

The Cambridge MBA

Global Consulting Project | Selected case studies

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**UNIVERSITY OF
CAMBRIDGE**
Judge Business School

The **Cambridge** MBA

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“The Global Consulting Project offers a great opportunity for global companies and organisations to work with bright, entrepreneurial and resourceful students to gain insights into problems that need strategic thinking. These projects are mutually-beneficial collaborations which create valuable and positive impacts for organisations.”



Michael Kitson, MBA Director

The Global Consulting Project (GCP) is one of the cornerstones 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.

Key facts

Period: Easter break (March-April)
4-5 students per team
Four weeks full-time
Project objective set by the client

Submit proposals for the GCP: <https://cambridgejudgebusinessschool.formstack.com/forms/projectproposal>

Further information and project terms: www.jbs.cam.ac.uk/aboutus/opportunities/student-projects/mba-global-consulting-project/

Student profiles

Average of six years’ work experience
Selected by clients
Range of specialisms

Deadlines

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

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

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MBA Head of Business Development
mbaprojects@jbs.cam.ac.uk



BEAUTIFUL DESTINATIONS

Beautiful Destinations: Insta-influencer driving travel into a new era

The Host

Beautiful Destinations is a social media company with a following of over 20 million people across all its social media platforms, the world's largest travel community on social media.

Beautiful Destinations has grown from its stunning Instagram posts to a purpose-driven travel media brand and award-winning creative agency with the mission to create the world's most inspiring travel content, using elevated storytelling to reveal what lies at the heart of a destination, its culture, and its people.

The Project

A group of Cambridge MBAs from diverse industries and geographies, worked with BD to explore new revenue / growth strategies. The team developed an end-to-end strategy for a new business stream for BD.

The Cambridge MBA Team



Mais AlNuaimi: Mais was the co-founder and CEO of Mundana Travel, and has previously worked as an Economic Development Sector Specialist. She has a BEng in Mechanical Engineering with Business Finance.



Andrew Ramsay: Andrew has a BEng in Civil Engineering, and has roles with Arup, College House NZ, and Checkout.com on his CV.



Parth Shukla: Parth has worked as a Senior Consultant for Deloitte Digital in Germany and USA, and for Accenture in Chicago as a Technology Architecture Analyst. He has a BSc in Computer Engineering from Purdue University.



Kyle Wasserman: Following his BSc Business Administration - Financial Management, Kyle went on to work for Apple as a Senior Strategy and Finance Analyst.

The CJBS Faculty

The project was supervised by Lionel Paoella, a University Lecturer at Cambridge Judge Business School, and an Affiliated Faculty at Harvard Law School. Lionel's main line of research explores how market categories – a set of firms that share cognitive and cultural similarities – affect the social evaluation and performance of organisations.

The Impact

The GCP team did a fantastic job and showcased agility and adaptability when needed. We were particularly impressed with their ability to convey different ideas and best practices during their final presentation.

The team delivered a great result and Beautiful Destinations is extremely grateful for all of their wonderful work!

Brooke Witt, Global Communications & External Affairs, & Nick Evans, Co-Founder Beautiful Destinations

EMIRATES AIRLINE

Emirates Airline: Connecting the world

The Host

Emirates Airline is a subsidiary of The Emirates Group, which is wholly owned by the government of Dubai's Investment Corporation of Dubai.

It is the largest international airline and the 4th largest overall airline in the world, operating over 3,600 flights per week from its hub at Dubai International Airport, to more than 140 cities in 81 countries across six continents.

The Project

The GCP project team was asked to look for productivity gains via automation in a key cost environment. The team was asked to develop a business case including detailed benchmarking and vendor identification for their final recommendation.

The Cambridge MBA Team



Zerxes Banaji: Following a BComm, Zerxes held roles with PwC and Telstra in Australia. Zerxes also took part in the Emerging Leaders Programme at London Business School.



Ishaan Dhurka: After a series of positions working with Deloitte Consulting in Atlanta, Ishaan co-founded Galaad. He has a BSc in Electrical Engineering from Georgia Institute of Technology.



Charles Heller: Charles has a BA in English Literature and has previously worked as a Senior Consultant for North Highland in London.



Christopher Lim: Christopher has previously worked for AlphaBeta, Deloitte Consulting and Bridgeway Resources. He has a BA in Political Science from University of Washington.



Xiao-Long Wang: Xiao-Long has a BBA in Global Supply Chain Management. He has held positions as an Associate for Korn Ferry, and then as Assistant to Chancellor for Wuhan College.

The CJBS Faculty

The project was supervised by Dr Benn Lawson, Senior Lecturer in Operations Management and Director of the Centre for Process Excellence & Innovation (CPEI). Benn's research and teaching interests focus on supply chain strategy; supplier relationship management; product design-supplier integration; new product development.

The Impact

The Cambridge GCP team delivered tremendous value to the project. The team completed a comprehensive study to develop the required business case. Students used data analytics as well as research to deliver the project and ran workshops with the client. Their work was very well received by all.

Sadiq Gillani
SVP, Emirates Airline

GYMPASS

Gympass: everyone should have an active and healthy lifestyle

The Host

Gympass partners with companies to offer employees unlimited access to the world's largest fitness network at 70% off market prices.

Spanning 14 countries, we pair our unmatched variety and flexible membership options with consistent, tailored programming that inspires your workforce to enroll, stay motivated, and unlock their full potential. Our unique approach is designed to propel employee engagement, improve individual performance, and enable business success by revolutionizing corporate wellness.

The Project

The GCP team joined Gympass at a critical time for the organization as they were developing a standardised approach to performance that would allow them to reach the next stage of maturity level of the startup after a hyper-growth period. The project was to address a real, live business issue within the company and to define the growth path for Gympass in Europe. The students were based in the company headquarters in Madrid and had also access to offices in London.

The Cambridge MBA Team



Blair Bugge: Blair has previously worked as a Senior Analyst and Manager-Product Strategy and Partnerships for American Express in New York. She has a Bachelor of Business Administration.



Charles Butler: After completing his Bachelor of Commerce and Chartered Accounting qualifications Charles has worked as a Senior Analyst for Deloitte, and as an Executive for KPMG in Brisbane.



Rob Ippolito: Following his BA Philosophy, Rob co-founded and held the position of CEO of Cupón Club, and co-founded Fitness Bien Pensado.



Cesar Veroni: Cesar has worked as a Senior Developer and Team Leader for Velocity Partners in Buenos Aires, and as a Global Application Packaging Analyst for ExxonMobil. He has a degree in software engineering from UCEMA.



David Wood: With a BSc in Technology and Business Studies, David has worked for Accenture in London and New York in several roles including Finance and Enterprise Performance Consultant, and as a Finance and Risk Manager.

The CJBS Faculty

The project was overseen by Dr Vincent Mak, Reader in Marketing & Decision Sciences and Deputy Director of Teaching. Vincent's research lies in how people and firms make strategic decisions as they interact with each other, and what economic and psychological factors influence those decisions. His research interests cover pricing, search decisions, decisions in networks and queues, decisions in competitive environments, competitive strategies, game theory, and experimental economics.

The Impact

Having had the opportunity to collaborate with the Global Consulting Project from CJBS was a rewarding experience. We had the opportunity to host five MBA candidates in Madrid, where they developed a thorough analysis of our sales process, that produced some insightful recommendations for the business.

The rich professional background and diversity from the students constructively provoked the business, and they were able to develop relationships across the business.

Eduardo Moraes
Director of Global Planning, Strategy and Operations,
Gympass

INVESCO

Invesco

The Host

Invesco is an independent investment management firm which manages more than \$1 trillion in assets on behalf of clients. Invesco has specialized investment teams managing investments across a comprehensive range of asset classes, investment styles and geographies.

It has over 7,000 employees globally, in 25 countries, focused on client needs across the globe. The project was managed by Kunal Guha, who provided guidance and input for the project team. Further Invesco stakeholders are Simon Redman, Simon Ware and Nicolas Steiner, each contributing to the project with their expertise in real estate and technology respectively.

The Project

The GCP team was asked to investigate application of blockchain technology in the expansion of a private market, which are historically illiquid. Specifically, the team helped to explore opportunities in tokenization of real estate.

The Cambridge MBA Team



Cecile Babcock: Cecile has previously worked for Bay Equity, Segal & Associates, Opes Advisors, and Chrisman Incorporated. She has an MA in International Relations/ Modern History from the University of St Andrews.



Philip Holbrook: Philip is a CFA Charterholder, and has a BSc in Chemistry and Law. He has had roles with Hero Investment Capital and Prudential Investment.



Kohilan Sarvanandan: With a background in Finance, Kohilan has worked as a Senior Manager, Corporate Strategy & Product development for Danajamin Nasional Berhad. He has CFA Level III, and a BA Finance, Accounting and Management.



Egor Seliverstov: Egor has an MSc Operations Research & Analytics, and a BA in Economics. He has previously worked as an Engagement Manager for Accenture Strategy, and as a consultant for Schlumberger Business Consulting.



Areeb Siddiqui: Following a BSc in Physics from University College London, Areeb went on to work with Deloitte and Alpha Financial Markets Consulting.

The CJBS Faculty

The project was supervised by Robert Wardrop, Senior Faculty in Management Practice and the co-founder and Director of the Cambridge Centre of Alternative Finance (CCAF) at Cambridge Judge Business School. Robert is a leading expert in understanding how and why alternative channels of finance emerge outside the traditional banking and capital markets system.

The Impact

The GCP team did an impressive job within a short amount of time! From the start, the project was defined clearly and covered a large subject area. The team analysed both primary and secondary data, which included a good range of factors relevant to influencing decision making in this area. They developed some very sound strategies.

The final presentation was rich with information and very well structured. The team clearly put a lot of effort into collecting information, carrying out thorough qualitative and quantitative research, sophisticated interpretations, which allowed them to deliver high quality findings.

Kunal Guha
Manager, Strategy and Operations,
Invesco

PATAGONIA

Patagonia: Sustainable growth

The Host

Founded by Yvon Chouinard in 1973, Patagonia is an outdoor apparel company based in Ventura, California. Patagonia grew out of a small company that made tools for climbers. Alpinism remains at the heart of its worldwide business that still makes clothes for climbing – as well as skiing, snowboarding, surfing, fly fishing, mountain biking and trail running.

A Certified B Corporation, Patagonia is recognized internationally for its commitment to product quality and environmental activism—and its contributions of more than \$100 million in grants and in-kind donations to date.

Patagonia's mission is to use its business to save our home planet.

The Project

Patagonia asked the GCP group to work with its venture capital fund, Tin Shed Ventures to develop a business proposal for Patagonia to drive investments into distributed power generation with the objective of aiding farmers transition to ROC.

The Cambridge MBA Team



Yikai Chiu: Yikai has roles with Bosch, Robotex and Square on his CV, and has a BA in Supply Chain Management from Michigan State University.



Pauline Chow: Pauline has a BA in Environmental Studies, and has held roles at JPMorgan Chase & Co, Powerhouse Ventures, and Creative Environment Solutions.



Rebecca Kilbane: Rebecca has worked as the Director of EMEA for SNP Communications, and has a BA in Politics, Economics, Sociology and Philosophy.



Viswanath Nittala: Viswananth has previously worked as a project manager and executive assistant at Tata Steel, and more recently as a Investment Manager at Brand Capital. He has a BTech in Electrical Engineering.



Keiko Sato Fukumori: Keiko has a BA International Relations and has worked as a Programme Officer, Chief of Budget Management, and as a Representative of Japan International Cooperation Agency.

The CJBS Faculty

The project was supervised by Jennifer Howard-Grenville, Diageo Professor in Organisation Studies. Professor Howard-Grenville is recognised as a leading qualitative researcher with a focus on process theorising, and frequently presents on these topics at business schools, conferences and junior scholar academies. Through her research, teaching, and editorial work, she supports the development of management scholarship that considers societal grand challenges.

The Impact

We offered the team a broad and complex problem statement and asked them to work semi-independently. They did an excellent job refining the ask into concrete process and useful deliverables, maintaining regular contact with specific requests for info/ insights while also being efficient and mainly autonomous. They managed to return useful insights and recommendations despite the initial hypothesis they were asked to explore being disproven by the data collected in their primary / secondary research.

Overall the team here was very impressed, and their work will continue to influence our planning around distributed energy and regenerative organic farming. A big thank you to the Patagonia GCP team, from all of us here in Amsterdam.

Ryan Gellert
General Manager, EMEA,
Patagonia

PRIME VENTURES



Prime Ventures: investing in the future

The Host

Prime Venture manages 700 million euro, investing in companies across Europe. The fund focuses on technology-driven companies in rapidly growing markets in the technology and related industries, such as consumer internet, e-commerce, digital media, software, mobile computing, communications, infrastructure services, semiconductor, and clean technology.

The Project

Monish Suri and his team have offered Cambridge MBAs the opportunity to learn about VC investment for many years. Every year a GCP team works closely with the Partner of the group to identify exceptional investment opportunities in agreed geographies in Europe or emerging sectors. Teams consider disruptive companies and identify a selection of companies which fit the investment profile for Prime Venture. The teams are expected to defend their recommendations.

The Cambridge MBA Team



Vazgen Arutyunov: Vazgen has worked with Migdal Management in Ireland as a junior portfolio manager and holds a MSc in Finance and Investment from Durham.



Andrii Nesteruk: Andrii has a background investment management working with NSP Investment Management in Ukraine. Andrii holds an MSc. in Computer Sc. and MA in Economic theory.



Stephen Quick: Stephen worked as investment manager at Rathbone Brothers Plc joining them in the graduate trainee programme. He holds a degree in Economics from York University.



Abhishek Srinivasan: Abhishek has an MEng from Duke University. He joined the Cambridge MBA with seven years' experience in private equity with Region Holdings in India.



Ji Yang: Joy is an experimentalist, surrealist artist and entrepreneur. She has her own studio which is an award-winning portfolio of 20+ socially advocating short films, multiple screenplays, an experimental feature film and a narrative feature.

The CJBS Faculty

The project was supervised by Simon Stockley, Senior Faculty in Management Practice. Simon's research interests focus on entrepreneurship education; technology ventures; entrepreneurial behaviour. Simon is also a social entrepreneur and an advocate for trafficked women, in which capacity he has advised Parliament.

The Impact

"The team provided outstanding work with an excellent understanding of the project. We got some great ideas from their hard work and a great deliverable. The team was highly motivated and eager to learn."

We have worked with Cambridge MBA GCP for many years, and every year students have delivered over and above. We look forward to continuing to work with Cambridge Judge."

Monish Suri
Partner,
Prime Ventures

THE WORLD BANK GROUP

The World Bank Group: on a mission to end extreme poverty and promote shared prosperity

The Host

With 189 member countries, staff from more than 170 countries, and offices in over 130 locations, the World Bank Group is a unique global partnership: five institutions working for sustainable solutions that reduce poverty and build shared prosperity in developing countries.

The World Bank is a vital source of financial and technical assistance to developing countries around the world, and is an observer at the United Nations Development Group. The World Bank Group is headquartered in Washington, D.C., with around 16,000 employees in more than 120 offices worldwide.

The Project

The GCP Project team was asked to develop the strategic framework to simplify World Bank Group Travel Management and related policy compliance solutions. The students worked on the exploration of Travel Systems available in the market and assessment of the effort/benefit of moving to a new travel system would entail.

The Cambridge MBA Team



Tiago Barros: Tiago has a background in finance having worked as a Finance Business Partner and Finance and Operations Advisor. He has a BA in Economics and prior to the MBA worked as a Senior Project Consultant.



Animesh Kundu: Animesh has a BE in Electronics and Telecommunications from the University of Mumbai, and has worked as a Consultant for Accenture, and a Test Team Lead for Capita.



Noppasorn Kuruhongsa: Noppasorn has held roles with Iris Consulting, The Nielsen Company, and PwC in Thailand, and has a Bachelor of Business Administration.



Kenji Uchimoto: Kenji has worked as an Analyst and then as Chief of the Finance Department of West Japan Railway. He has a BA Economics from Kyoto University.

The CJBS Faculty

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

The Impact

The Cambridge MBA team was very productive, flexible and resourceful in the limited time available and were able to execute the assessment and market exploration very effectively. The output of their work was well presented and received. They showed exceptional commitment to the assignment.

Paola D'Alessandro
Senior IT Officer,
The World Bank Group

Previous Global Consulting Project Clients

AB InBev
Actis
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Agrokor
Barclays UK
Beautiful Destinations
BlackRock Real Assets
BloombergNEF
Blue Water Energy LLP
Bootstrap Europe
Bridges Fund Management
Carnegie Hall
Cambridge Circular Economy Centre
Citi Ventures
Dev Equity, L.L.C.
Diageo
Docly Healthcare AG
Emirates airlines
Expedia Group
Future Citizen Institute - (Kylin Group)
Google
Invesco
iZettle
JD.com
LEGO
Masawara plc and Udugu Institute
McLaren Automotive Limited
Nestlé
Oracle Corporation
Oslo cancer cluster
Patagonia
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