

The Cambridge MBA

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Global Consulting Project

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# COLLABORATE WITH CAMBRIDGE



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

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The**Cambridge**MBA

*“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. These mutually-beneficial projects lead to highly valuable collaborations and positive impact for organisations”.*



Jane Davies, MBA Director

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 or five, based anywhere in the world.

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 of four or five students, which have been formed by the MBA Programme Office, are chosen by clients based on their project interest and profile. They are assigned academic supervisors 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 and clients based on their interests, 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 six 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 project's history.



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

**Sadia Cuthbert**  
**Head of Business Development**  
**(Cambridge MBA)**  
**s.cuthbert@jbs.cam.ac.uk**

### Key facts

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

Proposals for the GCP (March-April) can be submitted using the online form at :  
**[www.jbs.cam.ac.uk/gcp](http://www.jbs.cam.ac.uk/gcp)**

You can also find further information and the project terms on this page.

### Student profiles

Average of six years' international work experience  
 Selected by clients  
 Range of specialisms

### Deadline

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

# AMERICAN AIRLINES





## American Airlines: A major American airline headquartered in Fort Worth, Texas.

### The Host

American Airlines is the world's largest airline when measured by fleet size, revenue, scheduled passenger-kilometres flown, and number of destinations served. Together with its regional partners, American Airlines operates an extensive international and domestic network with an average of nearly 6,700 flights per day to nearly 350 destinations in more than 50 countries.

### The Project

Examine the current customer experience at London Heathrow Terminal 3, identify areas for improvements, and provide recommendations for American Airlines to improve customer service through optimising on-site operations and services.

### The Cambridge MBA Team



**Igor Belozarov:** Igor has an MSc in Economics from the Higher School of Economics in Russia. He has previously worked for Aeroflot and Braniff.



**Michael Schaefer:** Michael has previously worked as a Senior Project Manager for Fidelity National Information Services. He has a BSc in Mechanical Engineering and CFA level 3.



**Babaniyi Oganbayo:** Babaniyi has a background in energy, having previously worked for Schlumberger. He has a BSc in Chemical Engineering.



**Remi Nouailles:** Remi has a background in finance, having previously worked for Siemens Corporation as a Senior Financial Analyst. He has a BBA European Management.

### The CJBS Faculty

Vincent Mak is a reader in Marketing and Decision Sciences at Cambridge Judge Business School. He is Director of the MPhil in Strategy, Marketing & Operations. His research interests include cover pricing, consumer search behaviour, decisions in networks and queues, competitive strategies, game theory, and experimental economics.

### The Impact

Within the first few hours of landing in Dallas, the team got their first glimpse into the numerous complexities of shipping freight around the globe. They learned very quickly that the project was going to be far more complex than they anticipated, particularly with some of the internal data constraints.

*"During the project, each team member was inquisitive, engaged and highly motivated to deliver a product that the American team could use to create awareness and drive more profitable decisions.*

*We found the team to be adaptable and flexible, as they were able to incorporate requested changes to the model as well as enhancements after their final presentation. Outside of the project, we found the team to be very personable, and they had a positive energy and desire to succeed. The final presentation delivered to the Cargo senior leadership team was well done. We were impressed with the creativity of the presentation which really brought the project to life. The model they created will serve as a great tool that will help us better optimize the network profitability of our road feeder service network over the next 24 months."*

**Lori Sinn,**  
Director Cargo Revenue Management,  
American Airlines

# ASAHI SHUZO



## Asahi Shuzo: A traditional Japanese brewer that make high quality sake.

### The Host

Asahi Shuzo are one of the most unique breweries in Japan. They have adapted their methods and brewery to be able to brew year round – unusual for the sake industry, as well as cultivating their own sugarcane and making brown sugar in their own factory.

### The Project

Carrying out market analysis and delivering a strategic action plan to accelerate sales at a rate that achieve Asahi Shuzo's sales goals by 2022.

### The Cambridge MBA Team



**Rizky Hidayat:** Rizky is from Indonesia, and has a background in equity research. He previously worked for PT Mandiri Sekuritas and has an MSc in Business Administration.



**Takashi Kawate:** Takashi has a background in banking, having worked for Sumitomo Banking Corporation. He has a BBA in Commerce and Management from Hitotsubashi University, Japan.



**Yuki Kishi:** Yuki holds a BSc in Economics, Finance & Management from Queen Mary University of London. He has a background in banking and previously worked for Deutsche Bank in Tokyo.



**Dan McGuinness:** Dan has a background in technology, having worked as a software engineer. He has a BA in Mathematics from Pomona College, USA.



**Anvi Shah:** Anvi has background in chemical engineering, having worked as the Executive Director of Presol Chemicals, with a BEng in Chemical Engineering. She is also the co-founder of fitness company FitPermit.

### The CJBS Faculty

Jochen Kroezen is a lecturer in International Business at Cambridge Judge Business School. He has research interests in entrepreneurship, institutions and institutional change, and organisational formation and change.

### The Impact

Research was conducted using a combination of qualitative and quantitative research. The team conducted expert interviews and gathered data from a consumer focus group. They combined insights attained with relevant macroeconomic data from a number of sources in order to develop a concrete set of long and short term objectives and actions that will help increase sales of Dassai sake in Europe.

*"This is the second time we have worked with Cambridge MBA students and once again we are very pleased with their findings. The team developed a very comprehensive report offering practical ideas and alternate customer-focussed strategies. They surpassed our expectations and delivered a detailed path for improvements to our digital strategy."*

**Kazuhiro Sakurai,**  
Vice CEO,  
Asahi Shuzo



BRAC





## BRAC: the largest NGO in the world, reaching more than 126 million people worldwide.

### The Host

BRAC is partly self-funded through several social enterprises and it has operations in 14 countries of the world. It focusses on providing collateral-free loans which enable people to improve their standard of living; improving primary education; public health; and disaster relief.

### The Project

Cambridge MBA students were asked to collaborate with BRAC Human Rights and Legal Services (HRLS) to help set up a social enterprise model called the Integrated Land Services Offices (ILSO). The aim of ILSO is to provide a wide range of land-related services, including legal advice and legal services.

### The Cambridge MBA Team



**Aurelia Kassatly:** Aurelia has an MA in International Relations from Peking University, and a background in business development in China, having worked for the American Chamber of Commerce in Beijing.



**Diane Albouy:** Diane has previously worked as an Associate and Technology Analyst at Goldman Sachs. She has a MEng from Telecom ParisTech.



**Juan Cacace:** Juan has a background in politics, having worked for the National Senate of Argentina and Buenos Aires City Parliament. He has a LLB from Universidad de Buenos Aires.



**Lucia Palacios:** Lucia has a background in finance having worked as an Investment Analysis Banker and Investment Research Analyst. She has a BBA from Universidad del Pacifico in Peru.



**Nicolas Moreno De Palma:** Nicolas has previously worked for Vodaphone and Johnson & Johnson. He has an MSc in Information Technology and an MSc in Telecommunication Engineering.

### The CJBS Faculty

Jaideep Prabhu is a Professor of Marketing and the Jawaharlal Nehru Professor of Indian Business and Enterprise. His research interests include: cross-national issues concerning the antecedents and consequences of radical innovation in high-technology contexts; the role of firm culture in driving innovation in firms across nations; and how multinational firms organise their innovation activities.

### The Impact

*"The team came very well prepared and they had already completed the background research before they came to Bangladesh to do their field work. When they arrived, they were ready to hit the ground running with extensive information on land law and the court system and so on."*

*BRAC HRLS found it was highly valuable to a team who thought beyond our NGO sphere. The suggestion of franchising the model as a path toward sustainability while scaling up, was one we had not considered before. They helped us to think outside the box."*

**Andrew Jenkins,**  
Donor Liaison Officer,  
BRAC

MEDALLIA





## Medallia: A software developer based in San Mateo, California.

### The Host

Medallia is a business-to-business, software-as-a-service (SAAS) company that provides customer experience management solutions. Medallia's cloud-based customer experience software platform captures feedback across Web, social, mobile, and contact centre channels, analyses the results and provides feedback about overall business performance. Founded in Palo Alto in 2001, Medallia has two additional offices in New York and one in London. It is a Sequoia-backed company, and valued at over \$1.3 billion.

### The Project

The project focussed on Medallia's international expansion strategy. The team was asked to consider all critical factors at their disposal to recommend a location for Medallia's professional services team in Europe, which would provide critical support for its growing EMEA business.

### The Cambridge MBA Team



**Bimal Rajalingham:** Bimal has a medical background and MBBS in Medicine and Surgery from Stanley Medical College, India. He has worked for various hospitals in India, including as a Senior Resident at Safdarjung Hospital.



**Jonathan De Groot:** Jonathan has a background in finance, having worked as a Director of Finance for IronSource. He has a BA in Economics and Accountancy from the Hebrew University of Jerusalem.



**Sarah Leavitt:** Sarah has worked for a variety of large companies including Amazon and Google, working within strategy and marketing. She has a BA in History and Government from Connecticut College, USA.



**William Xu:** William has a background in private equity, having worked for Stockdale Securities as an Equity Research Analyst and Pathway Capital Management. He has an MSc in Risk Management and Financial Engineering.

### The CJBS Faculty

Dr Stella Pachidi is a Lecturer in Information Systems. Her research interests lie in the intersection of technology, work and organising. Currently, her research projects include the introduction of algorithmic technologies such as analytics and artificial intelligence in organisations; managing challenges in the workplace with digitisation; and practices of knowledge collaboration across boundaries.

### The Impact

*"The output from the project was very valuable and comprehensive. The team investigated the question we posed more thoroughly. The speed of understanding from the project team and the depth of knowledge and research they brought to the task was extremely valuable. Their recommendations will be critical in making our future investment decisions."*

**Chris Allen,**  
EMEA Professional Services team,  
Medallia

WHILL





## WHILL: A fast growing start-up which makes next generation personal mobility devices.

### The Host

WHILL is a relatively new company based in Japan which designs and manufactures personal electric vehicles. They aim to change the negative perception of personal mobility devices through their revolutionary designs.

### The Project

The Global Consulting Project team's aim was to assist WHILL's plan to enter the European market by carrying out research on channel structure and customer system. They carried out competitor analysis and develop go-to-market strategy based on market research findings.

### The Cambridge MBA Team



**Jennifer Ebert:** Jennifer has a background in finance and is an Associated Chartered Accountant. She has worked for HCA International and Horder Healthcare.



**Shogo Koda:** Shogo previously worked in the mineral resources industry, and specifically for the Sumitomo Corporation. He has a BA in Sociology from Rikkyo University, Japan.



**Chih-Hsiang Tang:** Chih-Hsiang has worked with various organisations including Dynachem and Gogotek. He has a MSc in Electrical Engineering from National Taiwan University.



**Yuta Ohashi:** Yuta has worked in various roles within Sunny Side Up, a marketing and PR company based in Japan. He has a BEcon from Keio University, Japan.



**Haina Wang:** Haina has a BA in Economics and Communication from the University of Southern California. She has a background in Brand Strategy having worked for Added Value and TNS

### The CJBS Faculty

Dr Kamal Munir is a Reader in Strategy and Policy at Cambridge Judge Business School. His research focusses on social change and stability, as well as innovation and technological shifts in society. He has consulted for the State Bank of Pakistan, the World Bank and Asian Development Bank. He is frequently invited internationally to speak on issues related to social, technological and economic change.

### The Impact

The students delivered a comprehensive entry strategy along with detailed work on financing schemes which was very valuable to WHILL as it approached these new markets. The team offered two strategic approaches to the client with distribution and communication strategies for each one.

*"The GCP team's input was incredibly valuable and helpful. They worked smartly and independently, and with a lot of enthusiasm. They were motivated and driven to help us and their findings have taken us a long way in terms of our European strategy."*

**Satoshi Sugie,**  
Founder and CEO,  
WHILL

## Cambridge Judge Business School

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### Previous Global Consulting Project Clients

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Actis  
Addenbrooke's Hospital  
Addison Lee  
Amadeus Capital Partners  
Amazon EU SARL  
Bentley Motors  
Borussia Dortmund GmbH & Co. KGaA  
CDC Group  
CPFL Energia S/A  
Deutsche Asset & Wealth Management  
Dev Equity L.L.C.  
Fauna & Flora International  
Google UK  
Gulftainer  
Idealab  
IKEA  
L'Oréal UK  
Merck Consumer Health  
Octopus Investments  
Oslo Cancer Cluster  
Prime Ventures  
SAB Miller  
Sony Europe  
Trinity College London  
Twitter UK  
Willis Towers Watson  
World Health Organization

## MBA Office

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