

The Cambridge MBA

Global Consulting Project

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UNIVERSITY OF
CAMBRIDGE
Judge Business School

TheCambridgeMBA

The Cambridge MBA

Global Consulting Project

The Global Consulting Project (GCP) is one of the corner stones of the Cambridge MBA. The GCP takes place during the Easter break when MBA students work for a client company or organisation, full time over four weeks in teams of four/five, based anywhere in the world.

"At Cambridge Judge Business School we leverage the power of academia for real world impact. We work with every student and organisation at a deep level, identifying important problems and questions, challenging and coaching people to find answers, and creating new knowledge."

Christoph Loch, Head of Cambridge Judge Business School



"The Global Consulting Project offers a unique opportunity for global companies and organisations to bring a specific strategic issue to a group of thought-leading and resourceful MBA students. The group's selection is tailored to the client's requirements. These mutually beneficial projects lead to highly valuable collaborations and positive impact for organisations."

Jane Davies, Director, The Cambridge MBA



Projects are set by clients and are always of strategic significance to their core business covering a broad spectrum of operational, financial, management and innovation issues. Teams are selected by clients, based on student interest and professional experience, and are assigned academic supervisors by the Business School to guide their work for the duration of the project.

For our students the GCP is one of the highlights of their MBA. It offers them the opportunity to engage with real issues facing companies and to apply what they have learned in their lectures. For our clients, our students offer an objective, unbiased and fresh perspective to the client's business or management problem, for no fee. Attached are short briefs of some of the recent GCPs and client testimonials.

Our students are multi-disciplinary professionals and join us from diverse geographies and industries. They have an average of seven years work experience and come with excellent business and academic references. Given the wealth and breadth of experience the student teams bring to the GCP, these projects represent significant value for the client. Our students have earned a reputation for delivering tangible results over the past 20 years of the projects' history.



For more information about becoming a Cambridge MBA Global Consulting Project Client, please contact:

Sadia Cuthbert
Head of Business Development
(Cambridge MBA)
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Key facts

Period: Easter
 4-5 students per team
 Four weeks full-time
 Project objective set by the client

Proposals for GCP 2015 (14 March-15 April, 2016) can be submitted using the online form:
<http://www.jbs.cam.ac.uk/projectproposal.html>

Further details on the GCP are available at:
<http://www.jbs.cam.ac.uk/gcp.html>

Student profiles

Average of seven years international work experience
 Selected by clients
 Range of specialisms

Deadline

The GCP proposal submission deadline is 10 January, 2016. Please feel free to get in touch should you have any questions. +44 (0) 1223 768387

The Cambridge MBA

GLOBAL CONSULTING PROJECT CASE STUDIES

Addison Lee: European leader in taxi and private hire services sets direction for future International growth.

The Host

Addison Lee's story began in 1975 when founder John Griffin began offering taxi services with a single car in Battersea, South London. Today, the company has a fleet of over 4,800 in service, making it both London's largest operator and Europe's leading player in the private hire sector.

The Project

The taxi/private hire market is evolving fast. The pervasiveness of mobile technology has caused major disruption – even sparking the so-called 'taxi wars'. Addison Lee has been at the forefront of technology developments in the sector, being the first player to SMS customers, track GPS in vehicles, develop an auto-allocator and also launched the first mobile app in the UK industry. Addison Lee tasked a Cambridge MBA team with researching UK and International business opportunities to support the company's rapid expansion plans. The project was structured over four intense weeks.

The Team



Lars Heck: A US-certified Public Accountant, Lars has held senior roles in Deloitte and Touche and Pricewaterhouse Coopers, based in New York and Frankfurt. He has a BA in European Business Management from the University of Applied Business Sciences, Germany.



Travis Hegelberg: Travis has five years as a Nuclear Missile Operations Manager with the United States Air Force under his belt and has interned at the US House of Representatives. He has an MA in Organisational Leadership from Gonzaga University, USA.



Laura Duggan: Laura holds a BSc in Philosophy, Logic and Scientific Method from the London School of Economics. Her business experience includes an analyst role with Veolia Water and three years as Digital Transformation Consultant for Capgemini Consulting.



Elva Wang: Elva has worked for Procter & Gamble in China as Global Business Unit Finance Manager. She holds a BA in Economics, International Economics and Trade and CFA Level One.



Mathieu Rachmaninoff: Roles with Renault and Altran Technologies in France followed an MA in Engineering and an MSc in Fluid Mechanics from Imperial College for Mathieu.

The Faculty

The project was overseen by Dr Vincent Mak, University Lecturer in Marketing at Cambridge Judge Business School. Professor Mak is an expert in pricing; consumer search behaviour; decisions in networks and queues; competitive strategies; game theory and experimental economics. <http://www.jbs.cam.ac.uk/faculty-research/faculty-a-z/vincent-mak/>

The Impact

The team focused on detailed research of a number of key markets in the UK before recommending a growth strategy based on a tiered approach. This reconciles evolving market characteristics with a strategy that will enable Addison Lee to aim for rapid but sustainable growth, whilst maintaining the quality, safety and reliability for which the company is renowned.

Catherine Faiers, COO, Addison Lee commented: *"The students completed a very thoughtful and helpful piece of work which will be valuable as we move forward in refining our strategic priorities. They very quickly grasped the industry dynamics and demonstrated a strong understanding of our business. Their assessment of the different options available to the business and the relative strengths and weaknesses of these were well considered. They identified useful data sets and market research that now forms an important part of our business planning processes."*

Laura Duggan from the Cambridge MBA project team subsequently joined the Addison Lee team as Operations Strategy Manager.



Amadeus Capital Partners

Amadeus Capital Partners: One of Europe's leading technology investors.

The Host

Since its inception in 1997, the firm has raised £600m for investment and backed more than 85 companies in communications technology, cleantech, medtech, software, digital media and e-commerce. Major businesses built by Amadeus include CSR (LSE:CSR), the leading producer of single chip bluetooth radios for short range connections, Solexa, the developer of next generation genetic analysis systems, merged into Illumina (NASDAQ:ILMN) to create the world-leader in gene-sequencing technology and Transmode (ST:TRMO), an optical networking solutions business.

The Project

Ahead of launching its High Velocity Fund, Amadeus wanted to gain fresh insights into companies' motivations when selecting their equity finance providers from the options available. The results of this study should help Amadeus position themselves to attract the best entrepreneurs.

The Team



Hugh Hudleston: Hugh has worked for Hawkwood Capital, where he was a Partner, and Matrix Corporate Capital in equity sales. He has an MA in Modern History.



Jocelyn Seligman: Jocelyn has roles with Singer Vielle and Montagu Evans behind him and is founder and director of Ulysses Investment. He has an MSc in Corporate Real Estate, Finance and Strategy.



Rebecca Hooley: Rebecca began her career with Ernst and Young before becoming MD of Ancient Sands Golf Resort, Egypt. She is an Associate Chartered Accountant and has a BSc in Cellular Zoology.



Stephen Upton: Roles with UBS and Cititrust in Zurich followed a BA in Psychology, a BCA in Marketing and Management and a Diploma in International Trust Administration for Stephen.

The Supervisor

The project was overseen by Dr Henry Lahr who is a Research Associate of the Centre for Business Research at the University of Cambridge. Henry's research interests focus on financial constraints to investment and innovation, innovation dynamics in entrepreneurial firms, listed private equity, venture capital and buyout fund pricing.

The Impact

The team worked closely with Amadeus's management team when developing the hypotheses.

Richard Anton, Partner at Amadeus was impressed by the team's professionalism and approach from the start:

"The project team performed valuable work for us, clarifying the brief and investigating and analysing the answers to our questions in a robust way. The data collected from their interviews was highly reliable. The team not only made relevant recommendations; they also suggested how to overcome company constraints to implement them. Their conclusions were well presented and well evidenced."

The team was invited back to present to the full Amadeus investment board.



Borussia Dortmund: One of Germany's fastest-growing football teams prepares for a leap onto the world stage.

The Host

Founded in 1909, Borussia Dortmund has established itself as a major player among Europe's top football clubs. The second largest sports club in Germany, it is the eleventh biggest football team in the world. Based in North Rhine-Westphalia, the football team is part of a large membership-based sports club with 100,000 members. Dortmund plays in the Bundesliga, the top tier of the German football league system and is one of the most successful clubs in German football history winning eight German football championships, one UEFA Champions League, one UEFA Cup Winners' Cup, and one Intercontinental Cup.

The Project

A group of MBA football enthusiasts approached Borussia Dortmund for their GCP. The timing was just right: following recent successes on both the international and European level, Borussia is now attracting greater international attention and support and is considering how to take advantage of its growing global profile. The MBA team was asked to investigate the opportunities arising from this growing internationalisation of the brand.

The Team



Angad Singh: Angad has roles with the UN Industrial Development Organisation and Simbhaoli Sugars on his CV, along with a BA Economics from the University of Delhi.



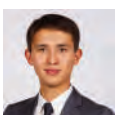
Chee Ian Kok: Chee has a BCom Finance and an LLB from the University of New South Wales. He is a former Associate with Baker and McKenzie based in Sydney.



Christoph Kühler: The 'BoRussia' fan who came up with the idea to approach the club, Christoph has both a German and a UK BA in European Business Administration and was previously a Senior Consultant with Mücke, Sturm and Company in Munich.



Michael Call: Michael has worked for the Air Force Test Centre in California as a Flight Test Engineer and holds a BSc Mechanical Engineering from Brigham Young University.



Sultan Urazakov: A former Senior Associate with Ernst and Young in his native Kazakhstan, Sultan has a BSc Finance and is an Association of Chartered Certified Accountants Candidate.

The Faculty

Overseeing the project was Dr Michael Kitson, Senior Lecturer in International Macroeconomics with a passion for football.

The Impact

The MBA team analysed potential new markets for Borussia Dortmund, focusing on target countries and ultimately delivering an in-depth market analysis for China, Japan and USA. The outputs of the project will now play a direct role in helping the club to shape their understanding of the three target countries and prepare for potential activity in these markets in the future. The Cambridge team worked successfully within both financial and time constraints to deliver their final report on time and to budget.

Benedikt Scholz, Head of Business Development and International Relations at Borussia Dortmund said: *"The team did a great job and their input is highly valuable for the international direction of Borussia Dortmund in the future. They did a particularly good job of responding quickly to the client's wishes and their final report was very well written, giving us a detailed tool to use. Their enthusiasm for our brand and their very professional approach throughout the project made it easy for us as a client to work with them. Even though they all came from different professional backgrounds, they were quick to understand the industry and the task in the context of the professional football business."*



CDc

CDC: Founded in 1948, CDC is the UK's Development Finance Institution (DFI), wholly owned by the UK Government's Department for International Development (DFID).

The Host

Founded in 1948, CDC is the UK's Development Finance Institution (DFI), wholly owned by the UK Government's Department for International Development (DFID). It is the world's oldest DFI. CDC's mission is to support the building of businesses throughout Africa and South Asia, to create jobs and make a lasting difference to lives in some of the world's poorest places. CDC's portfolio of investments is valued at £2.5bn (year end 2013) and includes 1,301 investee businesses. In 2013, these companies together employed over 1,100,000 people and paid £2.3bn in local taxes.

The Project

CDC has pre-screened the food processing sector in Africa for job creation potential, which forms a key part of their investment mandate as a DFI. CDC needed to develop an in-depth understanding of the sector at all levels and tasked the Cambridge team with completing a sector mapping and due diligence evaluation of the most attractive sub-sectors in each African region. The students also identified companies in the African food processing value chain that would be of interest to CDC, outlining regulatory issues and constraints.

The Team



Priya Shah: Priya has worked for Bloomberg in New York and London; Asia House in London and Intelcap in Mumbai. She has a BA History from Brown University, USA.



Thomas Miller: Tom has roles with Citigroup and the Australian Federal Treasury on his CV as well as a stint with the Papua New Guinea Sustainable Development Program. He has a BEcon from the University of Queensland.



Jammi Gopal Rao: Jammi holds an MA in Educational Leadership and has worked for Teach First International College, TarGetMore Community Interest Company and Conversion Rate Experts.



João Leite: João started out with Accenture in Lisbon and has worked all over the world as a Consultant for McKinsey. He holds an MA in Business Administration and Finance.



Kia Kavoosi: Kia has worked for Goldman Sachs and the Macquarie Group in Sydney and has a Bachelor of Commerce and Finance as well as a Bachelor of Laws.

The Faculty

The project was supervised by Pedro Saffi who is university lecturer in Finance. Dr Saffi's key research interests lie in security lending markets, how differences of beliefs affect trading volume.

The Impact

David Easton from CDC said: *"The students have made a very useful contribution into our understanding of Africa's food processing market, doing an excellent job of pulling together the data required and submitting a very useful analysis of the food processing sector in Africa*

The team showed professional commitment in their approach to the process and did well to adapt the methodology as they began collating data and undertaking analysis. Where gaps were apparent, the team attempted to find proxies or other ways to arrive at a meaningful conclusion. They grasped the concepts of the tailored analysis well and sought to deliver conclusions based on the data. They did an excellent job of pulling together the data required and some of the preliminary analysis, with steering from CDC."



GOAL: An international NGO founded in 1977. Since then, the organization has spent over €790 million on humanitarian and development programs.

The Host

GOAL is an international NGO founded in 1977. Since then, the organization has spent over €790 million on humanitarian and development programs in more than 50 countries. GOAL currently works in 14 countries: Uganda, Ethiopia, Kenya, Malawi, Niger, Sierra Leone, Sudan, South Sudan, Syria, Zimbabwe, Haiti, Honduras, India, and the Philippines.

In regions of underdevelopment, GOAL implements market development programs aimed at stimulating long-term positive change for poor and marginalized groups including women and youth, by reducing their economic and social vulnerability, strengthening market systems and supporting individuals and communities to create their own pathways out of poverty. GOAL embraces a market-led approach and has developed strong partnerships with the private sector, leading to program innovation in the areas of entrepreneurship, employment and agribusiness.

The Project

GOAL runs a sanitation marketing project in Kenema, Sierra Leone, which provides sanitation equipment to rural households. The objective of the programme is to use social and commercial marketing techniques to stimulate demand for sanitation hardware and simultaneously scale up the supply of new, cost effective and ready-to-purchase sanitation products. The business has created a brand name - Alafia. GOAL is considering spinning off Alafia into a social enterprise and is seeking to develop a sustainable growth and corporate strategy.

GOAL asked a team of Cambridge MBAs to review the existing business model, identify alternative business models, develop a funding strategy and marketing functions, and make high level recommendations for corporate governance of the social enterprise. The team of four was based in Sierra Leone for their GCP, and had frequent travels to Kenema. Their final report included recommendations on an alternative business model including projected financials, funding strategy and corporate governance.

The Team



Timothy Fright: Tim started out as a speech writer for Lord Bilimoria of Cobra Beer before working at the Department for Business Innovation and Skills and then for the Access Partnership. He has an MA in International Peace and Security.



Daniel Baker: Daniel was a manager for Accenture in Sydney before embarking on his MBA. He has a BA in Business Administration from Macquarie University, Australia.



Benjamin McDonald: Ben has worked for CIBC and MacPhie and Co in Toronto and has a BA (Hons) in Business from Western University, Canada.



Daniel Tammas-Hastings: Roles with Bank of America/Merrill Lynch, Solent Capital and Hypo Real Estate are on Daniel's CV, along with an MSc in Mathematical Trading and Finance.

The Faculty

The project was supervised by Paul Tracey, Professor of Innovation & Organisation and Academic Director of the Cambridge Judge Centre for Social Innovation. Professor Tracey's research interests include entrepreneurship; institutions and institutional change; regional innovation and social innovation.

The Impact

Henning Ringholz, Global Livelihoods Advisor for GOAL said:

"The project has been very useful for our efforts in Sierra Leone. The students worked proactively with our team based in Sierra Leone. They were efficient and yet flexible in accommodating any additional requests by the GOAL project managers. They provided us with solid advice on the existing business model, which gives us great confidence as we roll out the model. Their financial models provided interesting and helpful data in terms of judging relevant funding strategies. Governance options were also well considered."

"They have given us a useful roadmap and made a valuable contribution to our efforts as we proceed with our plans."



Google: The world wide web's leading search engine and a multinational corporation.

The Host

Google is the world wide web's leading search engine and a multinational corporation specializing in Internet-related services and products, including online advertising technologies, search, cloud computing, and software. Its mission statement is "to organize the world's information and make it universally accessible and useful". Beyond Google's core search engine, the company offers online productivity software including email (Gmail), a cloud storage service (Google Drive), an office suite (Google Docs) and a social networking service (Google+). Google also owns YouTube and Blogger. The corporation has been estimated to run more than one million servers in data centers around the world, and to process over one billion search requests every day. In December 2013 google.com became the most visited website in the world.

The Project

The GCP team worked with Business Process and Compliance on some groundbreaking high tech controls that address deal making risk.

The Team



Faisal Sultan: Faisal has roles with ICI and BP on his CV and a BEng in Information Systems Engineering from Imperial College, London.



Tomas Miranda: Tomas has worked for KPMG and Helvetica Wealth Management in Singapore and McKinsey in Buenos Aires. He has an MA Finance in Capital Markets.



Nishant Agrawal: Nishant spent six years with Deloitte and Touche in Austin, Texas and has a BSc in Computer Engineering.



George Thomas: George has worked for Ericsson, Deloitte and Afrisoft in Johannesburg. He has an MEng in Technology Management.



Andrew Quan: Andrew has worked for Deloitte, Edgar Dunn and Company and RFi Consulting in Sydney. He has a BSc in Business Information Technology.

The Faculty

The project was overseen by Dr Benn Lawson, University Senior Lecturer in Operations Management at Cambridge Judge. Dr Lawson's research interests include supply chain strategy; supplier relationship management; product design-supplier integration and new product development.

The Impact

Charlotte Monico, Director of BPC Google said: "We were very pleased with the JBS team and the value of their work.

We were particularly grateful for the robust statistical analysis that the team performed; these external perspectives are particularly valuable. The Google team enjoyed the final report and presentation which stimulated some helpful conversations.

Google can be a complex environment in which to operate and the JBS team did a great job of getting up to speed quickly and delivering on the project objectives which mattered most."



INDEX[®] 6

Index-6: A leading manufacturer of packaging process machinery in Eastern Europe, exporting its equipment to over 40 countries.

The Host

Index-6 is a leading manufacturer of packaging process machinery in Eastern Europe, exporting its equipment to over 40 countries. The product portfolio of the company comprises machines and complete lines for filling and packaging of dairy products, edible oils, sauces and other liquid food, drinks, as well as personal care products and household chemicals. The company is a recognised provider of turnkey solutions for packaging process automation.

The Project

Index-6 has a wide product range, with exceptional product complexity resulting in tens of thousands of components being manufactured simultaneously. This has led to having a complex cost structure. Index-6 asked a group of Cambridge MBAs to review the cost structure and offer alternate approaches to streamlining the costing process whilst maintaining complete transparency.

The Team



Takeaki Kokubu: Takeaki spent 11 years with the Asahi Kasei Corporation in Tokyo and has BAs in Law and Commerce.



Pavel Tcarevskii: Pavel worked for EPAM Systems and BearingPoint in Russia and has a BSc in Applied Informatics in Economy.



Ching-Mei Hsu (May): May has Taiwan-based roles with HSBC and Greenvines Biotech on her CV, as well as a BBA Finance.

The Faculty

The project was supervised by Dr Benn Lawson, Cambridge Judge University Senior Lecturer in Operations Management and Director of the School's Centre for Process Excellence and Innovation (CPEI). Dr Lawson is also Director of Studies in Management at Gonville & Caius College, Cambridge. His research interests include supply chain strategy; supplier relationship management; product design-supplier integration and new product development.

The Impact

COO of Index-6, **Dimitar Spasov**, said the MBA team had demonstrated excellent motivation and persistence in spite of the challenges they faced in data collection: *"I was pleased with the team's exhaustive approach to the objective – they went into levels of detail impressive for such a tight time frame. They worked independently and sourced information and information verification, while providing me with regular concise updates and allowing for on-the-fly amendments."*

"The overall result is a working, detailed, usable and upgradeable cost-calculation model and a relevant user's manual. This model will be used to improve the understanding of the costs associated with our production – for Index-6, a major step towards cost and product mix optimisation."



Development Equity LLC: A socially responsible investor seeking to both expand and consolidate in Nicaragua.

The Host

Dev Equity, (the Fund) LP is an impact investment fund that aims to promote broader economic development in low-income countries by providing long-term capital to commercially viable, socially responsible businesses. Dev Equity is innovative in its approach to bringing market efficient, private sector solutions to issues commonly addressed by the public sector.

The Fund is focussed on generating development impact and capital appreciation returns for investors by making investments in socially responsible small and medium sized companies in a variety of sectors in select low-income countries in Central America and other regions of Latin America.

The Project

Dev Equity asked a team of students to complete two tasks for an existing and prospective portfolio company based in Nicaragua. The team assisted a leading natural and organic food processing company in analysing and improving their sales and marketing strategy in preparation for entry into a new market. The team also assisted a regional retail group in developing a business plan for expansion into the base of the pyramid market segment.

The Team



Jakob Frotscher: Jakob has worked for Bear Stearns in London and for Ernst and Young in Bangalore and Dusseldorf. He holds an MA in Financial Economics.



Hiroaki Takaoka: Hiroaki was Deputy Director of Personnel at the Ministry of Economy, Trade and Industry, Tokyo. He has a BA Law and an MA in Public Administration.



Samuel Harrison: Samuel has worked for Morgan Stanley and Financial Express. He has a BA in Management Studies and an MSc in Finance.



Andreas Kitzing: Andreas has roles with Nordforse and Hamburger SV on his CV and is a co-founder of CollegeFriends. He has a BSc in Politics and International Relations and a BSc in Business Administration.

The Faculty

The project was overseen by Dr Mark de Rond, Reader in Strategy & Organisation at Cambridge Judge. Dr de Rond's research interests include collaborative high-performance environments and the means by which teams solve problems collectively. He has worked on executive education projects with IBM, McKinsey, KPMG, PWC, Shell, OfCom, Lloyds-TSB, Diageo, Rolls Royce, and BT among many others.

The Impact

Forrest Metz from Dev Equity said: *"The team delivered an outstanding effort that surpassed our expectations. The final deliverables were on target and have met our needs. Throughout the process the team demonstrated a solid ability to work both independently and in the field under structured conditions. Collectively they produced a distinguished piece of work showing originality and solid analysis."*

In addition, Dev Equity praised the following attributes of the team:

- Consistent dedication and commitment to the tasks, both desk based and in Nicaragua;
- Willingness to work collectively as a team, especially given varied backgrounds, skill levels; and capabilities and ability to present a united front;
- Positive attitude towards the assignment.



**OSLO CANCER
CLUSTER**

Oslo Cancer Cluster: A leading European industry and research cluster with a vision to become a global centre of expertise in the fight against cancer.

The Host

The Oslo Cancer Cluster (OCC) is a leading oncology industry and research cluster dedicated to accelerating the development of new cancer diagnostics and medicines. Established in Norway in 2006, the OCC now boasts 70 members across Europe, including academic research institutions, biotech companies, pharmaceutical companies, university hospitals, universities, support groups, financial institutions and regional development players in the field of cancer R&D.

The Project

The project began with a call from OCC General Manager Ketil Widerberg, who had just stepped into his new role and was looking for a group of bright students motivated by his vision for the centre. OCC's new management is committed to making Norway a world renowned centre for cancer innovation. The OCC Innovation Park and OCC incubator is launching in May 2015, and with OCC's strengths in personalized medicine and cancer immunotherapy, the cluster is exploring growth strategies that will deliver its ambitious mission. Ketil wanted a team of students to benchmark the oncology cluster in Oslo against three notable life science clusters - Boston, Cambridge and Munich – and to recommend a competitive growth strategy and 3 year implementation plan.

The Team



Hussein Fadlallah: Hussein has roles with Nokia Siemens and Informa Telecoms on this CV, along with a BE Computer and Communications Engineering.



Shinichi Nikkuni: Shinichi has worked as a Business Analyst for McKinsey in Japan and Germany and for the Industrial Growth Platform in Tokyo. He has a BA Law.



Nidhi Atul Sheth: Nidhi has an MSc in Biomedical Engineering and roles with Tata Consultancy, Diagnostics Life Sciences and the Boston Scientific Corporation behind her.



Sherin Thampi: Sherin has worked as a Manager for Dreamworks at Paramount Pictures and in sales for Brainstorm Media. She holds a BA in Cinema, TV and Musical Studies.

The Faculty

The project was supervised by Dr Andrea Mina, who is a lecturer in Economics of Innovation and whose research interests include technological, organisational and institutional change; technology emergence; innovation networks; industrial dynamics; financing of innovation.

The Impact

Having considered critical success factors of life science clusters across funding, innovation and internationalisation, the team carried out the benchmarking and developed a implementation plans for 10 high priority and 3 medium priority initiatives that are important to develop the overall ecosystem of the industry in Oslo.

Ketil F. Widerberg : *"The GCP team's work has been a positive experience. The project implementation was excellent; they had a clear methodological approach and their analytics were consistent and reliable. The team's output is of significant value to us. We will be using their findings to support further strategy development and future applications for government grants."*

The team has essentially delivered a road map for Oslo Cancer Cluster. In the short time they met and spoke with a critical mass of stakeholders, and identified best practices in cluster strategy in terms of innovation, funding and internationalisation. Their work has given us a strong basis to work from."

Cambridge Judge Business School

Global Consulting Project 2014: Clients

Addison Lee
Amadeus Capital Partners
Amazon EU Sarl
ARM
Asan Pharmaceutical Co., Ltd.
Borussia Dortmund GmbH & Co. KGaA
Cambridge Development Initiative (CDI) and
University of Dar es Salaam ICT Incubator
CDC Group
Centre of Governance and Human Rights
Crescent Enterprises
Deutsche Asset & Wealth Management
Dev Equity, L.L.C.
Fauna & Flora International
GE (Oil and Gas)
GOAL
Google Ireland Ltd.
Google UK
Gulftainer
Idealab
INDEX-6 Ltd
Japan Tobacco International
L'Oreal UK
Merck Consumer Health
Octopus Investments
Oslo Cancer Cluster
Prime Ventures
SAB Miller
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