 March 2017, with a presentation by the team to the client organisation and academic supervisor at Cambridge Judge Business School between 6 March and 17 March 2017. A formal briefing will be held on the evening of 18 January at which students and clients will have their first meeting.

Key dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline for proposal submission</td>
<td>14 November 2016</td>
</tr>
<tr>
<td>Reception and briefing meeting, Cambridge Judge Business School</td>
<td>18 January 2017 18:00-20:00</td>
</tr>
<tr>
<td>Submission of Project Initiation Document (signed by client, student team and supervisor)</td>
<td>25 January 2017</td>
</tr>
<tr>
<td>Project work</td>
<td>18 January - 3 March 2017</td>
</tr>
<tr>
<td>Final presentations, Cambridge Judge Business School</td>
<td>6 March - 17 March 2017 (exact date and time to be agreed between students, clients and degree programme administrators)</td>
</tr>
</tbody>
</table>
What type of projects are possible?

The nature of the clients vary considerably, from small entrepreneurial Cambridge-based technology start-ups to major corporations, but all have an entrepreneurial or innovation based project, looking at aspects of commercialisation of technologies or ideas.

Previous projects have typically taken one of two forms:

i. an analysis and assessment of the viability and attractiveness of a new venture; this may be a new investment or market which the client is considering, or it may be a project the company intends to put forward to attract investment from a venture capital firm; or

ii. the analysis of a particular decision faced by a start-up company such as a new market or product development strategy.

In most cases, projects include some analysis of markets, strategies and/or financial information.

Examples of previous projects include: a market analysis for multi-application smart card; a marketing strategy for a new product range; and a market study for a new drug screening system.

The students

Our students are studying on one of five MPhil science/technology/engineering related programmes at the University of Cambridge which combine elements of technology, policy and management. The programmes include:

- Advanced Chemical Engineering (MPhil)
- Bioscience Enterprise (MPhil)
- Engineering for Sustainable Development (MPhil)
- Micro and Nanotechnology (MPhil)
- Conservation Leadership (MPhil)

The Management of Technology and Innovation (MoTI) module is taught by faculty at Cambridge Judge Business School and gives the students a basic grounding in the core principles of finance, marketing of innovation, open innovation, technology strategy, organisational behaviour and innovation, decision analysis, and microeconomics. Students choose topics from these seven core courses according to the requirements of their degree programme. In addition all students have brief introductions to presentation skills and project management as part of their consultancy project briefing.

We try wherever possible to match the technical skills and interests of the students with appropriate client organisations.
The process

Projects are submitted and agreed in mid-November. They are distributed to students in December and work formally begins with the client meetings on 18 January 2017.

Each team is assigned an academic supervisor who provides guidance during the project.

This is the first opportunity our students have to apply their classroom learning in a live situation and they will be drawing on their management teaching as well as their science/technology/engineering experience. Previous hosts have been impressed and pleased by the quality of work produced by our students in the limited time available to them. However, it is important for clients to understand that there is very little scheduled time for the project, so the students will do the majority of the work in their spare time and during evenings and weekends.

We expect the students to each spend six hours per week on the project.

Initial briefing meeting - Wednesday 18 January 2017

This evening briefing meeting is mandatory for all clients as it is intended as an orientation for both the client and student team, and an opportunity to set the project context and scope as well as agreeing expectations and procedures.

Discussion should include:

- consideration of the project's objectives, scope and constraints and the resources that will be available to the group to carry it out (contacts, data-sets, facilities etc.)
- the type of research that will be necessary to fulfil the objectives and consider any risks or limitations
- logistics such as future meeting arrangements, expenses limits and procedures

By the end of this first meeting, all parties should be clear about the parameters of the work and key objectives, and have an initial high-level project plan (PID) that all parties are happy to sign off and submit to the MoTI Projects Office by 25 January 2017.

Students are expected to abide by Cambridge Judge Business School ethical guidelines (available on the website) and are required to identify themselves and their client company when seeking to obtain information from third parties.

What resources are required?

There is no fee for the work but the client is expected to meet all expenses associated with the project, including phone calls, which are charged at cost. Expenses are rarely more than a few hundred pounds for the team, and usually far less; however please make sure that both you and the student team understand and agree in writing the expenses you are...
prepared to meet. Students must not incur expenses without prior approval, but please reimburse expenses promptly.

**Named project supervisor**

You are asked to allocate a named project supervisor from your organisation, who will be available to the team throughout the project for advice and guidance.

As a minimum we recommend establishing weekly update meetings to ensure that the project is on track and to identify early any outstanding issues or difficulties – this can either be in person, by email or phone.

**Place of work**

While it can be desirable for the students to visit your company offices and/or technical facilities, it is not a requirement. It is completely possible for all meetings to be held away from your premises and, additionally, you are welcome to meet your team at Cambridge Judge Business School. If the students do visit your premises then your company assumes all responsibility for their safety as your visitors. Also the University cannot be held liable for any loss or damage caused by students visiting your facilities. This is simply a formal statement of our position. We can reassure all prospective clients that our students have always proved to be mature and responsible individuals.

**Presentations**

Presentations take place at Cambridge Judge Business School during two weeks between **6 March and 17 March 2017** at a time mutually agreed between the client, students, course administrators and academic supervisor. **The time allocation is 50 minutes:** 20 minutes for the presentation and 30 minutes for Q&A and informal discussion. After the presentation you will meet briefly with the academic supervisor to provide confidential feedback on the project. The presentations will be marked by the academic supervisor, but s/he will ask you for feedback on the students’ performance.

**Deliverables**

The students will provide clients with hard copies of their presentation slides and a short executive summary of their findings and conclusions.

**Confidentiality**

It is normal for students to sign a Confidentiality Agreement before they begin the project and a copy of the standard agreement is available on the website. If you require such an agreement, please just let the MoTI course team know.
Liability

The consultancy advice of the MoTI students is offered to the client companies in good faith and free of charge (beyond expenses). No liability for any errors, omissions or consequential problems can be assumed by the University or its students. Client companies are advised to conduct their own independent assessments before implementing any suggestions made by the MoTI students.

Company project checklist

☐ Submit a written proposal to be discussed with the MoTI course team.

☐ Allocate a project sponsor supervisor with whom the MoTI team and students can discuss progress and raise problems or other issues related to the project. The project sponsor is expected to attend the students' presentation and give feedback to the academic supervisor on the conduct of the work.

☐ Meet with the student team and their academic supervisor on Wednesday 18 January 2017 to introduce the project, agree the scope and decided next steps.

☐ Provide the necessary resources and facilities to enable the students to carry out the project effectively.

☐ Pay any expenses related to the agreed work of the project (e.g. telephone calls/fax/survey costs).

Our most successful projects have had enthusiastic and committed company and project sponsors, with a real problem to solve and a genuine interest in the outcome!

Submitting your proposal

If you would like to submit a project proposal, please contact:

Juliet Wilson
Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge CB2 1AG

Email: juliet.wilson@jbs.cam.ac.uk
Website: www.jbs.cam.ac.uk/motiproject.html
Direct: +44 (0)1223 760521
Reception: +44 (0)1223 339700