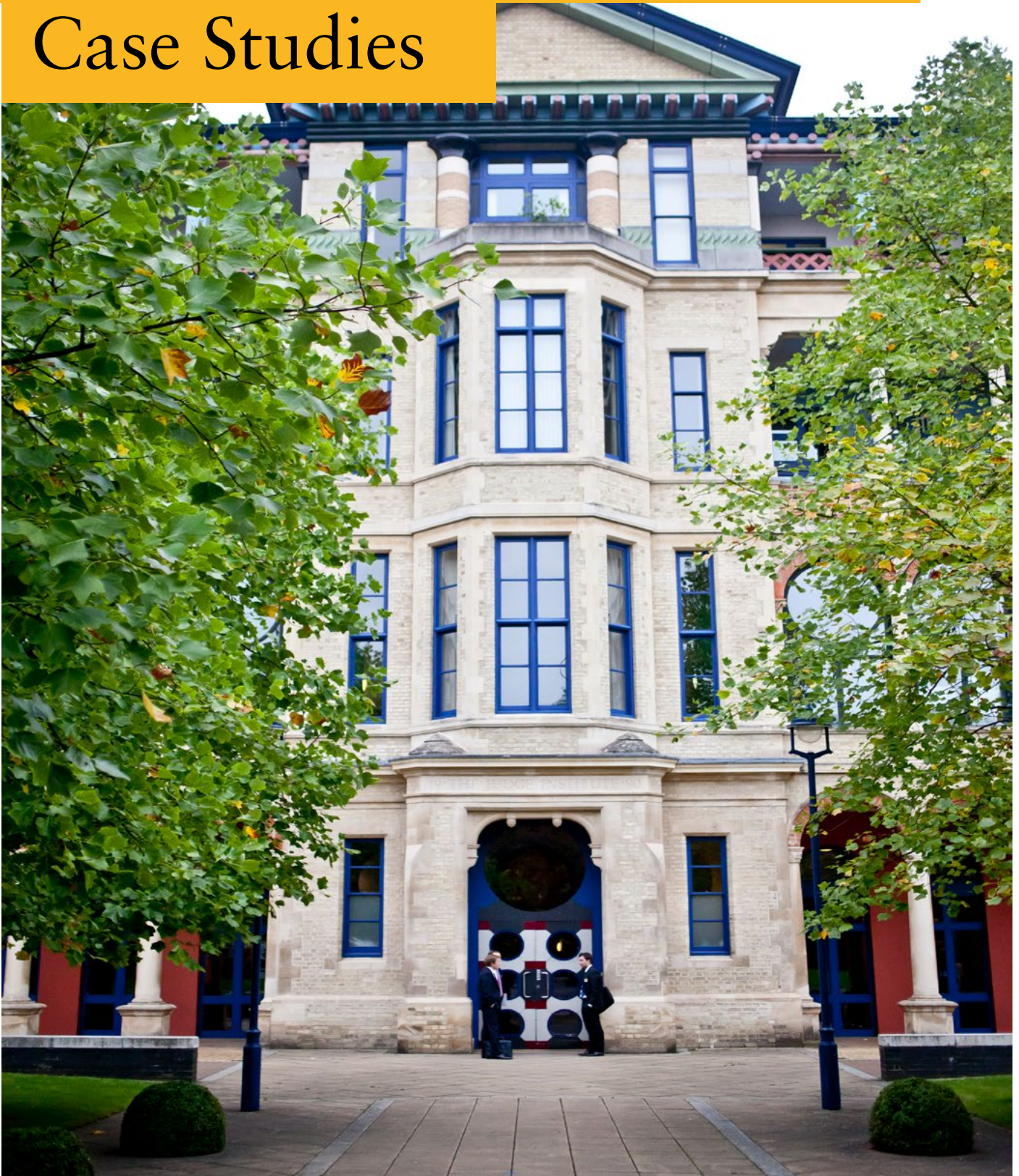




UNIVERSITY OF
CAMBRIDGE
Judge Business School

The**Cambridge**MBA

Global Consulting Project- Case Studies



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)
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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

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

A high-angle, top-down view of a group of seven people (three men and four women) seated around a white, rectangular table in a modern, curved interior space. The group is engaged in a meeting, with one man on the right using a laptop. The table holds a laptop, several water bottles, and some papers. The room features a prominent blue curved wall, a stone wall on the left, and a balcony with a yellow railing and blue posts. A green 'FIRE EXIT' sign is visible on the stone wall. The overall atmosphere is professional and collaborative.

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Finance

ACTIS

The Cambridge MBA

Global Consulting Project, Selected Case Studies

ACTIS: Actis is a leading pan-emerging markets investor.

The Host

With US\$7.6bn funds under management, Actis has a growing portfolio of c.70 investments across Asia, Africa and Latin America, employing over 114,000 people. Applying developed market disciplines to emerging markets, an established team of c.100 investment professionals in ten countries identify investment opportunities in private equity, energy and real estate.

Actis is a signatory to the United Nations Principles for Responsible Investment (UNPRI), an investor initiative developed by the UNEP FI and the UN Global Compact. Actis targets consistent superior returns across asset classes over the long-term, bringing financial and social benefits to investors, consumers and communities. It calls this the positive power of capital.

The project

Actis tasked the Cambridge team with a reassessment of three aspects of their real estate operations: how to maximise the efficacy of the Actis Real Estate Impact Model; ways to boost the positive environmental, social and governance (ESG) impacts of selected real estate investments; and identifying the link between ESG performance and the financial value of the company's real estate investments.

The team

Carolina Serra: With an MEng in Manufacturing from MIT, Carolina's CV includes roles as an innovation and energy balance specialist with Rome-based ENEL.

Iko Putera: Iko has achieved Chartered Financial Analyst Level 1 and holds a BEng in Industrial Engineering. He has worked for Wellington Capital Advisory and Arghajata Consulting in his native Indonesia.

Masa Yoshihara: A role as Deputy Director in the Fukushima Office of Reconstruction, Tokyo, followed a BEcon and Master of Public Administration in Energy and Social Enterprise for Masa.

Yvonne Ofosu-Appiah: Yvonne has worked for Barclays, FirstBanC and FirstGroup in her native Ghana. She holds a BComm and is a Chartered Financial Analyst Level 2 candidate.

Zoë Cullen: Zoë has an MSc in Environmental Policy, Planning and Regulation from LSE and worked for Fauna & Flora International as a Programme Manager in the UK and Indonesia from 2006–2014.

The Faculty

The project was supervised by Dr Eva Steiner, who is 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

A thorough research process, which included a field trip to one of Actis's sites in Kenya, enabled the Cambridge team to provide robust recommendations to enhance the Actis Real Estate Impact Model (REIM). The team proposed a revised version of the model carefully designed to ensure that each metric is repeatable, defensible and understandable and that all priority issues are addressed. Recommendations to improve the ESG impact of Actis Real Estate developments were also provided.

"The team impressed me with the quality of their work and thinking. They were quick to understand the complexity of private equity real estate investing, and to familiarise themselves with the Actis impact model including three developments in different countries, at various stages of development. They were well organised and their communications with the Actis team throughout the project were very good – we were informed but not inundated. In summary, I would say that the team exceeded our expectations and impressed us with their work ethic, thinking and presentation."

Shami Nissan

Director and Head of Responsible Investment, Actis

Amadeus Capital Partners



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

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

The team

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

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

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

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

The Faculty

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

The Impact

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

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

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

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

CDC



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

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

The team

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

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

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

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

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

The Faculty

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

The Impact

David Easton from CDC said:

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

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

BNY Mellon

The Cambridge MBA

Global Consulting Project, Selected Case Studies

BNY Mellon: A 230 year-old global investments company dedicated to helping its clients manage their financial assets throughout the investment life cycle.

The Host

With origins stretching back to 1784, BNY Mellon provides investment management and investment services that help individuals and institutions to invest, conduct business and transact in markets all over the world. Operating in 35 countries and more than 100 markets, the company can act as a single point of contact for clients looking to create, trade, hold, manage, service, distribute or restructure investments. As of March 31, 2015, BNY Mellon had \$28.5 trillion in assets under custody and/ or administration, and \$1.7 trillion in assets under management.

The project

The MBA team were tasked with researching and delivering insights into strategic growth options in the alternative investments space, within the industry context of an intensely competitive market operating under highly restrictive regulation. New approaches beyond traditional acquisition models also formed part of the research brief.

The team

Chris Millar: Chris has roles with Citibank, Deloitte and Ignis on his CV and holds an LLB from Queen's University.

Evgeny Mlodik: Evgeny has worked for energy supply company Rusenergosbyt in his native Russia and is educated to specialist level in finance and credit.

Siobhan Sweeney: Siobhan holds a Masters of Law from the University of Melbourne and acted as Legal Counsel to steel giant BlueScope for five years.

Will Sterling: Will is a Chartered Financial Analyst Level 1 and holds a BSc Business Administration, Economics and Finance. He has worked as an Investment Consultant for US bank holding company SunTrust.

The Faculty

The project was supervised by Pedro Saffi, who is University Lecturer in Finance. Dr Saffi's research covers topics such as security lending markets; short selling; liquidity risk; and how differences of beliefs affect trading volume.

The Impact

The project provided BNY Mellon with external verification of progress they had already made internally and a useful analysis of strategic options the company had been considering. The Cambridge team also brainstormed strategic options not yet under consideration and proposed a framework for identification and evaluation of BNY Mellon's preferred approach.

"The students did an excellent job on a tight timeline in which they had to understand our complex business, assimilate a significant amount of information and interview various colleagues in different time zones and prepared a presentation outlining various strategic options available to the business. The value of the project to BNY Mellon was material on several dimensions: the work gave us an external verification of the work we had done; an in-depth analysis of various strategic options we had previously considered and offered some strategic options we had not considered. The team proposed of a framework we could use to evaluate and identify our preferred approach."

Paul B. Iturrino,
Vice President Global Distribution,
BNY Mellon

Carlyle Group

The Cambridge MBA

Global Consulting Project, Selected Case Studies

Carlyle Group

The Host

Carlyle is one of the world's largest and most diversified global investment firms, with \$435 billion of assets under management across 3 business segments and 606 investment vehicles as of 30 June 2024. It specializes in private equity, real assets, and private credit.

The Project

The aim of the project was to assess the market potential for Shariah-compliant solutions in private markets focussing on the GCC region and to determine a recommended structure for investors to access this specialised sector.

The students work and report identifies the alignment between Shariah-compliant finance and Environmental, Social, and Governance (ESG) criteria, making it appealing to investors seeking both financial returns and a positive impact on society and the environment. The increasing global interest in responsible investing creates opportunities for Shariah-compliant solutions.

The team's research methodology combined qualitative and quantitative approaches. Qualitative research includes extensive desktop research and interviews with key stakeholders, providing insights into market dynamics and investor needs. Quantitative research involves analysing market data and trends to support strategic decision-making.

The team

Chi Wang: Chi has a BA in Economics and an MA in Finance, and has had roles with Fortune Securites, Skyview Capital, and capital Group Companies prior to joining the MBA.

Kawthar Aljufairi: With an MEng in Civil Engineering, Kawthar held roles as a Marine Engineer and Senior Engineer, before moving to Ernst & Young as an Engagement Manager.

Salma Alnejrani: Salma joined the programme following an extensive career in Investment Management at Al Muhaidib Group, with a BSc in Banking and Finance.

Yiwen Huang: Yiwen has previously worked for Singularity Capital and PricewaterhouseCoopers in Investment Associate and Deal Advisory roles. She holds a BBA from City University Hong Kong, and CFA level III.

The Faculty

Professor Kamiar Mohaddes is Associate Professor in Economics & Policy at Cambridge Judge Business School. His key research interests include climate change, economics of the Middle East, energy economics and applied macroeconomics.

Kamiar has worked extensively on issues related to climate change and sustainability with both the public and the private sector. He is also the Co-Founder and Director of the King's Entrepreneurship Lab at King's College.

The Impact

The team put in a great amount of effort and thought into quite a complex problem. The team was very professional and took on feedback and in a short time produced some great work. We would like to thank them for their time spent on interviews with various Carlyle teams and GCC investors – their insights provided during the presentation were very helpful. Overall, great job.

Invesco



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Invesco

The Host

Invesco is an independent investment management firm which manages more than \$1trillion 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 team

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

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.

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.

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.

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.

The 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 the 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 definition was defined clearly and covered a large subject area. The team analysed both primary and secondary data, which includes 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.

Prime Ventures

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 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 Faculty

The project was supervised by Simon Stockley, Senior Faculty in Management Practice. Simon's research interest 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 Cambridge MBA

Global Consulting Project, Selected Case Studies

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 team

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.

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.

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

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.

The Faculty

The project was supervised by Paul Tracey, Professor of Innovation & Organisation and Co-Director of 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

Visa

The Cambridge MBA

Global Consulting Project, Selected Case Studies

Visa

The Host

Visa is a world leader in digital payments, facilitating transactions between consumers, merchants, financial institutions and government entities across more than 200 countries and territories. Our mission is to connect the world through the most innovative, convenient, reliable and secure payments network, enabling individuals, businesses and economies to thrive. We believe that economies that include everyone everywhere, uplift everyone everywhere and see access as foundational to the future of money movement.

The Project– Europe New Client Onboarding– Reimagined Servicing Model

The payment systems landscape is constantly evolving with technological advancements and the rapid rise of new players including fintechs and various enablers within the payments ecosystem. Visa Europe recognizes the need to enhance its client onboarding experience to evolve with the changing environment and client expectations. They asked a team of Cambridge MBAs to offer a fresh perspective on what this might look like.

The GCP team's research incorporates interviews and secondary market research and in-depth competitive analysis recommending a client-centric advisory model, catering to various client segments. The students proposed a solution that acts as a conduit between clients and Visa, offering cohesive support which catering to various client segments enhancing the overall experience by providing a cohesive and comprehensive support system.

The team

Kochanipa Klasnimi: Kochanipa has worked for IBM in Thailand as a Senior Consultant for the last 2 years. She holds a BEng in Information and Communication Engineering from Chulalongkorn University in Thailand and speaks both English and Thai.

Tu Liang: Tu's latest role was as a Business Analytics Manager at Citigroup in Hong Kong, China. He comes with a BA from Zhongkai University of Agriculture and Engineering, China, a BA from Edinburgh Napier University, Scotland, and an MSc from Hong Kong Baptist University, Hong Kong.

Napas Choonhajutha: A role at Agoda Company Pte. Ltd. as an Operations Specialist in Bangkok, Thailand followed a BIE from Chulalongkorn University in Thailand for Napas, who speaks both Thai and English.

Tanu Gupta: A former Business Analytics Manager with Fashion Technologies in her native India, Tanu also has a BTech in Computer Science and Engineering with a specialisation in Bioinformatics from the Vellore Institute of Technology, India.

The Faculty

Professor Raghu Rau is the Founder and Academic Director of the Cambridge Centre for Alternative Finance and a member of the Finance subject group at Cambridge Judge Business School. His work focuses on how investors and firms acquire and use information, and he is the President-Elect of the Financial Management Association and the Gresham Professor of Business at Gresham College.

The Impact

Firstly, from wider Visa team, congratulations to the MBA Group who represented the Judge Business School with distinction. A very personable group, that demonstrated an ability to quickly grasp the challenge focus, drive considered resolutions that will assist Visa Europe in improving its potential client onboarding journey and communicate these ideas to a diverse range of stakeholders - many being part of the Client Services, Visa Europe Leadership Team and the Visa Global Organisation.

There was a strong and collaborative delivery of solutions. The team presented research findings and proposed solutions in a clear and logical way, demonstrating the analysis that had been undertaken throughout the 4 weeks, and using this to provide the rationale for the proposed solutions. Clear that workload was spread evenly across the team, with each student owning sections of the presentation and presenting this to key stakeholders in the steering committee. Given the timelines, a very strong output that will serve as the foundation for the Onboarding as a Service proposition.

Willis Towers Watson

The Cambridge MBA

Global Consulting Project, Selected Case Studies

Willis Towers Watson: A global multinational, risk management, insurance brokerage and human capital advisory company.

The Host

Willis Towers Watson (WTW) was formed with the recent merger of Willis Group Holdings plc and Towers Watson & Co, which became effective 5 January 2016. Concurrently, WTW is also awaiting regulatory approval to take a shareholding in Almondz Insurance Brokers, their correspondent in India.

The project

As a result of the merger and the intended acquisition, it is expected that the combined WTW/Almondz footprint in India will grow as the respective teams work more closely together to bring a broader set of solutions to Indian companies. Taking into account the size and growth potential of the Indian market, WTW/Almondz was keen to identify where the best opportunities exist and how to go about exploiting these.

The GCP project aimed to map the services and products provided by WTW and Almondz, quantifying the market size for their combined service and product offering and market penetration.

The team

Emmanuel Vandenberg: Emmanuel has an MSc in Applied Economic Sciences from Leuven Hogeschool in Brussels. He has previously worked for Citigroup Global Markets in London and Auriga Global Investors in Madrid.

Kapil Daga: Kapil has previously worked for AQUA Management Consulting Group in Mumbai and Essex Lake Group in New York. He holds an MSc in Chemical Engineering from the Massachusetts Institute of Technology.

Shivani Jaswal: Shivani holds an MFin from the Cambridge Judge Business School. She has previously worked for Lloyds of London as an Exposure Management and Reassurance Account Executive.

Ramiro Lacayo: Ramiro has a BSc in Industrial Engineering from Pennsylvania State University. He has previously worked as a Consultant and General Manager for Invercasa Holding Group.

Matt Kamisher-Koch: with a BA in international Affairs and Geography, Matt has worked as a Senior Analyst for CEB and as an Associate at Cicero Consulting.

The Faculty

The project was supervised by Professor Yasemin Kor, the Beckwith Professor of Management Studies. Professor Kor's research interests include CEO and executive team competencies (human and social capital); board governance effectiveness (board capital and CEO-board interactions); and development and renewal of a firm's dominant logic and core competencies. www.jbs.cam.ac.uk/faculty-research/faculty-a-z/yasemin-kor/

The Impact

The GCP team was based in India for the duration of the GCP. They adapted very quickly to the new and very different environment and engaged effectively with the project stakeholders. The market data which the team put together was gathered from interviews with industry experts.

"Our team enjoyed working with the Cambridge Judge Business School students. We were impressed with each of the team members. The output they delivered from the project was very valuable and enabled us to assess the prioritisation we place on parts of our business. The findings were very conclusive in terms of where our focus needs to move to. The team gave us some very interesting insights into the effectiveness of our cross-selling and social media selling. The presentation was excellent and the questions were dealt with confidently and supported with data".

Alex Thoms,
Large Client Leader,
Willis Towers Watson Asia



Industry

Addison Lee

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

The taxi/private hire market is evolving fast. The pervasiveness of mobile technology has caused major disruption – even sparking the so-called 'taxi wars'. Addison Lee has been at the forefront of technology developments in the sector, being the first player to SMS customers, track GPS in vehicles, develop an auto-allocator and also launched the first mobile app in the UK industry.

Addison Lee tasked a Cambridge MBA team with researching UK and International business opportunities to support the company's rapid expansion plans. The project was structured over four intense weeks.

The team

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

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

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

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

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

The Faculty

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

The Impact

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

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

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

American Airlines



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 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 and 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



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 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

Beautiful Destinations

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 team

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

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

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.

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.

The 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 fantastic during the project at Beautiful Destinations. The team 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 completed delivered a great result and Beautiful Destinations is extremely grateful for all of their wonderful work!"

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

Bentley



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Bentley

The Host

Bentley was founded in 1919 and was soon known for extraordinary innovative cars. It is a relatively small company with its own unique brand and culture, but now also part of one of the world's biggest automotive businesses, the Volkswagen Group – with all the exciting opportunities and benefits that brings.

The Project- Risk strategies to respond to climate scenarios

Bentley Motors asked the MBA team to evaluate potential climate-related risks and opportunities associated with its luxury automotive business, and based on this evaluation, suggest recommendations that could be incorporated in Bentley's strategy roadmap to mitigate risks and realise opportunities.

The team

Jude Arafah: Jude is a Jordanian-Canadian professional fluent in both English and Arabic, who holds a BCom with a specialisation in Marketing from the University of British Columbia's Sauder School of Business. Jude's recent experience includes her role as a Strategy Manager at TELUS in Vancouver, BC.

Manuel Robina: Manuel has a strong background in engineering and strategic management, most recently having worked as a Strategy Manager at Tiko. Manuel earned a BSc in Mechatronics Engineering and a diploma in Project Management with a focus on Data Science from Universidad Panamericana, Mexico City.

Parikshit Deshmukh: With his most recent experience as a General Manager at National Autocoat in Nagpur, India, Parikshit also holds a BTech in Electrical and Electronics Engineering from the Manipal Institute of Technology, India. Parikshit is fluent in English, Hindi, and Marathi.

Waroon Chhabra: Waroon holds a BA Hons in Economics from the University of Delhi and has passed Level 2 of the CFA. His business experience includes working as a Deal Manager at LetsVenture in New Delhi, India.

The Faculty

Simon is a member of the Organisational Theory and Information Systems subject group at Cambridge Judge Business School, which is engaged with cross-disciplinary themes including leadership. His key research interests include the convergence of national systems of corporate governance, human resource management, especially its implications for organisational trust, cooperation and commitment, the Japanese corporate system, and notions of corporate ownership.

The Impact

The project was extremely useful in challenging the existing premise and scenarios that Bentley has been working toward regarding sustainability risk. The team from Judge Business School engaged actively with me and key stakeholders at Bentley to understand the relevant processes and strategies. The result was presented effectively to our key senior stakeholders at Bentley. The insights from the Judge team prompted useful debate enabling us to question our own risk assumptions. We will use the recommendations and methodology demonstrated by the Judge team in our 2024 Climate-related Financial Disclosures in September and 2025 Sustainability Report within the risk components. The presentation was clear, well-structured and relevant. The outcome of this project was thought provoking and very valuable. The team met our deadlines, clarified any unknowns and responded well to questions about their recommendations.

Borussia Dortmund

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

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

The team

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

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

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

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

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

The Faculty

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

The Impact

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

The Cambridge team worked successfully within both financial and time constraints to deliver their final report on time and to budget.

Benedikt Scholz, Head of Business

Development and International Relations at Borussia Dortmund said:

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

Emirates Airlines



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 team

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.

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.

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.

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.

The 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

Gulftainer



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Gulftainer: A privately owned ports and logistics company based in the United Arab Emirates (UAE) and operating eight terminals in the Middle East.

The Host

Established in 1976 in Sharjah with just four ship-to-shore cranes, Gulftainer now has facilities in Iraq, Brazil, Iraq, Lebanon, Saudi Arabia and the USA. Alongside its international port and terminal management offering, Gulftainer operates freight and transport services from inland container depots and runs logistics cities, such as the 140K sqm Sharjah Inland Container Depot. The company pursues joint venture interests across international territories and employs over 4000 people.

The project

Gulftainer subsidiary, Momentum Logistics, asked the MBA team to carry out an analysis of its Freight Forwarding operation to provide insight into shaping the future of the division within the context of Gulftainer's core port operations and services.

The team

Claus Buckert: Claus has held roles with Siemens and Procter and Gamble in Germany. He holds a BA European Business and a BSc International Management.

Davey Gant: An experienced lawyer, Davey has worked for law firms in his native South Africa and holds an LLB Law and a BComm Economics and Law.

Lily Huang: Following a BSc Business Administration, Lily held roles with DAVIDsTEA and Ten Ren Tea in Vancouver, Canada.

Stephanie Pyne: Stephanie has worked as an infrastructure analyst, product scheduler and demand/planning manager for BP in Melbourne, Australia. She has a BComm/BA from the University of Melbourne.

Vasilis Paschos: Vasilis has an MSc Sustainable Energy Systems and a BSc Chemical Engineering. He has had roles with KPMG, Ricardo-AEA and BusinessEurope.

The Faculty

Dr Othman Cole specialises in the study of behavioural finance and capital structure decisions; risk governance; the comparative advantages of oil and gas companies; the link between carbon emissions and economic growth and the effect of hosting international sporting events on the construction and tourism sectors in the BRICs.

The Impact

Following in-depth research, which included exploring market trends in freight forwarding, assessing customer requirements and gaining internal stakeholder views, the students were able to present Gulftainer with some key recommendations about the future of their freight forwarding arm.

"The team was highly engaged and motivated to take on the task, and they worked well with all parts of the GT team. The final recommendation was well articulated and relevant. All in all a very good product that will be considered carefully within GT."

Peter Richards,
Executive Board,
Gulftainer

Gympass



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 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

IKEA Group



The Cambridge MBA

Global Consulting Project, Selected Case Studies

IKEA Group: Global market leader in home furnishings.

The Host

IKEA was founded in 1943. It has grown from a small Swedish furniture company to a multinational corporation with a presence in 48 countries and nearly one billion store visits annually. IKEA has an unusual structure and financial philosophy which shapes its decision making. It is not a publically traded company, and profits are either reinvested, or donated to charity.

The project

The Sustainability Innovation team at IKEA identifies opportunities to achieve both sustainability and business goals. Given that IKEA may soon become a net positive producer of renewable energy, they wanted to explore how it could leverage this surplus to make clean energy accessible and affordable for its customers. The GCP team was asked to investigate and identify a viable and profitable clean energy offering for IKEA, as well as a high-level business model, risk assessment and go-to-market strategy for its implementation.

The team

Michelle Avelena: Michelle has a BEng in Architectural Environment Engineering. She co-founded a business based in Jakarta called PT Multi Energi Selaras and has worked for the London School of Commerce.

Julia Nelson: Julia has previously worked at the Business for Social Responsibility in San Francisco. She has also worked for the Barrick Gold Corporation as a Manager. She holds a BA in Anthropological Sciences.

Igor Perzel: Fluent in seven languages, Igor has an MA in International Relations and European Studies as well as an MA in International Relations and Diplomacy. He has worked as a Senior Trader for Repower and as an Energy Trader for Ezpada AG.

Zamir Zulkefli: Zamir holds a PhD in Mechanical Engineering and an MSc in Aerospace Engineering. He was a Senior Lecturer at the Universiti Putra Malaysia, and has previously worked at Transvibro and the Center for Space Nuclear Research.

The Faculty

Professor of Marketing at Cambridge Judge Business School, Jaideep Prabhu supervised the IKEA GCP. His research interests span international business, marketing, strategy and innovation. He is the author of Frugal Innovation: How to do More with Less, and Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth.

The Impact

Understanding the industry context was crucial to providing viable recommendations. Electricity retailing is undergoing profound change: the traditional utility model is disintegrating, competition is increasing, and renewable energy sources (RES) are changing the landscape of the industry, particularly in the EU. The GCP team examined customers’ needs and preferences and identified seven potential business models for increasing the availability of renewable energy to IKEA customers were identified. The team provided a go-to-market model, providing a marketing strategy, market selection criteria, and illustrative financial returns. A framework was also provided for IKEA to assess the model’s sustainability impact.

“The IKEA GCP team undertook and delivered a strong and thoughtful piece of work in a very short time frame that has helped evolve our thinking with regards to potential go-to-market strategies around home energy. The team was dedicated, capable of learning rapidly and always professional. We found the project to be very valuable and would be pleased to host future GCP teams”.

Matt Stanley and Alex Castro,
The Sustainability Innovation team,
IKEA

Index-6



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

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

The team

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

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

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

The Impact

COO of Index-6, **Dimitar Spasov**, said the MBA team had demonstrated excellent motivation and persistence in spite of the challenges they faced in data collection:

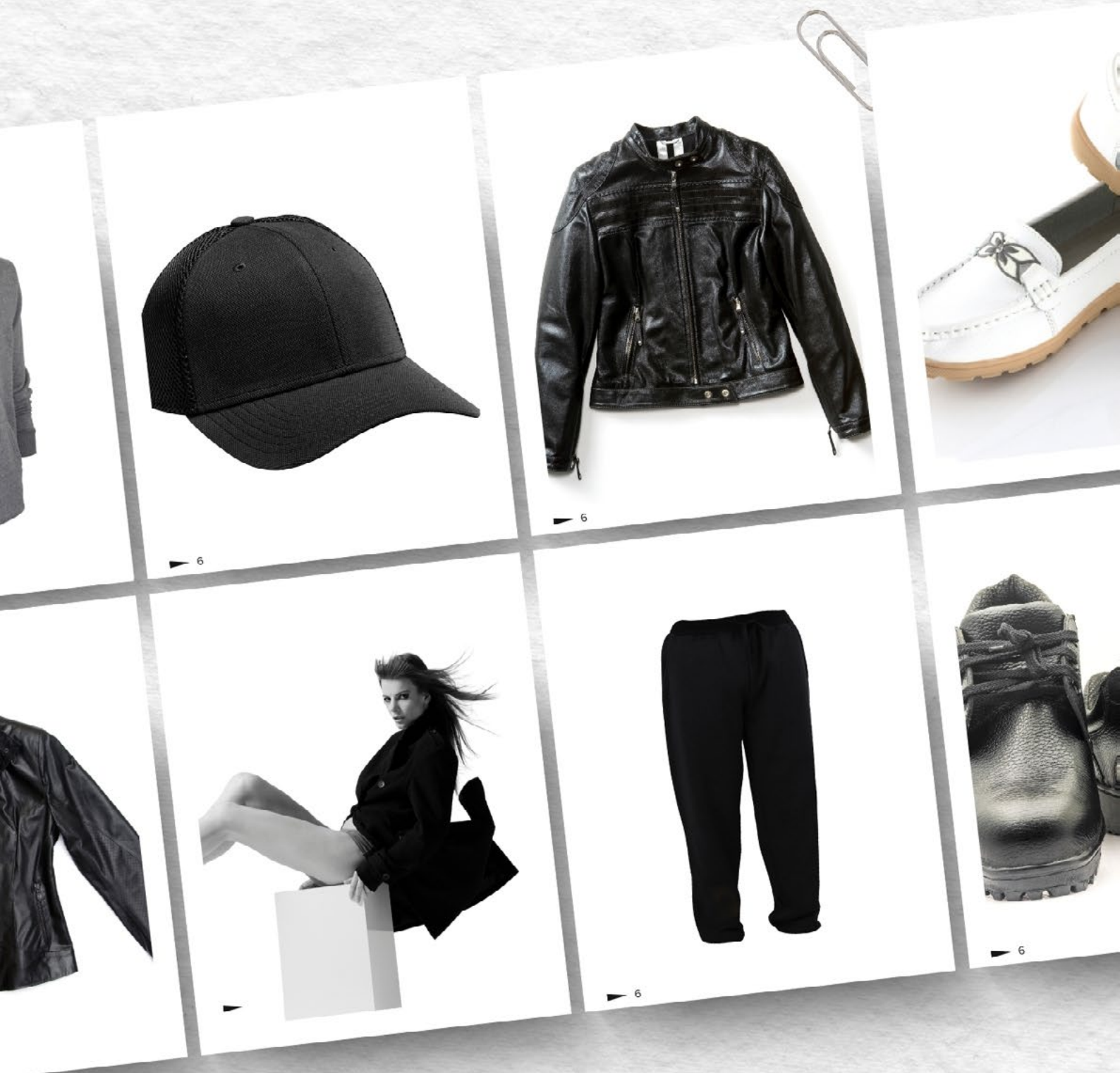
"I was pleased with the team's exhaustive approach to the objective – they went into levels of detail impressive for such a tight time frame. They worked independently and sourced information and information verification, while providing me with regular concise updates and allowing for on-the-fly amendments."

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

The Faculty

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

Inditex



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Inditex

The Host

Inditex is one of the world's largest fashion retailers, with seven brands (Zara, Pull&Bear, Massimo Dutti, Bershka, Stradivarius, Oysho and Zara Home) operating in more than 200 markets through its online platform and stores. With a business model focused on meeting customer desires in a sustainable way, Inditex is committed to achieving climate neutrality by 2040.

The deliverable is of key importance and practical relevance for this long road that we as a company are embarking with regards to our decarbonisation strategy to reach an economy that is climate-neutral, efficient in the use of resources and competitive.

The Project

Inditex asked the GCP team to develop a model which that would allow for the quantification of the transition risks that could affect the company. One of the most prominent of these transition risks is related to carbon emissions and the potential introduction of a universal price on carbon. The Cambridge students developed a carbon pricing framework to manage climate-related business risks in preparation of a transition to a low-carbon economy.

The team

David Doyle: David holds CFA I and a Bachelor of Commerce from University College Dublin. Prior to joining the programme, he worked at Morgan Stanley as a Senior Business Analyst.

Rishika Daryanani: Holding a BA/BSc in Industrial and Systems Engineering, Rishika joined the MBA following her work at Accenture in San Francisco.

Takahiro Kuroda: Before starting the programme Takahiro worked for Bank of Japan as a Foreign Exchange Dealer and holds a LLB Political Science from University of Tokyo.

Wanphassorn Ratanavijai: With a CPA and a BBA, Wanphassorn joined the programme from STP&I where they worked as a Business Development Co-ordinator.

The Faculty

The project was supervised by Danny Ralph, Professor of Operations Research, whose research interest include management of systemic and emerging risks; business decision making; risk aversion in electricity markets; methods and models for optimisation problems and equilibrium systems.

The Impact

The team's deliverables on the project surpassed our expectations. The methodology, depth, and critical thinking applied proved to be of the highest level. Although there was an important time constraint on the project, the work produced was clear and well transmitted.

L'Oréal

The Cambridge MBA

Global Consulting Project, Selected Case Studies

L'Oréal: The world's largest cosmetics company.

The Host

L'Oréal is the only cosmetics group that is present in every distribution channel: mass market, hair salons, department stores and pharmacies. Their current ambition is to win over a billion new consumers in the coming decade. The strategy to win these new consumers can be summed up as 'universalisation'. Universalisation is aimed at offering tailor-made beauty by creating products that are adapted to the differing lifestyles, beauty habits and purchasing powers of different populations.

The project

The L'Oréal UK and Ireland GCP team was commissioned to understand how to effectively reach a new market for one of its facial products. The team leveraged a combination of primary and secondary research that included market analysis, nationwide consumer surveys, interviews, and focus groups with relevant target audiences. From this research, the team was able to compile a consumer profile that would be the right fit and they generated targeted recommendations for L'Oréal UK and Ireland on how to access this audience of early adopters.

The team

Cindy Zhang: Cindy holds a MEd in Educational Policy and Management as well as a BS in Human and Organisational Development. She has previously worked as an Assistant Project Manager for TEFL International.

Dipika Sawhney: Having gained a BEng in Computer Science, Dipika has worked for FlatClub.com as Strategy and Operations Manager and for the Times of India in business development.

Joao Moraes: Joao has previously worked as a Financial Director for Cristovao Restaurante e Eventos and as an Account Manager for Ana Couto Branding. He holds a BA in Law.

Margaret Scadden: Founded and was the Executive Director of Ponte Corporation from 2014-2015. She holds a BA in International Affairs.

Melissa Adams: Melissa has worked for Operative Media, both in the UK and the US as an Implementation Manager. She holds a BA in Business Administration.

The Faculty

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

The Impact

The L'Oréal UK and Ireland CMO team was impressed that the GCP 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 that they included was exceptional considering the quick turnaround of the project.

"The presentation included a perfect mix of theory, strategy and practical application of marketing techniques. They were very quick at taking feedback on board and responding. Overall, the result of this project was extremely valuable for us and we will definitely be incorporating their recommendations in our strategy."

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

Merck Consumer Health

The Cambridge MBA

Global Consulting Project, Selected Case Studies

Merck Consumer Health: The consumer business of Merck, a leading global player in science and technology.

The Host

Merck Consumer Health is a leading consumer health company, developing and producing over-the-counter pharmaceuticals and food supplements for a healthy lifestyle and improved quality of life. Merck Consumer Health's brands such as Seven Seas, Neurobion, Bion, Nasivin, Dolo-Neurobion, and Femibion are innovative leaders in key markets, backed by science and trusted by consumers. In 2014, Merck Consumer Health generated about \$1bn annual total sales in over 40 markets with 2,700 employees.

The project

The Cambridge GCP team worked on the digital strategy for one of Merck Consumer Health's leading brands. Based on market research, the students identified key touch points in the consumer journey and developed a road map with clear priorities for digital marketing elements in line with the brand strategy.

The team

Ashlee Spinoso: Ashlee has six years' experience in digital, media and marketing and worked as a marketing manager at Focus Financial Partners in New York. Ashlee has a BSc Communications and Journalism from New York University.

Benjamin Rhodes: Benjamin was previously the Associate General Secretary for Communications and Development at the United Methodist Church, New York. He holds a BA Corporate Communications and Public Affairs.

Bhawna Arora: Bhawna has an MTech/BTech in Biochemical Engineering and Biotechnology and has worked in various consulting roles, including as Senior Analyst for Novartis Healthcare.

Mohammed Shamia: Mohammed has previously worked in a number of roles including as a manager and consultant for EY. He holds a Bachelor's in Computer Engineering.

Veena Adityan: Veena has held various roles at Amazon, including Engineering Lead and Software Development Manager. She has an MSc Computer Science.

The Faculty

The project was supervised by Dr Dominique Lauga, Senior Lecturer in Marketing. Dr Lauga's research interests are in strategy; innovation and product development; advertising; behavioral industrial organisation; and experimental economics.

The Impact

The team developed a number of innovative ideas to help shape the digital strategy for Merck Consumer Health in a very short time. Their recommendations and ideas were a great input for refining the digital strategy of one of their leading brands. Key aspects of the students' proposal are currently being implemented.

"Especially when it comes to the fast moving digital world, a fresh external perspective from digital natives can make a big difference for a company like us. The GCP team's final deliverable far exceeded our expectations."

Gottfried Wastlbauer,
Head of Strategy,
Merck Consumer Health

Novartis

The Cambridge MBA

Global Consulting Project, Selected Case Studies

Novartis

The Host

Novartis is an innovative medicines company that works to reimagine medicine to improve and extend people's lives so that patients, healthcare professionals and societies are empowered in the face of serious disease. Novartis medicines reached more than 250 million people worldwide making the company one of the largest pharmaceutical enterprises in the world. Novartis focuses on core therapeutic areas with high unmet patients' needs such as Cardiovascular, Renal and Metabolic, Immunology, Neuroscience and Oncology.

The Project: Partnering for Global Health Outreach

Novartis Global Health's division focus on addressing healthcare inequities guided the project. The Global Health Partnership project with Novartis asked a Cambridge MBA group to analyse potential collaborations with non-governmental organizations (NGOs) to enhance last-mile delivery of drugs to underserved populations.

The student team that sourced the project from Novartis completed segmentation, data evaluation, NGO mapping, shortlisting, and multi-criteria analysis for NGO partner selection. The composite index (corruption perception index of developing countries) prioritized therapeutic areas based on global burden, LMIC relevance, alternatives availability, Emergency Medicine List (EML). Their analysis highlighted the importance of partnerships between pharma companies and NGOs in order to improve access to essential medicines, especially in low- and middle-income countries (LMICs). NGOs bring specific skills, innovation, and credibility, making them valuable partners for companies like Novartis.

The team

Pavithra Selvam: Pavithra holds a Bachelor of Finance from National University of Singapore, and prior to joining the programme worked at Oracle in Singapore and the UK.

Mansa Shroff: Holding a BSc in Microbiology, Business Management and Entrepreneurship, Mansa worked as the Director of Business Development and Chief of Staff for WKD. SMRT

Fernanda Santos Tolentino: Prior to joining the MBA Fernanda held roles at OYO Rooms, Wildlife Studios and InpulsoGov. She holds a Bachelor of Mechanical Engineering.

Lavanya Dalasari: Lavanya holds a Master of Dental Surgery and has held various roles within med-tech including as a Project Lead and Clinical Research Associate.

Victor Mohan: Victor has held a variety of roles including as a Medical Resident, a Principal Researcher, and co-founder of an NGO. He holds a MBBS from St John's Medical College, and an MSc in Global Health from Georgetown.

The Faculty

Professor Rafael Rogo is Professor of Accounting at Cambridge Judge Business School. He is a member of the accounting subject group at Cambridge Judge Business School, which focuses on the creation, dissemination, interpretation, use, and governance of financial information, and examines how business managers utilise information to make strategic decisions.

Prof Rogo's research interests include financial reporting, information economics, regulatory oversight, and sell-side analysts.

The Impact

Thank you so much for all the hard work and expertise on our project. The team was amazing! In just four weeks you accomplished so much. Your insights, recommendations, and solutions were impressive. Your ability to research, analyse, and communicate complex information was impressive, and helped our teams understand the needs and challenges of the NGOs they work with. You showed us that you're a real team player with a remarkable ability to think critically and apply your academic knowledge to real-world problems.

Oslo Cancer Cluster

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

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

The team

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

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

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

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

The Faculty

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

The Impact

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

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

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

Patagonia

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 team

Keiko Sato Fukumori: 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.

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.

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.

The 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

Snafu Record



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Snafu Record

The Host

Snafu's Song Fund is a multi-million-dollar fund focused exclusively on granting artists short term advances on undervalued back catalogues.

The Project: New music-funding platform Fine Art

The Song Fund provides artists with up-front funding in exchange for a license on their music catalogue. This model means that while artists forego a percentage of their total revenue over a period of time, they are able to get a large sum of cash up front. Snafu records asked the Cambridge GCP team to investigate the product market fit and to make strategic recommendations for market acquisition.

The team

Anggara Widiasongko: Holding a BA in Accounting and a CFA level I qualification, Anggara joined the programme from his role as a Corporate Development Senior Manager at GoTo Group.

Gustav Runersjö: Gustav joined the MBA following working in a variety of roles for Morgan Stanley, and prior to that worked as a Chief Interpreter for the Swedish Armed Forces. He has a BA in Economics from Cornell University.

Priyamvada Joshi: Following completion of her Bachelor of Engineering in Chemical Engineering, Priyamvada has worked most recently for Inmobi Technologies as their Lead Platform Specialist.

Vivian Jiang: Vivian completed a double major and holds a BS in Business Administration and a BA in French from Chapman University. She joined the programme following three years working for Intel Corporation.

The Faculty

This project was supervised by Professor of Economics and Organisation Jochen Runde. Professor Runde's research interests include decision-making under uncertainty, social ontology and the ontology of technology, innovation and entrepreneurship, and institutional economics. He is part of the Economics and Policy subject group at Cambridge Judge Business School which analyses how economics can improve growth and business performance. He is passionate about music and plays the guitar.

The Impact

The GCP team exceeded expectations. Their questions, interactions, and deliverables provided genuine value to the catalogue department in a time of change and many of their recommendations have been and will be implemented in a meaningful way. The team went beyond their scope and presented us with more questions and discoveries to consider going forward as we grow. The combination of their skills was highly complementary, and they conducted themselves professionally.

Stockholm Environment Institute



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Stockholm Environment Institute

The Host

The Stockholm Environment Institute (SEI) is an international non-profit research and policy organization that tackles environment and development challenges. Our work spans climate, water, air and land-use issues, governance, the economy, gender and health. SEI has offices on five continents and works locally, regionally and globally.

The Project

Assessing technical assistance and funding from international finance institutions to decarbonise heavy industry in emerging economies and developing countries.

Heavy industries, sectors like cement, iron, steel, and petrochemicals account for 30 percent of global emissions today. The bulk of future emissions will come from emerging economies experiencing population growth and economic development. These countries will therefore need to leapfrog to successfully address the twin challenges of industrialisation and decarbonisation. Although the pathways for reducing emissions are known, innovative decarbonisation technologies are often more costly and come with higher risk. Support is needed for companies to move forward with decarbonization plans from earlier stages to implementation.

The team

Andika Aufar Satria: Andika comes from Management Consulting with roles at Accenture, Strategy& and most recently BCG. He holds a Bachelor of Science in Mechanical Engineering and was co-founder and commissioner for the Society of Renewable Energy in Jakarta.

Faisal Alhadi: After completing his Bachelor's in Electrical Engineering Faisal has worked in several organisations with his most recent role as Strategic Support Expert for the Ministry of Energy in Saudi Arabia.

Haruka Hoshino: Haruka joined the MBA programme having worked in several roles for the Development Bank of Japan first as an Analyst, Corporate Finance Division, then as an Associate in the Treasury Department and most recently as an Associate in the Sustainable Solutions Department.

Pratham Sabannavar: Holding a Bachelor of Engineering from Nanyang Technological University, Pratham has worked for ExxonMobil in Singapore, and more recently as an Oil Market Analyst for Facts Global Energy.

Yuhan Luo: Esther has a BSc and MSc in Economics and is a level III CFA holder. She joined the programme having spent seven years in finance, working for KPMG, Anglo Chinese, Hywin Wealth Management Hong Kong, and most recently Xiaomi Private Equity.

The Faculty

Jaideep Prabhu: This project was supervised by Professor of Marketing and Jawaharlal Nehru Professor of Indian Business and Enterprise Dr Jaideep Prabhu. Professor Prabhu is a member of the Marketing subject group at CJBS, which focuses on strategy, modelling, and consumer behaviour. His research interests are in innovation, marketing, international business, strategy, policy, and development.

The Impact

The team showed a good team spirit, were well coordinated and open for discussion and feedback. The meetings we had were well planned, informative and efficient. The group asked for input/feedback and were using it well. They covered a large number of IFIs and their databases and managed to secure a number of interviews within the rather limited time frame, which was much appreciated from our side. The results are comprehensive, and we foresee that they will be very useful in or further work. The final presentation was thorough and clear. Based on feedback during the final presentation the team complemented the presentation and sent an updated version, which was much appreciated.



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 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

World Rugby

The Cambridge MBA

Global Consulting Project, Selected Case Studies

World Rugby

The Host

World Rugby is an international federation and global movement comprising more than 500 million fans and 10 million players with 128 national member federations affiliated through six regional association. World Rugby is the world governing body for rugby union. Its purpose is to grow rugby by making it more relevant and accessible with a vision of a global sport for all, true to its values.

Founded in 1886 as The International Rugby Football Board, it was rebranded in 2014 as World Rugby.

The Project

"Ways to play"-Fan Engagement.

World Rugby is looking towards increasing participation in the sport – looking specifically at its "Ways to Play" space to complement their events (RWCs) and content strategies. Looking at their specific target fan groups and markets, World Rugby are exploring opportunities for collaboration, major events, and increased engagement across their diverse fan base.

The team

Chase La Rosa: Chase holds a Bachelor of Science in English Literature from the US Naval Academy, and following his five-year career within the US Navy, he worked as a Senior Manager for Austin Fraser.

Joanne Tilley: Joanne joined the MBA programme from Investec, where she worked for the previous 6 years in both the Johannesburg and London offices. She holds a BComm in Accounting and a Bachelor of Business Science in Management Studies- Finance and Accounting.

Mario Parussini: Mario came to Cambridge from his role as Innovation Lead, Emerging Technology at Commonwealth Bank of Australia. Prior to this he completed his BA in Commerce and BA in Arts with Majors in Marketing and Chinese.

Ruth Douglas: With a Law Degree from the University of Glasgow, and a Postgraduate Diploma in Legal Practice from the University of Edinburgh, Ruth has worked in a variety of roles for the British Civil Service.

The Faculty

Mark de Ronde: The World Rugby project was supervised by Professor of Organisational Ethnography Dr Mark de Rond. Dr de Ronde is a fellow of Darwin College and part of the Organisational Theory and Information Systems group. Specialising in how people live challenging circumstances on their own terms, he has spent sustained periods with doctors and nurses at war, Boat Race crews, peace activists, and rowing the Amazon.

The Impact

Fantastic team that approached the project with a huge amount of enthusiasm and thought. They were really engaged throughout the process and were invested in scoping out the project with us to ensure it met both our, and their, goals. They showed great flexibility in the project direction, and creativity in solving the problems we threw their way. It was a thoroughly productive experience, and the outputs they delivered will form an integral part of one of our commercial strategy pillars moving forward. The diversity in the group added a great dimension, and their insights provided plenty of food for thought, along with some actionable next steps for us to take things forward. The only complaint would be that the GCP was only 4 weeks instead of a couple of months. All in all, a hugely positive experience, and one which we'll look to repeat with future groups as a result of this group's good work.



Technology

Globalfoundries

The Cambridge MBA

Global Consulting Project, Selected Case Studies

Globalfoundries: Globalfoundries is the world's first full-service semiconductor foundry with a truly global footprint.

The Host

Launched in March 2009, Globalfoundries has quickly achieved scale as one of the largest foundries in the world, providing a unique combination of advanced technology and manufacturing to more than 250 customers. With operations in Singapore, Germany and the United States, Globalfoundries is the only foundry that offers the flexibility and security of manufacturing centres spanning three continents. The company's 300mm and 200mm fabs provide the full-range of process technologies from mainstream to the leading edge. This global manufacturing footprint is supported by major facilities for research, development and design enablement located near hubs of semiconductor activity in the United States, Europe and Asia.

The project

Globalfoundries tasked the Cambridge MBA team with delivering a deeper understanding of end-market price tiers and how Globalfoundries' customers manage their margins in the highly competitive smartphone market. Having a richer database (especially related to smartphones sales), is essential to achieve a more robust awareness of potential margin pressures, based on end-market value, product demand and selling price.

The team

Alejandro Perez: Alejandro held corporate, brand development and supply chain roles with Unilever in Chile and Brazil from 2008–2014 and holds a BBA.

Chung Hang Tang: Chung is a Chartered Financial Analyst Level 1 and has a BEng (Hons) Electrical Engineering. He has held several roles with environmental solutions company Hyflux in his native Singapore.

Guoyong Zhang: With a PhD Electrical, Electronics and Computer Engineering, Guoyong has worked for Sino Superconductor Technology and Tatfook Technologies in China.

Houssein El Sayed: Houssein worked for the Kuwait Telecommunications Company from 2009–2014 and has a BEng Computer and Communications Engineering.

The Faculty

Dr Kishore Sengupta is a Reader in Operations Management at Cambridge Judge Business School. His research, teaching and consulting interests focus on managerial decision making in dynamic environments such as complex projects and high-performance teams, and managing complex organizations.

The Impact

The MBA team successfully analysed the smartphone market by price tier and developed a complex model to provide key insights into the dynamics of the industry profit pool. They interviewed numerous in-house stakeholders before testing multiple methodologies to come up with a viable model described by Globalfoundries as 'highly efficient with numerous input parameters which will allow us to model many different scenarios for market demand and margin potential in various price tiers'.

"We were impressed at the variety and depth of the students' skillsets and the way they approached the project from different angles. The delivered model exceeded our expectations. The model is highly efficient with numerous input parameters which will allow us to model many different scenarios. The team also articulated a well-organized presentation in front of senior management. We enjoyed working with them."

David Jensen,
VP Strategy, Market Research and Analytics,
Globalfoundries

Google

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

The project

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

The team

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

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

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

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

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

The Faculty

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

The Impact

Charlotte Monico, Director of BPC Google said:

"We were very pleased with the JBS team and the value of their work."

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

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

Medallia

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 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



Third sector



The Cambridge MBA

Global Consulting Project, Selected Case Studies

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 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 Vodafone and Johnson & Johnson. He has an MSc in Information Technology and an MSc in Telecommunication Engineering.

The 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,

Development Equity LLC

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

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

The project

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

The team

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

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

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

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

The Faculty

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

The Impact

Forrest Metz from Dev Equity said:

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

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

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

Fauna and Flora International



The Cambridge MBA

Global Consulting Project, Selected Case Studies

Fauna and 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. FFI is a proven conservation innovator that continues to make a lasting impact on global biodiversity. FFI works in over 40 (mainly developing) countries to achieve the mission of conserving threatened species and ecosystems worldwide.

The project

The goal of FFI in this project was to support the development of early stage enterprises that have the potential to significantly enhance the livelihoods of marginalised, rural communities in a globally important forest landscape. To this end, a Cambridge GCP team worked with two communities in a remote part of Kapuas Hulu, West Kalimantan, Indonesia. The objective was to analyse forest honey and illipe nut (tengkawang) enterprise activities undertaken by the villagers; to assess the viability of current operations, providing a baseline assessment of their needs, identifying key constraints and operational weaknesses; and develop a series of recommendations to address these.

The team

Chris Covey: Following his MEng in Mechanical Engineering, Chris went on to work for Sagentia Limited, initially as a Consultant Engineer, and then as a VP.

Ian Nagle: A professional rugby player, Ian has played in the Irish Rugby Union for a number of years. He has a BComm Management and Marketing from the University of Cork.

Xiaojie Zhou: Xiaojie has a BA Environmental Studies from the University of Washington, St Louis, USA. Her background is in finance, and she has worked for PriceWaterhouseCoopers as a Senior Analyst.

Seon Woo Ahn: With a background in finance, Sean has worked for the Import-Export Bank of Korea as a Senior Research Officer. He holds a Bachelor's Degree in Business Administration and Management.

The Faculty

Dr Neil Stott is Executive Director of the Centre for Social Innovation at CJBS. His research interests include social innovation, organisational socialisation, and social entrepreneurship. Dr Stott was Chief Executive of Keystone Development Trust until April 2015; Keystone is one of the largest development trusts in the country delivering community development, social enterprises and property development.

The Impact

The team performed the task with an open mind and with the confidence to apply their previous experience and MBA learning in what was a new context for all members of the team. FFI were extremely impressed with the team's approach to working with partners in Indonesia. The team gathered significant amounts of relevant data, and established the trust and willingness of community members and other partners to share information about their activities in considerable detail. It was clear that the team were great ambassadors during their fieldwork, adapting readily to staying in the villages and engaging positively with whatever was thrown at them, whilst also staying focused on the task at hand.

"The team brought a fresh perspective to the analysis of the status quo of the two enterprises and developed a series of insightful recommendations that challenge a number of assumptions about the current set-up of the finances and operations of these enterprises. Their findings will play an important role in guiding next steps in the development of these enterprises. The quality of the presentation was excellent. The team and their deliverables exceeded our expectations."

Zoë Quiroz-Cullen,
Head of Conservation Finance and Enterprise,
Fauna & Flora International

GOAL

The Cambridge MBA

Global Consulting Project, Selected Case Studies

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

The Host

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

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

The project

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

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

The team

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

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

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

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

The Faculty

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

The Impact

Henning Ringholz, Global Livelihoods Advisor for GOAL said:

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

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

World Health Organisation



The Cambridge MBA

Global Consulting Project, Selected Case Studies

The World Health Organization (WHO): A branch of the United Nations dedicated to global public health.

The Host

The main role of WHO is to direct and coordinate international health within the UN system, helping countries achieve their national health objectives and promoting universal access to health care and well-being.

The project

WHO, along with its partner the United Nations specialized agency for information and communication technologies (ITU), have been implementing the joint 'Be He@lthy, Be Mobile' (BHBM) programme for non-communicable diseases (NCDs). BHBM uses mobile technology to improve the prevention and treatment of NCDs.

BHBM has been running successfully for four years. Now, WHO-ITU are looking to scale-up the programme along WHO's longterm goal to ensure that all national programmes are financially self-sustainable.

With this aim in mind, WHO tasked a team of five Cambridge MBAs to explore potential partnerships and business structures which the WHO-ITU initiative could consider pursuing to achieve long-term financial sustainability, subsequently allowing it to scale-up BHBM over the coming years.

The team

Allegra Markson: Allegra has extensive business experience working for the John F Kennedy Center for Performing Arts. She has a BS in Foreign Service from Georgetown University, USA.

Hui Lynn Tan: Hui Lynn has an LLB and PgDip Vocational Studies from Cardiff University. She has previously worked as a Senior Associate for Zaid Ibrahim & Co in Malaysia.

Ling Yok Lee: Ling Yok has a BA in Finance, Accounting and Management from the University of Nottingham. She has previously worked at Deloitte Corporate Solution and KPMG Management & Risk Consulting in Malaysia.

Nidchaya Srisontisuk: Nid has a BA in Economics and Psychology from the University of Michigan. She has previously worked for PricewaterhouseCoopers Consulting in Thailand.

Ciro Borriello: Ciro previously worked for Airbus Defence & Space in Turin. He holds an MSc/BEng in Aerospace Engineering from Politecnico di Torino, Italy.

The Faculty

Professor Paul Tracey is Director of Teaching and Professor of Innovation and Organisation at Cambridge Judge Business School. His research interests are entrepreneurship, institutions and institutional change, regional innovation, and social innovation. Paul serves on the editorial boards of the Academy of Management Journal, Administrative Science Quarterly, Entrepreneurship Theory and Practice, and Strategic Organization. He is a member of the Cambridge Corporate Governance Network (CCGN).

The Impact

The GCP team worked remotely from Cambridge with two short visits to meet the team in Geneva.

The team set out to propose three business models that would not only capitalise on the public private partnerships that BHBM is able to enter into through ITU, but also include new, innovative partnerships and business model options beyond the current funding mechanisms of the United Nations (UN). This goal, in turn, aligned directly with the UN's sustainable development goals of 2015, which include a focus on innovative partnerships among UN agencies and beyond.

"The team were an absolute pleasure to work with from the start. We were impressed by their internal team dynamics. The report they produced was extremely well-received by the audience here and will be presented at a senior management meeting as part of the future strategy on sustainability for the initiative. This reflects the high-quality thought and preparation which has clearly gone into the final output. The team also fielded questions from the floor extremely competently during the final presentation of results in Geneva."

Gini Arnold,
Project Manager,
World Health Organization

UNICEF

The Cambridge MBA

Global Consulting Project, Selected Case Studies

UNICEF

The Host

Established in 1946 as the United Nations International Children's Emergency Fund, UNICEF is the United Nations Children's Fund and is responsible for providing humanitarian and developmental aid to children worldwide. UNICEF works for child rights and for the well-being of every child everywhere.

The project: Scaling an Innovation for Sustainable Development – UPSHIFT

UNICEF initiated UPSHIFT in 2014 as a social innovation program, to foster entrepreneurial mindsets and enhance youth employment skills. Since its inception, UPSHIFT has expanded to over 45 countries, impacting 3+ million young people.

UNICEF asked a group of Cambridge MBAs to develop a framework that would help identify when government integration is an appropriate business model option and a preferred strategy to successfully scale and sustain UPSHIFT in a country. Integration involves fully adopting and mainstreaming the UPSHIFT program within the government, ensuring that it continues to be operated and maintained by the government.

The team

Aria Nurfikry: After completing their Bachelor of Communications Science Aria worked in associated roles within Marketing including as the VP of Marketing for Tanihub Group, and also as the Country Growth Manager for Jiva Agriculture.

Andi Aulia Sabri: Following completion of a Master of Information and Technology Andi worked in Business Development for a ISP, and also created his own app.

Ibrahim Qadir: Before joining the MBA Ibrahim held roles at Jazz and EasyInsurance in their Specialist Products and Growth, and Marketing Team. He holds a BBA from the National University of Sciences and Technology.

Leonardus Wijaya: Leonardus has a BEng in Bioprocess Technology, and has previously worked for Danone Waters in Indonesia.

Melissa Patxot: Melissa worked as a Product Manager for Simons Foundation in New York prior to joining the programme. She has a BSc Biology from Northeastern University.

The Faculty

Mathew Grimes is Professor of Entrepreneurship and Sustainable Future and Co-Director of the Entrepreneurship Centre at Cambridge Judge Business School. He is a member of the Organisational Theory and Information Systems subject group at Cambridge Judge Business School.

His research interests include entrepreneurship and sustainable development. His main focus is on individuals and organisations create, introduce, and sustain positive social change by way of entrepreneurship by studying both the contextual and individual factors that contribute to innovation and the governance of innovation.

The Impact

The GCP team delivered an outstanding insightful report that addressed the complexity of our challenge and presented a highly feasible solution for implementation. The team was professional from start to finish. They managed all the project's activities and its progress in a result-oriented manner. They worked diligently to understand UNICEF's operational environment and its impact on the project at hand. They provided regular status updates communicated effectively on any issues with the project. Most of all, they displayed great curiosity and humility as learners and listeners - often asking questions that expand our own thinking about the project. The result is a valuable and original piece of research (Final Report) that will be widely shared within our Office.

