

This will change you

INNOVATORS, WORLD-SHAPERS, GROUND-BREAKERS CREATED HERE

THE CAMBRIDGE MBA



Xiaonan Xiahou | China, GE Healthcare

LOOK AHEAD SEE FURTHER

Every year we see the effect a Cambridge education has on our students, as they develop into more thoughtful, resilient and versatile professionals, able to adapt and operate in a wide variety of complex global environments. A Cambridge MBA will help you stride confidently through the many doors it opens for you.

Cambridge Judge Business School is in the business of transformation – the kind of transformation we've seen in the world recently. Innovation, agility and international cooperation have all played their part as we've worked together to tackle global challenges. Cambridge brings together communities who collaborate to make an impact.

You will get the most from your Cambridge experience if you fully immerse yourself in it. We have crafted the Programme to make sure you are intellectually stimulated by a wellrounded business education. But we want you to be curious, to question, to be open-minded – so you have all the skills you need to build and lead teams successfully in whatever organisation you join.

We encourage you to take advantage of every opportunity to collaborate and connect with your classmates. Our mix of nationalities, sectors and backgrounds creates a diversity and sense of inclusivity like no other you will encounter. Your peer group will provide the stimulus and motivation to grow and contribute.

We look forward to guiding you through the unique experience that is the Cambridge MBA. It will change you.

Michael Kitson MBA Director



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THE CAMBRIDGE MBA THIS WILL CHANGE YOU

C This is a place where things begin ??

Sophie Foroudastan | USA, Co-founder, Silver Street

WHY CAMBRIDGE JUDGE BUSINESS SCHOOL?

Change begins in Cambridge. We help innovators, world-shapers and ground-breakers become leaders who transform global business and society.

A PERSONALISED, MORE INTIMATE LEARNING EXPERIENCE

Our MBA class is optimised at around 200 each year so you know each other, and we know you. Your interactions with professors and the careers team will benefit from this approach, as we work with you as individuals, not a number on a seat.

EXPERIENTIAL, TEAM-BASED LEARNING

With more project work than most other MBAs, we'll push you early into teams to work with real clients, in real pressure situations, to test your new skills and help you forge opportunities for your future.

TAILORED TO YOU

The MBA programme is academically rigorous with a foundation of core courses, but offering elective subjects, projects and extracurricular activities to tailor it to your interests and future career goals.

THE 'SILICON FEN'

Cambridge is a hot spot for entrepreneurial activity and networking, and our enviable location and history of creating, launching and supporting new ventures draws people from around the world to join the buzz.

AN MBA CLASS THAT'S DIVERSE AND SUPPORTIVE

Our reputation attracts the most able and ambitious professionals in the early to mid-stages of their career. We welcome all cultures, backgrounds, orientations and identities at Cambridge Judge – there is no typical student here. You will live and breathe the intense experience together, and form a close and supportive network for life.

THE INSPIRING CAMBRIDGE EXPERIENCE

This University is an inspirational place in which to study. The traditions of the University may baffle you at first, but they will add a unique flavour to your MBA that nowhere else can offer. The collegiate set up will add richness to your year and expand your network.

You will benefit immeasurably from the education, the people, the reputation, and the mindset that Cambridge imprints upon you.



Our students choose Cambridge Judge for its atmosphere of searching, rigorous thinking and the entrepreneurial spirit "

Mauro F Guillén | Dean of Cambridge Judge Business School



10 The Cambridge MBA



YOUR PROGRAMME







YOUR CLASS

Current class profile





YOUR FUTURE











16	COMPULSORY
48	ELECTIVE
10	CONCENTRATIONS
87	CAREER DEVELOPMENT PROGRAMME
<i>u</i>	PROGRAMME













CAREER IMPACT

Accelerate, switch, triple-jump or start-up?

Your Cambridge MBA will be an educational breakthrough and a gateway to career progression and redirection.

Whether you're aiming for leadership positions, taking a more 'local' career to a global stage, or making a sector or role switch, your new MBA knowledge, networks, and confidence will bring it closer.

Alongside the academic and projects curriculum, the CJBS Careers team will provide you with the professional development, career management skills, confidence and recruitment opportunities to help you get the post-MBA job you really want and give you the tools for a long, stellar career as an agile, empathic, collaborative leader.



The MBA gave me confidence to take risks, perform out of my comfort zone, and be myself – vital skills for consulting "

Kelsea Alderman | USA, McKinsey & Company





EMPLOYMENT DATA FOR THE MBA CLASS OF 2020/21



98% 47%

switched at least country,

switched all three

function or industry

£96,429*

Average package salary





YOUR PEERS

With an MBA from Cambridge Judge Business School, you join an elite – but not elitist – global community that offers fantastic opportunities for networking and career development.

Financiers, marketers, tech stars, military veterans, charity leaders – there is no typical profile on the Cambridge MBA. We actively design the cohort to maximise variety so your learning is challenging, multi-perspective and relevant to the modern world of business.

And the global mix is impressive too – you'll learn with people from all over the world, giving you insight into their regional reality.

We organise your learning to focus on team work – through study groups, project groups, class breakouts, even extra-curricular opportunities like taking up positions as student reps, or in the student Special Interest Groups. This will give you close interaction with your peers daily – your team-work skills will soar.

The collegiate set up the University of Cambridge and your allocation to a college will also enhance personal interactions with peers – and the social element these communities bring will strengthen bonds between you further. And these bonds will form the basis for your global alumni network.

Your Cambridge peers could change your life.



*Accurate at time of production.



PROPELLING ASPIRING ENTREPRENEURS

You are bright, curious and ambitious. Many of you want a powerful platform for idea generation, development and venture launch. You're in the right place.

We will take you on a journey to realising your entrepreneurial goals, through education, practical support, and immersion in the vibrant entrepreneurial scene in Cambridge.



A broad management qualification, giving you the skills to understand the full range of business disciplines and operation.



Entrepreneurship courses, covering business planning, innovation management and funding – including the optional Entrepreneurship Concentration.



Access to the Entrepreneurship Centre, engaging with expertise, networks and programmes such as Accelerate Cambridge, Enterprise Tuesdays, Ignite, Venture Creation Weekends, and EnterpriseTECH.



Access to a wide network of successful entrepreneurs operating in the Cambridge Cluster and the Silicon Fen.

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Without the guided opportunities and stewardship of the Cambridge MBA courses, I would never have considered entrepreneurship"

Areeb Siddiqui | UK, Founder and CEO, Kestrl



Practical team projects to hone your team leadership skills and client interactions.

ALUMNI PROFILE: Kanika Aswani

Tell us about your fellow students.

I was one of a community of ambitious, sensitive, passionate, determined, and entrepreneurial women in the MBA class who came from diverse backgrounds and industries. We had amazing achievements in our resumes or in our lifetimes already.

What did you enjoy the most?

You have so much to learn, you have so many people to interact with. You don't just belong to the business school, you belong to the entire Cambridge ecosystem, where there are different departments, schools and colleges.

What was your MBA highlight?

I was a recipient of the Dean's scholarship, which gave me confidence in terms of my past experience but also my future goals. It inspired me to try to help others who might be coming from emerging economies into business education.



MY LEARNING JOURNEY

Pre-MBA role	Electives	Projects	Concentration	Extra-curricular
Specialist, McKinsey Digital Labs, McKinsey & Company, India	 Disruptive Technology & Innovation Organising Healthcare Strategic Change & Renewal Digital Marketing How to Think Strategically Managing Big Data Analysis 	CAMBRIDGE VENTURE Plextek GLOBAL CONSULTING Citigroup	Digital Transformation	 Member of the Wo+Men in Business SIG Member of Consulting SIG

The MBA was amazing – it was full of surprises. Every day was new. There was just so much to do, be it on the academic or on the social side ⁹⁹

Kanika Aswani | India, Genpact

Post-MBA role Vice President, Transformation Services, Genpact, UK



Delhi University, India, Bachelor of Business Economics

ENJOY THE CAMBRIDGE EFFECT

Such a great place to explore
 – come in with lots of energy and curiosity
 Sean Cregten New Zealand, Leapwise

LOCATION LOCATION, LOCATION

Cambridge Judge Business School occupies an enviable location right in the centre of Cambridge and the University colleges.

As part of one of the world's most prestigious research universities, the school is surrounded by its famous colleges. King's College Chapel and the River Cam are just a few minutes' walk away. We are also within a short distance of entrepreneurial centres such as Cambridge Enterprise, St John's Innovation Centre (Europe's oldest incubator) and Aurora Innovation Centre, to name a few.

The city of Cambridge is a beautiful backdrop to your studies, with green spaces, historic architecture and a vibrant social scene. Yet London is only 45 minutes away by train, so you can also enjoy the opportunities for work and leisure there, as well as easily access a range of international airports.

Small enough to cycle across, the size of Cambridge belies its global reputation and impact. In this place, you can't help but grow.



Explore this city, talk to as many people as possible, do things outside your comfort zone, because this is a place to learn and connect with others "

Carlos Morales | Colombia, EVBox







THE CAMBRIDGE CLUSTER

Since opening its doors in 1990, the School has focused on being a world-class centre of immersive, transformative business education as well as a leading centre of research.

Our location offers the perfect environment for the development of this research by forward-thinking entrepreneurs.

The University of Cambridge sits in the middle of the Cambridge Cluster or 'Silicon Fen': a group of companies with the largest investment per capita in Europe. Innovators – many based at the University – have developed over 1,600 firms employing more than 30,000 people.

We have close links with these businesses – many are Cambridge Venture Project clients or mentor our students. Some are start-ups formed by Cambridge MBA alumni. This means you have unique access to an unparalleled network of entrepreneurs, technologists and business experts who live, work and study right here in the city.

Also, centres at Cambridge Judge such as Accelerate Cambridge, The Entrepreneurship Centre, and The Centre for Social Innovation provide an unrivalled portfolio of programmes and connections to relevant societies, enterprise champions and departments across the University of Cambridge.

YOUR COLLEGE LIFE

When you join a Cambridge MBA cohort, you also become a member of one of the 31 University colleges. The colleges offer a unique aspect of the Cambridge experience and allow you to become a lifelong member of a college community and enjoy the many traditions of the University of Cambridge.

The majority of single MBA students are offered accommodation by their college. You can expect different facilities in different colleges. Some may offer more modern facilities including en-suite bathrooms, while others may not. Some colleges have family accommodation.

Not all college accommodation is situated within the main college grounds. Many graduates want to live in college houses or private rentals in and around the easily accessible city centre to participate fully in Cambridge daily life.

Each college has its own character, with its own internal governance and procedures, but all have a diverse student body. They select their own students – subject to University regulations – and most admit both undergraduate and postgraduate students.

Many students join a college sports club, such as a rowing club, or one of the many other societies. You can also take part in regular 'Formal Halls', a traditional evening dinner in academical dress, in some historic dining halls, and most colleges have a 'May Ball' annually or every other year.

College life helps you diversify your school network – you can meet and be inspired by students and academics from a wide range of disciplines. This can lead to exciting and fruitful collaborations: MBAs have joined forces with collegiate peers to create new ventures.

It is the responsibility of the MBA Admissions team to apply and secure a college place for you. This process happens after you have accepted an offer to join the MBA.

You can learn more about the University colleges online at: www.postgraduate.study.cam.ac.uk/colleges/college-keyfacts-and-figures







BRING YOUR NEXT GENERATION

At Cambridge Judge, we welcome MBA students who wish to come here with their family. The city and University is a vibrant and welcoming location for families, offering a wide range of opportunities for a supported and enriching family life.

The city has a cosmopolitan population, with schools welcoming children from around the world. The University also runs two nurseries in the city, close to the School.

Most colleges offer accommodation for couples or families, and many have facilities for parents to meet and socialise together. If you choose to live with your partner or family outside of college, the University's accommodation service can help you find a place.

Each college has a designated childcare contact who is a voice for student parents within their college, and several colleges have nurseries or allocated places at nurseries.

HERE TO SUPPORT YOU

Do join our open and interview days with your partner: we invite current MBA partners along to tell newcomers what life is like here. We provide support where we can to help you all settle in.

The University has a range of services for students with children and can provide advice on healthcare, accommodation, childcare and financial help.

Find out more about the support you can find from the University Childcare Office.



CURRICULUM FOR GROWTH

I uncovered my potential for leadership and solving conflicts

Gang Yuan | Hong Kong, Take2 Health

TERM BY TERM, TEAM BY TEAM

THE MBA CURRICULUM

Academically rigorous and highly practical, the MBA is taught over four terms through a blend of workshops, seminars, lectures, digital resources and experiential learning.

Cambridge

(CVP)

Venture Project

MICHAELMAS TERM

TEAM BUILDING

Core Courses:

- Entrepreneurship
- Management Science
- Corporate Finance
- Financial Reporting & Analysis
- Microeconomics
- Organisational Behaviour & Leadership
- Organisations and Markets: Designs and Incentives
- Management Praxis I

LENT TERM

TEAM LEADING

Core Courses:

- Strategy
- Marketing
- Corporate Governance: Organisations
- Digital Business
- Management Praxis II

Electives:

Choose three (chosen in Michaelmas Term) – see page 38 for representative list of elective courses which may be offered. Drojoct

Global Consulting Project (GCP)

The MBA really taught me how to structure complex, ambiguous problems and work better with ambiguity ²⁹

Michael Virk | Canada, Harry's

EASTER TERM

INFLUENCE & IMPACT GLOBAL CONTEXT

Core Courses:

- Macroeconomics
- Operations Management
- Business & Society

Electives

Choose three (chosen in Lent Term) see page 38 for representative list of elective courses which may be offered.

Concentration

Choose one of 10 available thematic Concentrations (chosen in Lent Term) – see page 49 for list of Concentrations. Project: Concentration Project: Board Impact

APPLICATION & RE-LAUNCH SUMMER PROJECT

Choose one of the following:

- Individual project
- Work placement

SUMMER TERM

Research paper

Supervision

There are no formal supervisions through colleges, or during the course of the MBA. However, you are encouraged to link with academic and professional staff throughout the year.

Assessment and feedback

- Active class participation
- Formal University written examinations
- Individual written assignments
- Group written assignments
- Group presentations
- Individual presentations
- In-class tests

Students are given formal written feedback on most coursework assignments submitted during the programme, which is released alongside the marks.

TAILOR YOUR MBA TO SUIT YOU

Our curriculum is designed to cover the key business disciplines that will give you the educational depth you'd expect from a Cambridge Masters degree.

In addition, we offer opportunities to make choices to tailor your MBA experience according to your interests and future career objectives.

These are the features that allow you to tailor your learning:

- Elective courses (see page 38 for full list) cover an impressive range of disciplines and sectors. Our academic faculty often bring in contributions from top-level business practitioners.
- The Global Consulting Project (GCP) is a live team project with a multinational organisation. You can source your own project or choose one organised by our Projects team.
- Students can boost their learning and networking in an area by undertaking one of **10 Concentrations.**
- During the Summer term, you can choose a work placement, a research project, or an individual project.
- Special Interest Groups (SIGs) are led by students to collaborate, network and expand their knowledge of a particular sector.
- In the Career Development Programme, our Careers team support you in developing skills and contacts in your chosen area.

Tailoring will allow you to add focus to your MBA experience: increase your employability in sectors, make new contacts, explore potential areas of ambition.



The Cambridge MBA allowed me to tailor the programme in a way that suited my interests through electives, concentrations, student groups and career networking events^{**}

Chiara Kunnie | South Africa, WhatsApp





ALUMNI PROFILES: Jan Topolski

Poland



Warsaw University of Technology, Poland, BSc Civil Engineering

MY LEARNING JOURNEY

Pre-MBA role	Electives	Projects	Concentration	Extra-curricular	Post-MBA role Bain & Company,
Arup, Project Manager/ Consultant	 Strategic Change & Renewal Advanced Strategy New Venture Finance Strategic Pricing Topics in Financial Statement Analysis 	CAMBRIDGE VENTURE H2Go GLOBAL CONSULTING iZettle	Digital Transformation	 President of CBSC Real Estate Club Member of Consulting Club Member of Finance Club 	Consultant



Why did you choose Cambridge Judge Business School?

My background was in structural engineering, but I was also a design team leader in architecture. I enjoyed it but I went to Cambridge to change my career – my plan was to move into strategy consulting.

First impressions?

The rich variety of backgrounds at Cambridge.

Any tips for prospective students?

There are a lot of exciting things happening at the same time during the MBA. But committing to a Special Interest Group (SIG) – especially as an active member – helps you stay focused on a particular area of interest. You get to know people who are interested in similar topics, and it widens your network.
Blerina Xhelilaj

Albania



Bocconi University, Italy, MSc Finance

MY LEARNING JOURNEY

Pre-MBA role	Electives	Projects	Concentration	Extra-curricular	Post-MBA role Bank of America
ING Bank N.V. (Italy), Associate Financial Institutions Coverage	 Private Equity Mergers & Acquisitions Advanced Strategy Equity Valuation Energy & Emissions Markets & Policies Marketing & Innovation in Emerging Economies New Venture Finance Leading Effective Projects 	CAMBRIDGE VENTURE Specle Limited GLOBAL CONSULTING Innovation Factory, Indonesia	Finance	 Co-chair, Fintech group Member, Private Equity/venture capital group Communication Chair, Cambridge Business School Club Participation in the Hult competition 	Merrill Lynch, Investment Banking Associate

Why did you choose Cambridge Judge Business School?

The smaller class sizes and study groups appealed to me. They created a more intimate setting to learn about my peers, building our communal network and forging lasting relationships.

Also, I was attracted by the CVP and GCP, which allow students to work for companies in different industries and geographies.

What was your MBA highlight?

Professor Gishan Dissanaike, who teaches Corporate Finance, surpassed my expectations. He created interesting and engaging lectures, even for the students with advanced backgrounds in finance.

And I was fortunate to attend a talk with Nob Laureate Didier Queloz, regarding his work with exoplanet detection.

What about outside the classroom?

The college Formal Hall was a highlight – a three-course dinner by candlelight in an ornate dining hall where the students wear black-tie attire.

The smaller class sizes and study groups created a more intimate setting which built our communal network and forged lasting relationships ²⁹

Blerina Xhelilaj | Albania, Bank of America

YOUR CHOICE OF **ELECTIVES**

During Lent and Easter terms, you take six elective courses, two of which count toward Concentrations. This allows you to customise how you learn and study a particular subject in more depth.

LENT TERM

- Behavioural Finance
- Building Customer Centric Organisations
- Cases in Corporate Finance
- Creative Arts and Media Management
- Digital Marketing
- Doing Good Well: Leading Social Innovation for Local and Global Impact
- Energy and Emissions Markets and Policies Entrepreneurship in Practice
- Entrepreneurship Through Acquisition Becoming a CEO from an MBA
- Introduction to Options, Futures and Other Derivatives
- Leadership in Organisations
- Leading Effective Projects
- Managing Big Data Analysis
- Managing for Sustainability
- Managing Innovation Strategically
- Marketing and Innovation in Emerging Economies
- New Venture Finance
- Risk Management and Strategic Planning
- Philosophy of Business
- Strategic Pricing
- Thinking Strategically
- Topics in Financial Statement Analysis
- Topics in Investment Management



⁶ The MBA experience goes beyond formal lectures. It's in learning from one another, in the diversity of the students and faculty, and the Cambridge environment as a whole²⁹

Adedoyin Nwankwo | Nigeria, Exxon Mobil



EASTER TERM

- Advanced Strategy
- Cost Management and Control
- Consumer Behaviour
- Design Sprint for Digital Innovation
- Disruptive Technology and Innovation
- Entrepreneurship: How to Start a Company
- Equity Valuation
- Fintech Strategies
- Global Marketing
- International Business
- International Finance
- Lean Six Sigma Process Improvement
- Mergers and Acquisitions
- Organising Healthcare
- Pharmaceuticals and Biotechnology
- Private Equity

- Strategic Brand Management
- Strategies for Energy and Climate
- Supply Chain Strategy
 - The International Film and Screen Industries
- The Liberalisation and Regulations of International Financial Markets
- The Purpose of Finance
- Venture Capital and the Entrepreneurial World

List of Electives on offer in 2020/21. This list is subject to change and classes may have size limits.

66 The individual project gave me the chance to work as an intern at Google "



PUT THEORY **TO PRACTICE**

Projects are woven into the MBA curriculum to give you the most effective and rigorous learning experience. We put your classroom learning to the test within a real-life setting through projects.

Three of the MBA projects you will undertake are team-related projects involving company clients or external practitioners.

THE CAMBRIDGE VENTURE PROJECT (CVP)

In term one, you will work in teams of four or five on a live market analysis challenge for a Cambridge start-up or entrepreneurial venture. The CVP will give you first-hand experience of some of the challenges faced by innovators in high-risk, high-pressure environments. We allocate a mentor to each team and the Cambridge Judge Business School faculty have input.

You can expect to:

- investigate market opportunities for a new product, service or treatment
- evaluate consumer behaviour and competitive forces in relation to these, using qualitative and quantitative analysis techniques
- generate insights into potential strategies, opportunities for commercialisation and possible routes to market.

THE GLOBAL CONSULTING PROJECT (GCP)

For many students, the Global Consulting Project (GCP) is a real highlight of their studies. It's a valuable opportunity to apply what you've learned, experience new sectors or roles, travel and to start building career networks.

Small teams of students consult with blue-chip international organisations on a particular aspect of their business. Students are able to either pick their top three choices (which informs how teams are created and selected), or they can source their own project.

CONCENTRATION PROJECT: BOARD IMPACT

You will choose from one of 10 Concentrations in your third term. At the end of your Concentration, you undertake a team project, in which you will present your findings to experts in a simulated boardroom situation.

SUMMER PROJECTS

To allow you to tailor the MBA towards your own individual career objectives, we also offer a choice in the final Summer Term. Options include undertaking research, an individual project, or a work placement.

RESEARCH PAPER

Students undertaking a research paper can expect to be involved in independent, in-depth research into an area of business management. You will deliver a 3,000-word paper written for a business audience similar to those in publications such as Harvard Business Review or the Sloan Management Review.

THE INDIVIDUAL PROJECT (IP)

The opportunity to experience real work as a consultant on a business problem, located in any commercial, industrial, public sector or not-for-profit organisation, anywhere in the world. You can expect to work full time for six to eight weeks during July to September, depending on the client's requirements and your post-MBA plans. Recent projects have included product extension strategy for a financial services company, analysis of the US railway sector and branding strategy development for a national retailer.

WORK PLACEMENT

Many students opt for a work placement of six to eight weeks during July to September. You can gain valuable experience and it can sometimes lead to an offer of full-time employment. Previous employers offering internships include: the *Financial Services Authority*; *Credit Suisse Private Banking*; *Google*; *Amazon*; and *Asian Development Bank*.



your Concentration

66 I would never have worked in a team where there are five different nationalities. I've learned to be very aware and adapt my style as a leader **

Raisa Hemani | UK, MBA 2020





SUMMER TERM

& RE-LAUNCH

SUMMER PROJECT

Individual project or

work placement

AUGUST



RECENT PROJECT CLIENTS INCLUDE:

- Actis
- Airbnb
- Amazon
- Asian Development Bank
- BCG Henderson Institute (BHI)
- BlackRock
- CDC Group Plc
- Citi Ventures
- Continental AG
- CreditEnable
- Culthread
- Deloitte
- Diageo
- Emirates Group
- Espotech
- Farfetch
- Gympass
- Invesco
- Lazard
- London Stock Exchange Group
- Manchester United
- MxP Partners LLP
- Native Design
- Nestle
- Octopus Renewables
- Orbitt Capital
- Oslo Cancer Cluster
- Prime Ventures
 - Roche Pharmaceuticals
 - Ryanair
- Saatchi & Saatchi
- Shell E-Aviation
- Shell Ventures
- Siemens
- Snafu
- Tata Power
- The Emirates Group
- The LEGO Group
- UN The Defeat-NCD Partnership
- Visa
- Warner Media
- World Health Organization
- World Wildlife Fund

CASE STUDIES: Global Consulting Projects

ACTIS

Actis is a leading pan-emerging markets investor.

THE HOST

Actis has a growing portfolio of c.70 investments across Asia, Africa and Latin America. Investment professionals in ten countries identify opportunities in private equity, energy and real estate. Actis targets consistent superior returns, bringing financial/social benefits to investors, consumers and communities. It calls this the positive power of capital.

THE PROJECT

Actis asked the Cambridge team to reassess three aspects of their real estate operations: how to maximise the efficacy of the Actis Real Estate Impact Model (REIM); ways to boost the positive environmental, social and governance (ESG) impacts; and identifying the link between ESG performance and the financial value of its investments.

THE FACULTY

The project was supervised by Dr Eva Steiner, Assistant Professor at University of Cambridge and Fellow and Director of Studies in Land Economy at St John's College, Cambridge. Dr Steiner's research interests are in real estate finance and empirical corporate finance.

THE IMPACT

Following thorough research, the team's revised version of the REIM was designed to make sure each metric is repeatable, defensible and understandable and that all priority issues are addressed. They also provided recommendations to improve the ESG impact of Actis Real Estate developments. ^C They were quick to understand the complexity of private equity real estate investing, and to familiarise themselves with the Actis impact model ²⁹

Shami Nissan Director and Head of Responsible Investment, Actis



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 is the 11th biggest football team in the world. Based in North Rhine-Westphalia, the team is part of a sports club with 100,000 members. One of the most successful clubs in German football history, it has won eight German championships, one UEFA Champions League, one UEFA Cup Winners' Cup, and one Intercontinental Cup.

THE PROJECT

A group of MBA football fans approached Borussia Dortmund for their GCP. The timing was just right: following recent success, Borussia is now attracting greater international attention and support. The MBA team was asked to investigate the opportunities arising from this growing interest.

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

CASE STUDIES: Global Consulting Projects

FAUNA & FLORA INTERNATIONAL (FFI)

Creating economic opportunities and conservation benefits through enterprise development in Indonesian Borneo.

THE HOST

FFI is the world's first international conservation organisation committed to the conservation of threatened species and ecosystems in partnership with local people. A proven innovator, it continues to make a lasting impact on global biodiversity, working in over 40 (mainly developing) countries.

THE PROJECT

Supporting the development of early-stage enterprises enhancing the livelihoods of marginalised, rural communities in a globally important forest landscape. The team worked with two communities in a remote part of Indonesia. They analysed activities undertaken by the villagers, assessing the viability of operations to provide a baseline assessment of their needs.

THE FACULT \

Dr Neil Stott is Co-Director of the Centre for Social Innovation at the Business School. His research interests include social innovation, organisational socialisation, and social entrepreneurship. Until 2015, Dr Stott was Chief Executive of Keystone Development Trust, which delivers community and property development, and social enterprises.

THE IMPACT

The team worked with an open mind and confidently applied their previous experience and MBA learning in a new context for all of them. FFI were extremely impressed with their approach to working in Indonesia: they gathered significant amounts of data by establishing the trust of community members and other partners.



L'ORÉAL

The world's largest cosmetics company.

THE HOST

L'Oréal is the only cosmetics group present in every distribution channel: mass market, hair salons, department stores and pharmacies. They want to gain a billion new consumers in the next decade. The strategy can be summed up as 'universalisation': tailor-made beauty with products adapted to the lifestyles, habits and purchasing powers of different populations.

THE PROJECT

The L'Oréal UK and Ireland GCP team was commissioned to understand how to reach a new market for a facial product. The team used market analysis, nationwide consumer surveys, interviews, and focus groups with target audiences. From this, they were able to compile a consumer profile and generated targeting recommendations.

THE FACULTY

Dr Dominique Lauga is Senior lecturer in Marketing at Cambridge Judge Business School. Dr Lauga's key research interests are marketing strategy, innovation and product development, advertising, behavioural industrial organisation, and experimental economics.

THE IMPACT

L'Oréal was impressed that the team had such a great understanding of the problem and an appreciation for the brand and the company. The team had great passion and motivation to work on a business case project. The presentation was professional, and the detail they included was exceptional considering the quick turnaround.

The presentation included a perfect mix of theory, strategy and practical application of marketing techniques

Vasileios Kourakis | Senior Consumer Analytics Manager, L'Oréal (UK office)

DIGITAL TRANSFORMATION

How to lead your organisation through digital innovation. You will look at how innovations such as AI, the Internet of Things, Big Data and blockchain can facilitate new business models.

FINANCE

Finance theory is in disarray - a new

architecture is needed. You'll analyse

financial bubbles, consider the

part played by innovative financial

engineering and examine the role

played by banks.

STRATEGY

A practical grounding in core skills: defining propositions, selling consultancy services, and delivering successful consulting assignments, before testing your abilities in a real consulting environment.

ENTREPRENEURSHIP

How to start a business and grow it successfully. You will also develop core enterprising skills that will help you as an employee in an organisation if you're not yet ready to start your own business.

ENERGY & ENVIRONMENT

Explores energy economics and policy. In a volatile age when energy is increasingly at the top of the agenda, managers need to understand how this is likely to change the business environment.

SOCIAL INNOVATION

For people with an interest in leadership for social change, whether in public, private or beyond profit sectors. We look at different business models to address social problems.

Healthcare is politically sensitive,

subject to constant technological and scientific advances. We address the difficult circumstances prompted by demographic and lifestyle changes.

HEALTHCARE STRATEGIES

MARKETING

Learn how businesses tackle real-world and relevant marketing issues. A highlight of the module is the contribution of senior industry speakers who use real-life examples.

GLOBAL BUSINESS

Many businesses are involved in some kind of international operations. Global Business deals with a subset of such firms – the multinational enterprises that undertake cross-border operations.

CULTURE, ARTS & MEDIA MANAGEMENT

Explores the arts and media perspective on issues confronting all business sectors – globalisation, technology, business model re-engineering, exploitation of intellectual property and much more.

FOCUS ON CONCENTRATIONS



Concentrations are thematic collections of courses and projects run for MBAs during the second and third terms. They are run by specialist coaches – a member of our faculty or an external business professional – with expertise in the given field.

You choose one Concentration and a set of related electives. Concentrations also include 'coach nights' – sessions run by the Coach and typically involving external speakers – in which students discuss what they have learned.

Each Concentration culminates in a final team project, where teams present their findings in a simulated boardroom situation.

CONCENTRATIONS CAN HELP:

- Increase your employability
 If you want to move into a new sector, or you want to increase your understanding of an industry.
- Broaden your perspective Many students use the opportunity to glimpse a world they might not otherwise experience, expanding their skillset.
- Expand networks and open doors
- Focus your pathway

Having a range of suggested electives, alongside other courses, offers flexibility. But it is also a clearly signposted road with additional coaching, expertise and discussion.

CASE STUDY: CONCENTRATIONS



Concentration Coach: Pam Garside

HEALTHCARE STRATEGIES

Coach Night 1 Pam Garside, a tour of the health sector and what to expect from the Concentration

Coach Night 2 Speaker from Outcomes Based Healthcare

Coach Night 3 Healthcare Specialist from IBM EMEA

Coach Night 4 Speaker from Health and Life Sciences, KPMG

The final project

Student teams presented to a panel of industry experts on a question relating to healthcare, such as how a start-up should sell into the NHS, big data and the health sector, or developing a business plan for the organisation of a new service for a long-term condition.







Concentration Coach: Chris Coleridge

STRATEGY

Coach night

Strategy Formulation – the consultant's view Speaker from McKinsey

Coach night 2

Strategy Formulation – a CEO's view Speaker: Alex Asseily, a British-Lebanese entrepreneur and investor

Coach night 3

Strategy Formulation and cultural design – a CEO's view Speaker: CEO of Treatt plc

Coach night 4

Doing Good While Doing Well in the MNE Speaker: Director of Vodafone Group Foundation

The final project

The student teams were asked to choose an organisation to study, interview senior executives to discover key strategic challenges, and use their analysis to make recommendations for improvement or fine-tuning of their strategy-making approach in a group presentation and written summary.

Each Concentration consists of four Coach Nights, during which the Coaches or external speakers host workshops or panel discussions.

CAREER DEVELOPMENT PROGRAMME

The MBA is a masters degree programme with educational goals, but it is designed to impact your career, immediately.

The Career Development Programme runs alongside your academic curriculum, offering you professional and personal development as well as practical skills for finding, applying for and securing jobs.

Our optimised class size allows us to customise the careers provision – we offer individual time and support to understand your personal goals.

Our provision covers the following areas:

- Your personal brand and impact
- Building your network
- Job search
- Applying and Interviewing
- Negotiating
- Sector insights and research
- Starting a business.

A summary of outcomes (class of 2020)

- 98% switched at least country, function or industry
- 47% switched all three
- 91% employed three months out
- 94% received job offers within 3 months
- Employed in 22 countries
- £96,429 average package salary

To see what the Cambridge Judge MBA has helped our recent alumni achieve, read our Employment Report 2022



Early work I did with Careers was key to designing my MBA year: the choice of electives, projects and the connections that helped me secure a job in consulting afterwards ²¹

Audrey Aw | Singapore, Bain





INDIVIDUAL ADVISORY AND COACHING

The size of our MBA cohort allows for a highly personalised career development programme. You receive in-depth, individual advisory and coaching sessions throughout the year from members of the dedicated MBA Careers Team at the School, as well as from external careers consultants with specialisms in industry sectors.

Sessions and activities start before the programme even begins – as part of our Onboarding process. They are designed to debrief your self-assessment report, identify and refine your career goals, and support you in developing a realistic strategy to get the job you want.

PRACTICAL WORKSHOPS

These structured sessions help you define your personal career goals, plan your career strategy, conduct research and job searches, and then manage the application and interview process.

Typically, over 90 per cent of our MBA graduates are employed three months after finishing their MBA studies.

RELATIONSHIP WITH EMPLOYERS

The Careers team manages relationships with international companies looking to hire MBAs. Throughout the year we run a variety of events hosted by leading name employers. Employers also post roles on the Online Careers Centre, contact students directly having identified them as potential candidates, and work one-to-one with the Careers team to share job opportunities.

SPECIAL INTEREST GROUPS (SIGs)

MBAs can join special interest groups that represent different industry sectors. These are supported by the Careers team in pinpointing employability opportunities: conferences, speakers, contact with alumni, and visits to companies.

BECOME EMBEDDED IN A COMMUNITY AND NETWORK

If I asked for help, I knew I'd get it ??

Pingasari Tandrawijaya | Singapore, Nalagenetics



Founded 1209

Nobel Prize winners

90

Colleges

Overall number of students at the University

19,000+

Size of alumni network

200,000+

Follow-on funding raised by University portfolio companies

£1.2bn+



INSPIRATIONAL IMPACTFUL

Sharing our values of open-mindedness, inclusivity, ambition and innovation begins with our choice of those who teach you. Our world-class faculty has around 70 members, representing all continents. Their research interests span the globe and the full spectrum of business issues.

Our teaching is always evolving – just like the world around us. Many of our academics are leaders in their field, creating new insight and applying the latest thinking to real-world issues. They bring their knowledge and inspiration to their teaching to create a transformational learning experience.

As a fully integrated department of one of the most prestigious universities in the world, we are able to host one of the largest concentrations of interdisciplinary business and management research activity in Europe. And scholars from across the University of Cambridge are always keen to collaborate with students from Cambridge Judge.

As an MBA you can also engage with the activities of our various research centres at the School such as the Entrepreneurship Centre, the Wo+Men's Leadership Centre and the Centre for Social Innovation.

Explore research and faculty at CJBS online: www.jbs.cam.ac.uk/faculty-research

DIVERSE, INCLUSIVE, WITH EQUAL OPPORTUNITY FOR ALL

Cambridge Judge Business School places diversity, equality and inclusion at the heart of our activities and collective consciousness.

All students are welcomed members of our community. You can be your authentic self here and learn in a safe environment with equal opportunity for all.

We want to attract students from all backgrounds, countries, cultures, identities and orientations to our programmes. We have initiatives and scholarships in place to support this goal.

We work with partners, such as Reaching Out MBA (ROMBA) and the Forté Foundation to support underrepresented groups in their business education journey.

Our mission is to bring positive change to business and society through collaborating on important issues. A diverse community is the engine to achieve these goals. The University, colleges and Cambridge Judge supports and encourages all under-represented groups, promotes an inclusive culture of equality, and values diversity.

You will find numerous clubs and societies in each of these communities to support and connect specific groups. At CJBS, student 'Special Interest Groups', or SIGs as we call them, will be an important part of your experience. There are SIGs covering regions and countries, LGBTQIA+, for women and military veterans, and many focusing on sectors.

There are hundreds of clubs and societies in the wider University and college communities – visit the <u>University</u> <u>website</u> for more information.

More than 15% of our overall University student population has disclosed a disability. If you have a specific learning difficulty, long-term physical or mental health condition or disability, you can rely on support throughout the admissions process and during your time studying here.

You can learn more about the wide range of resources around financing, learning and assessment support, and admissions accessibility online at the <u>Disability Resource</u> <u>Centre website</u>.

Your wellbeing is important to us

We're committed to supporting your wellbeing during your time studying in Cambridge. All students have access to a wide network of welfare resources to support you and your Cambridge experience.

As postgraduate students, moving to Cambridge for study can be more complex, especially if you have dependents. <u>The Accommodation Service and Childcare Office</u> can help answer any questions and try to help make your move as smooth as possible.



The environment that the school fosters is really progressive and inclusive, which makes being a woman, an asset, not a challenge "

Nicole Advani USA, MBA 2020

WOMEN AT CAMBRIDGE JUDGE



THE NEXT GENERATION OF WOMEN LEADERS

We encourage and support businesswomen to achieve their best potential, and champion gender diversity in business through our research, collaborations, teaching and student recruitment.

As a woman embarking on your Cambridge MBA, you will be part of a community which values gender diversity and supports you through your studies and career development journey.

WO+MEN'S LEADERSHIP CENTRE

The Wo+Men's Leadership Centre is central to our activities in driving gender diversity in business. The Centre creates original research on the cultures, institutions and organisations that enable more women to become successful leaders. Each year the Centre hosts a conference to bring together business leaders, students, academics and policy makers to an exciting day of keynote lectures, panel discussions and workshops.

THE FORTÉ FOUNDATION FELLOWSHIP SCHOLARSHIP

£32,000 is awarded to five outstanding female MBA students per year, in partnership with the Forté Foundation.

The Forté Fellow Scholars will:

- be part of the Women in Business student group
- work with peers to drive the gender balance agenda in business
- become involved in the Wo+Men's Leadership
 Centre, supporting their research, conferences and outreach activities
- develop personally in an educational setting that supports diversity, equality and inclusivity.

ALUMNI PROFILE: Julie Wang

Why did you choose Cambridge Judge Business School?

I came to Cambridge for my MBA because of the wider city eco-system, the Cambridge Cluster and the start-up culture in the city and region as a whole.

Was there anything unusual about your studies?

Shortly after accepting the offer from Cambridge, I found out I was pregnant. It required a lot of planning and negotiation with my family but, luckily, my husband was able to take an extended paternity leave.

How did you cope with your family while studying?

I found a nursery for my eldest before relocating. Also, I was fortunate that my mother lived close by.

How did you manage your accommodation?

I wanted to live close to the nursery and the Business School so that I could maximise my time available for both school and family. Cambridge is a relatively small city, and the Business School is located centrally, which made this possible.

What was your MBA highlight?

Becoming a member of Healthcare SIG – and having a baby during my studies!



MY LEARNING JOURNEY

Pre-MBA role	Electives	Projects	Concentration	Extra-curricular
GSK, Audit Manager	 Global Marketing Pharmaceuticals & Biotechnology Doing Good Well: Leading Social Innovation for Local & Global Impact Managing Big Data Analysis Risk Management & Strategic Planning 	CAMBRIDGE VENTURE Genomics England GLOBAL CONSULTING The Lego Group	Healthcare Strategies	Member of Healthcare SIG and family time

I was keen to explore the growing trend for new technology across business and traditionally non-tech sectors. The Cambridge Cluster was the perfect environment ³⁹ Julie Wang | China, The Lego Group

Post-MBA role The Lego Group, Senior Finance Manager



MCGILL University, Canada, Bachelor of Commerce

China

ALUMNI, WIDE-REACHING & INFLUENTIAL

You become a member of a large global network from the moment you accept an offer to join our MBA class. MBA alumni of Cambridge Judge Business School work all over the world in a fascinating range of roles and organisations.

Their Cambridge MBA led them in unexpected directions, often presenting opportunities for taking up new job functions, in new sectors or geographic locations after graduating. As will yours.

You will learn from your peers, supporting each other and building relationships before the course even begins, by attending careers treks and orientation events. During your MBA, you will meet with people from a variety of sectors and organisations, both within the School and the wider University.

Once you have finished your MBA, you can continue to develop these relationships through the 400+ alumni groups worldwide.







ALUMNI PROFILE: Oladele Olafuyi

Why did you choose Cambridge Judge Business School?

I had plans for a start-up – my wife and I recently launched Kunda Kids, a content creation studio, sharing African stories with the rest of the world. I wanted to drive diversity and inclusion of African children's books all over the globe. The Cambridge MBA played a huge role in making it possible. It gave me the drive to be an entrepreneur, as well as the skills I needed to succeed. My MBA was a year of transformation.

How did the project work help you?

We knew it was almost impossible to write and illustrate four picture books within five months. The CVP taught me how to put in a system where individuals come together to deliver a great product.

What was your MBA highlight?

The most priceless thing about having a Cambridge MBA is the network. Friends in my MBA cohort supported us on market strategy, pricing and editorial content when we launched our start-up. Classmates marketed the books with so much passion.



MY LEARNING JOURNEY

Pre-MBA role	Electives	Projects	Concentration	Extra-curricular
British American Tobacco, Nigeria, Area Trade Marketing and Distribution Manager	 Digital Marketing How to Think Strategically Marketing & Innovation in Emerging Economies Advanced Digital Business Managing Big Data Analysis Strategic Change & Renewal International Business The International Film & Screen Industries 	CAMBRIDGE VENTURE Folium GLOBAL CONSULTING Carnegie Hall	Digital Transformation	Marketing Carnegie Hall in New York

The most priceless thing about having a Cambridge MBA is the network Oladele Olafuyi | Nigeria, Kunda Kids

Post-MBA role Co-Founder and CEO, Kunda Kids



University of Ibidan, Nigeria, BSc Food Technology

Nigeria

CHANGE BEGINS WITH AN APPLICATION



I was looking for a school that would attract people from different sectors as I was keen to learn from peers as well as from the faculty "



WHO ARE WE LOOKING FOR?

We are looking for innovators, world shapers and ground breakers with:

- at least two years' work experience when you start your MBA
- a bachelor degree score of a high 2.1 on the UK scale
- a valid GMAT/GRE score
- proven progression in your career
- excellent English language abilities
- a learning mindset.

People who:

- have already excelled academically
- are highly motivated and ambitious, thrive under pressure
- have international work experience and a global outlook
- are confident, resilient and creative, with strong interpersonal and collaborative skills.

We are also committed to admitting a diverse cohort each year. So, mindful of the varying assessment metrics, we take a holistic approach in reviewing an applicant's profile.

We happily consider applications from non-standard cases who have a strong profile and application, even if they do not meet all of our requirements.

You must take either the GMAT or GRE to apply to Cambridge. We don't need a specific score range, but the average GMAT score for each cohort is typically c.690.



THE APPLICATION PROCESS

Our online application process is clear and simple. Once you create an account and start your application, you can save your work and complete as and when you have time.

To apply you will need:

- A valid GMAT/GRE score
- One reference from a supervisor or peer
- Answers to all four essay questions
- £165 application fee
- Transcript of your undergraduate degree, detailing courses taken and level attained
- Proof of English language ability (TEFL/TOEFL certificate)

Application deadlines

There are five application rounds for entry in September each year. Our website has more details of the schedule.

For a step-by-step description of the process, and to start your MBA application, please visit: <u>www.jbs.cam.ac.uk/</u> programmes/mba/apply





SECURING LOANS AND FUNDING

We understand that investing in an MBA is a big decision, but the outcomes for Cambridge Judge alumni prove the worth of the investment, time and again. The Admissions teams here at CJBS can help you consider how to meet the cost.

Students use a range of funding sources to fund their MBA year, from personal savings to family or bank loans, and employer support. Remember, not all funding needs to be in place when you apply. It's at the offer acceptance stage that you will need to show you have the funds in place.

Start planning early, be open minded, and keep sight of your end goal – the opportunities unveiled by a Cambridge degree, and the lifetime network you'll join, are well worth the undertaking.

As well as the scholarship awards, we do offer some bursaries based on merit, at the discretion of the Admissions committee, should you be successful at interview.

SCHOLARSHIPS AND BURSARIES

The scholarships available to Cambridge MBA students range from Cambridge Judge Business School bursaries, University of Cambridge and college scholarships, to external funding. If you want financial assistance with fees through scholarships, you should apply in the earlier rounds. Scholarships and bursaries range in the amount offered.

OUR CAMBRIDGE JUDGE BUSINESS SCHOOL SCHOLARSHIPS ARE:

Wider Cambridge: The Cambridge MBA Scholarship for Regional Diversity – Five awards of £32,000 each, awarded during rounds one to five.

Wider Cambridge: The Cambridge MBA Scholarship for Professional Diversity – Five awards of £32,000 each, awarded during rounds one to five.

The Forté Foundation Fellowship for Women – Five awards of £32,000 each, awarded during rounds one to five.



The Cambridge MBA Scholarship for Entrepreneurs – Three awards of $\pm 15,000$ each, awarded during rounds one to three.

The Cambridge MBA Scholarship for Technology Advancement – Three awards of £15,000 each, awarded during rounds one to three.

The Cambridge Judge Dean's Scholarship for Outstanding Academic achievement – Three awards of £15,000 each, awarded during rounds one to three.

The Reaching Out MBA Fellowship Scholarships for the LGBTQIA+ Community – Two awards of £32,000 each, one awarded in rounds one and two, and the other in rounds three and four.

The Cambridge MBA Scholarships for Military Veterans – Two awards of £15,000, awarded in rounds two and three.

The Professor Nick Oliver MBA Scholarship for British Nationals – One award of £15,000, awarded in rounds two or three.

The Professor Jochen Runde MBA Scholarship for South African Nationals – One award of £15,000, awarded in rounds two or three.

All scholarships and bursaries are awarded before the start of the academic year. There are no funds that can be awarded after the school year has started. Candidates should not make financial plans assuming that they will receive funds after they have started the programme.

LOANS

The loans available to candidates holding an offer for the Cambridge MBA range from The Prodigy Finance Loan Programme, which has been exclusively created for MBA candidates, to Career Development Loans, and countryspecific loans.

Please check our website for full details.



For more information on the eligibility and process for each of the above scholarships, please visit: www.jbs.cam.ac.uk/programmes/mba/fees-funding

let's MEET

Visit our Events pages to see the up-to-date schedule and sign up instructions

MEET US

Chatting with Cambridge MBA staff and alumni online and in person is a great way to discover the life-changing benefits of a Cambridge MBA and the wider Cambridge experience.

MBA FAIRS

We attend some MBA fairs hosted online by third-party organisations. Our website has a full schedule of upcoming fairs.

OPEN DAYS

We regularly host virtual open days. You will be invited to an information presentation, a sample lecture by a faculty member, and also a Q&A session with students and alumni.

WEBINARS

Our webinars range from an overview with our Admissions Manager to specific topics such as careers, entrepreneurship, and the University college experience.

EMAIL

mba-enquiries@jbs.cam.ac.uk





MBA Office

Cambridge Judge Business School University of Cambridge Trumpington Street Cambridge CB2 1AG United Kingdom Phone +44 (0)1223 339700 Email mba-enquiries@jbs.cam.ac.uk Website jbs.cam.ac.uk/programmes/mba

- (f) /cambridgemba
- 🥑 @cambridgemba
- in cambridgejudgebusinessschool
- 🧿 /cambridge_mba
- Cambridgembastories.com