



BLUE OCEAN **STRATEGY** SIMULATION

Introducing StratX's
Latest Strategy Simulation

Theory by

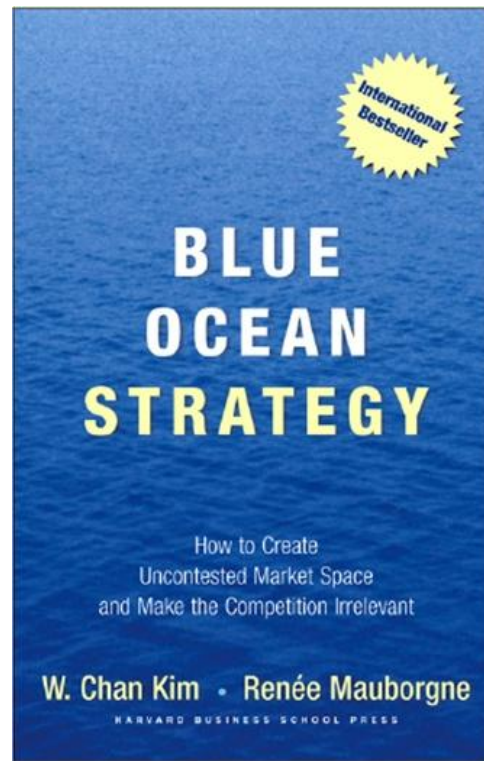
W. Chan Kim & Renée Mauborgne

Simulation Design and Development by

STRATX



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BLUE OCEAN STRATEGY THEORY OVERVIEW





BLUE OCEAN STRATEGY AUTHORS

W. Chan Kim is The Boston Consulting Group Bruce D. Henderson Chair Professor of Strategy and International Management at INSEAD, France (the world's second largest business school). Prior to joining INSEAD, he was a professor at the University of Michigan Business School, USA. He has served as a board member as well as an advisor for a number of multinational corporations in Europe, the U.S. and Pacific Asia. He is an advisory member for the European Union. He was born in Korea.

Kim is a fellow of the World Economic Forum. His Harvard Business Review articles, co-authored with Renée Mauborgne, are worldwide bestsellers and have sold over a half a million reprints. Their Value Innovation and Fair Process articles were selected as among the best classic articles ever published in Harvard Business Review. They have co-authored articles in The Wall Street Journal, The Wall Street Journal Europe, The New York Times, The Financial Times, The Asian Wall Street Journal, and numerous journals.

Kim has published numerous articles on strategy and managing the multinational which can be found in: Academy of Management Journal, Management Science, Organization Science, Strategic Management Journal, Administrative Science Quarterly, Journal of International Business Studies, Harvard Business Review, Sloan Management Review, and others. He is the co-author of *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant* (Harvard Business School Press, 2005).

Kim is a winner of the Eldridge Haynes Prize, awarded by the Academy of International Business and the Eldridge Haynes Memorial Trust of Business International, for the best original paper in the field of international business. He was selected for Thinkers 50, the global ranking of business thinkers, and was named along with his colleague Renée Mauborgne, as "the number one gurus of the future" by L'Expansion, one of France's leading business magazines. The Sunday Times (London) called them "two of Europe's brightest business thinkers... Kim and Mauborgne provide a sizeable challenge to the way managers think about and practice strategy." The Observer called Kim and Mauborgne, "the next big gurus to hit the business world."





BLUE OCEAN STRATEGY AUTHORS

Renée Mauborgne is The INSEAD Distinguished Fellow and a Professor of Strategy and Management at INSEAD, France (the world's second largest business school). She was born in the United States.

Mauborgne is a fellow of the World Economic Forum. Her Harvard Business Review articles, co-authored with W. Chan Kim, are worldwide bestsellers and have sold over half a million reprints. Their Value Innovation and Fair Process articles were selected as among the best classic articles ever published in Harvard Business Review. They have co-authored articles in The Wall Street Journal, The Wall Street Journal Europe, The New York Times, The Financial Times and numerous journals.

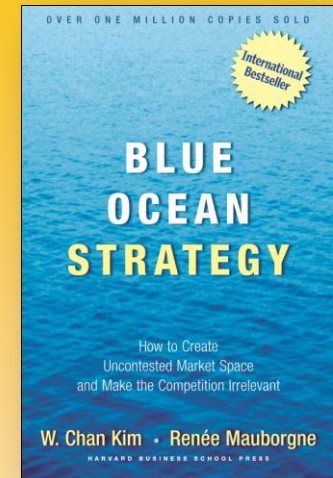
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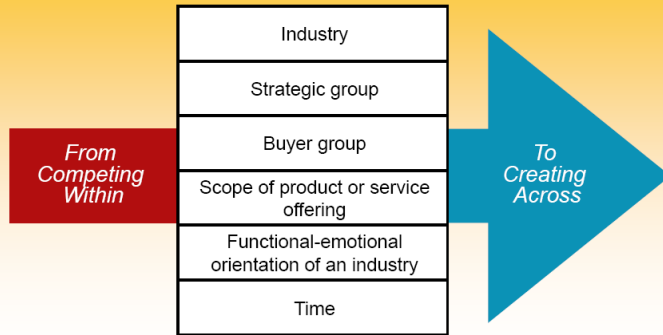
- BOS is the result of a decade-long study of 150 strategic moves spanning more than 30 industries over 100 years (1880-2000).
- BOS is the simultaneous pursuit of differentiation and low cost.
- The aim of BOS is not to out-perform the competition in the existing industry, but to create new market space or a blue ocean, thereby making the competition irrelevant.
- BOS offers a set of methodologies and tools to create new market space.
- While innovation has been seen as a random/experimental process where entrepreneurs and spin-offs are the primary drivers – as argued by Schumpeter and his followers – BOS offers systematic and reproducible methodologies and processes in pursuit of innovation by both new and existing firms.
- BOS frameworks and tools include: strategy canvas, value curve, four actions framework, six paths, buyer experience cycle, buyer utility map, and blue ocean idea index.
- These frameworks and tools are designed to be visual in order to not only effectively build the collective wisdom of the company but also to effectively execute a strategy through easy communication.
- BOS covers both strategy formulation and strategy execution.
- The three key conceptual building blocks of BOS are: value innovation, tipping point leadership, and fair process.

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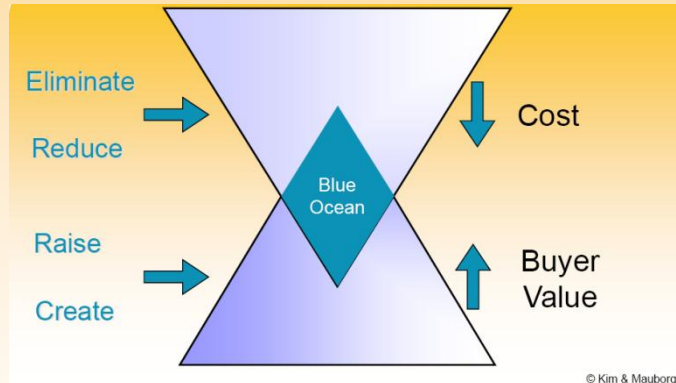
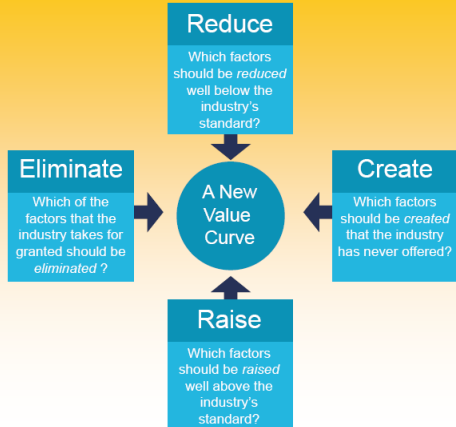
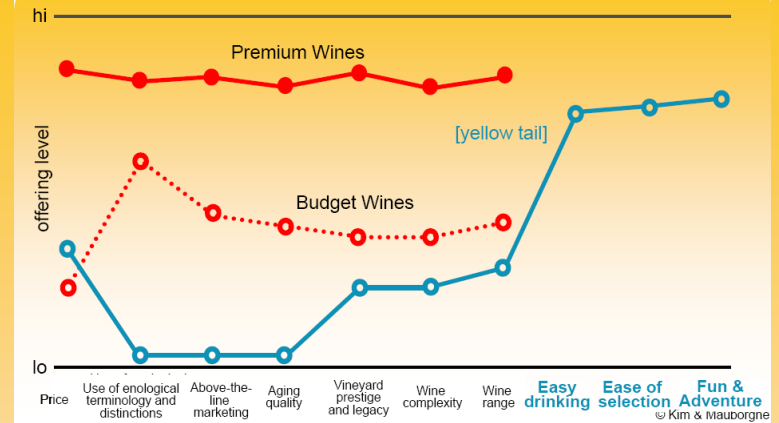


| Red Ocean Strategy | Blue Ocean Strategy |
|--|--|
| Compete in existing market space | Create uncontested market space |
| Beat the competition | Make the competition irrelevant |
| Exploit existing demand | Create and capture new demand |
| Make the value-cost trade-off | Break the value-cost trade-off |
| Align the whole system of a firm's activities with its strategic choice of differentiation or low cost | Align the whole system of a firm's activities in pursuit of differentiation and low cost |

The six conventional boundaries of competition



© Kim & Mauborgne



The case of [yellow tail]

| | |
|--|--|
| Eliminate Enological terminology and distinctions Aging qualities Above-the-line marketing | Raise Price versus budget wines Retail store involvement |
| Reduce Wine complexity Wine range Vineyard prestige | Create Easy drinking Ease of selection Fun and adventure |



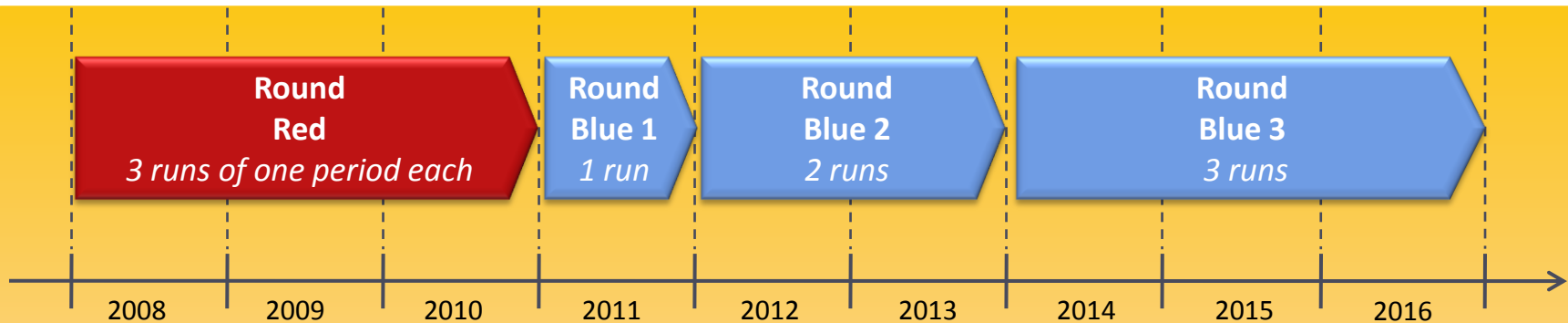
BLUE OCEAN STRATEGY SIMULATION OVERVIEW



- A computerized strategy game illustrating Blue Ocean Strategy concepts, methodologies & analytical tools
- Participants work in team to manage a fictitious company for several years in the Game Console industry
- They are offered ways to swim out of the red ocean filled with sharks
- The BOS theory, tools and frameworks allows them to break away from the competition and create a blue ocean of new market space for their company



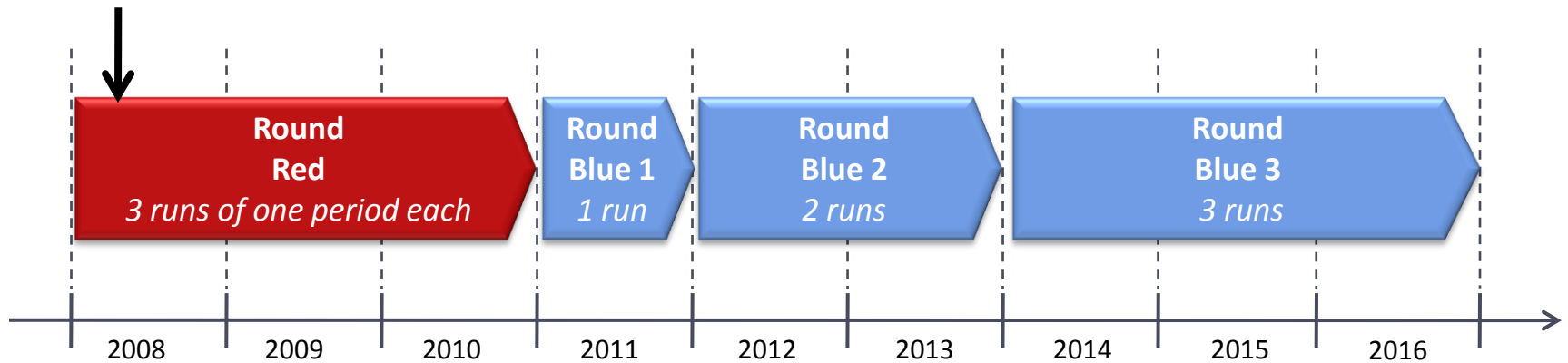
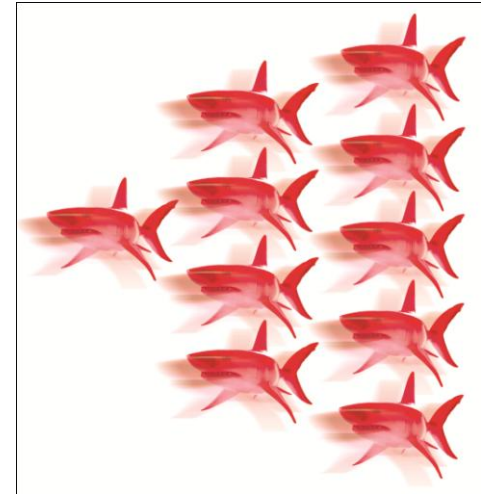
BOSS INCLUDES A MAXIMUM OF 4 DECISION ROUNDS



- Each Round brings new challenges to the students
- Round “Red”: management of their existing “Red Ocean” product
- Round “Blue 1” : creation of a high value and low cost “Blue Ocean” product offering comprising competing factors beyond those upon which the industry competes
- Round “Blue 2” : refining their offering and further unlocking demand through the right Strategic Price
- Round “Blue 3” : extending their Blue Ocean using Service and Delivery platforms and dealing with the presence of low-priced new competitors

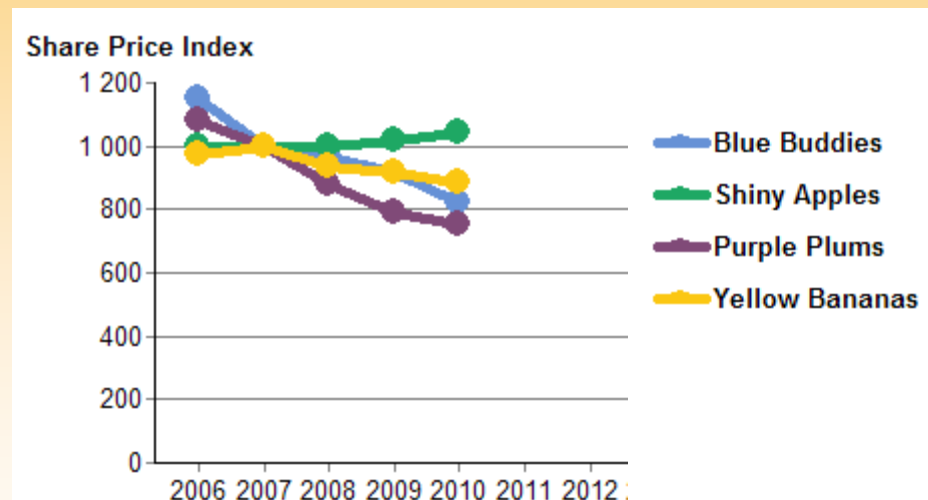
BOSS ROUND RED

BEATING COMPETITION IN THE EXISTING MARKET



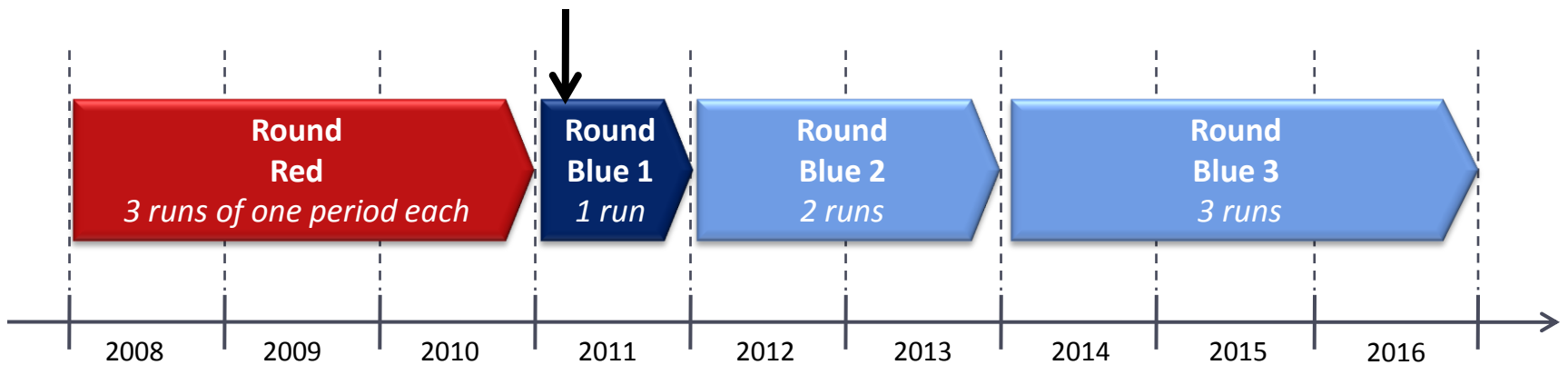
- The team objective is to compete in the Red Ocean and outperform their competitors
- Students familiarize with the market and industry; with their organization and its history; with their customers & competitors
- They have access to lots of data in their Annual Report and Market Studies:
 - Company and Brand P&L; Company and Brand Key Performance Indicators; Sales and Market Shares; Customer Preferences; Benchmarking Information; Market Forecast; etc...
- Then they form a strategy and execute it through multiple decisions:
 - Innovation and R&D; Corporate projects; Production; Segmentation Strategy; Marketing; Geographical Expansion and Distribution Coverage; Finance

- As competition is limited to existing market, the key objective is to increase market share and gain economies of scale
- The key success factors in Round Red are:
 - Identify & target most attractive consumer groups.
 - Data-driven analysis based on traditional market research
 - Continuously optimize products (Raise/Reduce) for fast changing customer needs.
 - Invest massively in marketing to build awareness and interest.
 - Compete on price
- Company results are poor
 - Only moderate increase in market share as competition is tough
 - Price pressure
 - Low market growth
 - Strong decrease in profits due to R&D, decreasing price, increased marketing



BOSS ROUND BLUE-1

CREATING A BLUE OCEAN





ROUND BLUE-1 FOCUSES ON THE CREATION OF A HIGH VALUE/LOW COST “BLUE OCEAN” PRODUCT OFFERING

Visual Awakening

- Students must draw the current industry Value Curves, discuss the shape of all Curves and draw a conclusion about the industry’s overall Value Curve

Visual Exploration

- Students must read and debate the outcome of the Visual Exploration conducted by the Executive Team

Four-Action Framework and ERRC Grid

- Students must decide which Competing Factors must be Eliminated, Reduced, Raised or Created

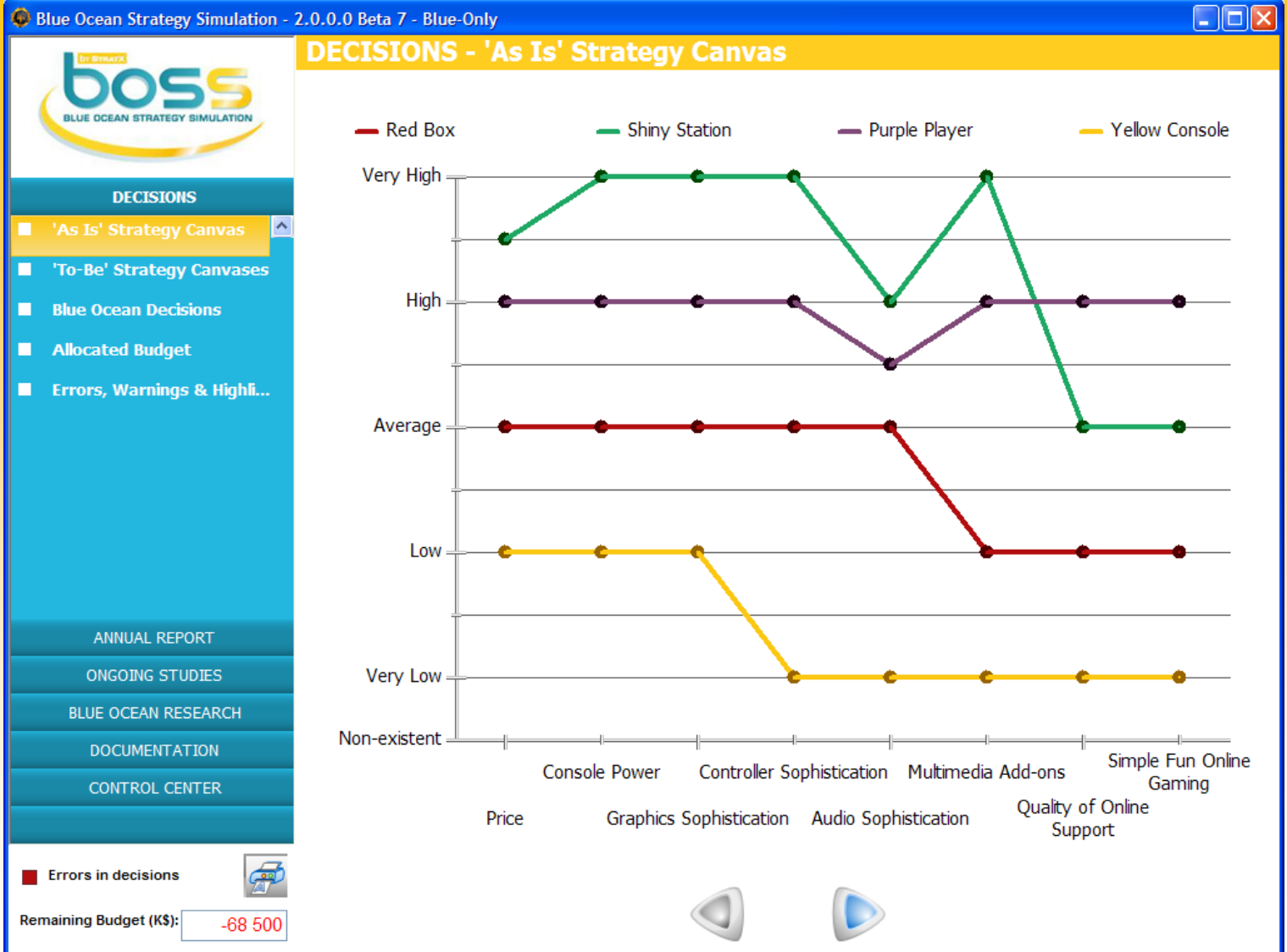
To-Be Strategy Canvas

- Students must create a Blue Ocean product, deciding what level to offer for each of the existing or created Competing Factors.





BOSS SAMPLE CHART – VISUAL AWAKENING DRAWING THE AS-IS STRATEGY CANVAS






BOSS SAMPLE CHART – VISUAL AWAKENING AUTOMATED FEEDBACK ON AS-IS CURVES

Blue Ocean Strategy Simulation - 2.0.0.0 Beta 7 - Blue-Only


DECISIONS - Evaluation of your 'As Is' Strategy Canvas


| Entity | Feedback | Correctness |
|----------------|--------------------------|-------------|
| Red Box | Excellent (Green smiley) | 100% |
| Purple Player | Good (Yellow smiley) | 94% |
| Shiny Station | Excellent (Green smiley) | 96% |
| Yellow Console | Wrong (Red frowny) | 72% |

Conclusion
Your As-Is Strategy Canvas is incorrect. It might not be finalized or your understanding of the current industry is not adequate. We advise you to spend more time on the analysis of available data.

■ Errors in decisions 

Remaining Budget (K\$): -68 500







BOSS SAMPLE CHART – VISUAL EXPLORATION TRANSCRIPT OF NONCUSTOMER INTERVIEWS

Blue Ocean Strategy Simulation - 2.0.0.0 Beta 7 - Blue-Only

BLUE OCEAN RESEARCH - Visual Exploration Round Blue-1

Printer friendly version

DECISIONS
ANNUAL REPORT
ONGOING STUDIES
BLUE OCEAN RESEARCH
Visual Exploration Round Blue-1
Potential Product Competing ...

DOCUMENTATION
CONTROL CENTER

Errors in decisions

Remaining Budget (K\$):

Path 3: Looking across the Chain of Visual Exploration - Round Blue-1

This is a transcript of the conversation...

Mike: I am going to start with the... that I mean where I believe the budget is 30% - I'm not kidding! By far the most common complaint from parents are gamers who told me horror stories about their children. When they weren't doing homework week after week or shut away in their rooms from Blue Buddies!

These parents said that they faced... "who have everything they want already" and... "easy route and buy a video game machine", as they put it; on the other hand, how... control how much time was going to be spent gaming "mindlessly" when homework needed...

David: I heard very much the same thing... are right, most of the people I talked to made these kinds of comments, although a key theme for... that they did not really want to intrude on their teenagers in their rooms, and yet they wanted to be able to control the amount of time that they spent 'gaming'. Since they could not do this, they were not going to buy a video game console.

Sally: Exactly, these parents were dead against the way video games can absorb their kids' 'childhood hours'. They said that when their children were supposed to be researching school material on the internet they found them playing games on the internet. They called these games "inane", "mindless", "puerile" - "pushing a few buttons to make things explode on the screen" is how they put it". They were certainly not going to exacerbate the problem by buying a video gaming console. They felt that they had lost control over what their children were doing.

Rick: Yes ... quite a few I spoke to either wanted their children to learn to play a musical instrument, or their children were learning one and they are having great difficulty getting the children to put in the minimum practice time that their teachers were pleading for. When faced with a choice of doing scales and arpeggios and killing the zorgs, the zorgs win out every time! Zorgs versus Mozart - come on?!

These parents were dead against the way video games can absorb their kids' 'childhood hours'. They said that when their children were supposed to be researching school material... They were certainly not going to exacerbate the problem by buying a video gaming console. They felt that they had lost control over what their children were doing...





BOSS SAMPLE CHART THE ELIMINATE-REDUCE-RAISE-CREATE GRID

Blue Ocean Strategy Simulation - 2.0.0.0 Beta 7 - Blue-Only

DECISIONS - 'To Be' Strategy Canvas

You may create up to 5 "To-Be Strategy Canvases". Before drawing the Strategy Canvas of your Blue Ocean offering, you are encouraged to draw and debate the Strategy Canvas for each of the three Paths examined in the Visual Exploration.

You may drag and drop Competing Factors in the boxes below to Eliminate, Reduce or Raise these factors. To Create a new factor, click on '+'

Key Competing Factors

- Sophistication of Gaming Experiences

Eliminate

- Multimedia Add-ons

Raise

- Number of Possible Players
- Simplicity and Ease of Starting Games

Reduce

- Price
- Graphics Sophistication
- Controller Sophistication
- Audio Sophistication
- Quality of Online Support
- Simple Fun Online Gaming

Create

- Exer-gaming / Exer-tainment
- Playing familiar games

ANNUAL REPORT

ONGOING STUDIES

BLUE OCEAN RESEARCH

DOCUMENTATION

CONTROL CENTER

Errors in decisions

Remaining Budget (K\$): -68 500



Blue Ocean Strategy Simulation - 2.0.0.0 Beta 7 - Blue-Only

DECISIONS - 'To Be' Strategy Canvas

You may create up to 5 "To-Be Strategy Canvases". Before drawing the Strategy Canvas of your Blue Ocean offering, you are encouraged to draw and debate the Strategy Canvas for each of the three Paths examined in the Visual Exploration. To modify the Value Curve, click on the blue line in the legend just below and then move the dots. When you are finished, click anywhere to review the final result.

DECISIONS

- 'As Is' Strategy Canvas
- 'To-Be' Strategy Canvases
- Blue Ocean Decisions
- Allocated Budget
- Errors, Warnings & Highl...

ANNUAL REPORT

ONGOING STUDIES

BLUE OCEAN RESEARCH

DOCUMENTATION

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■ Errors in decisions

Remaining Budget (K\$): -68 500

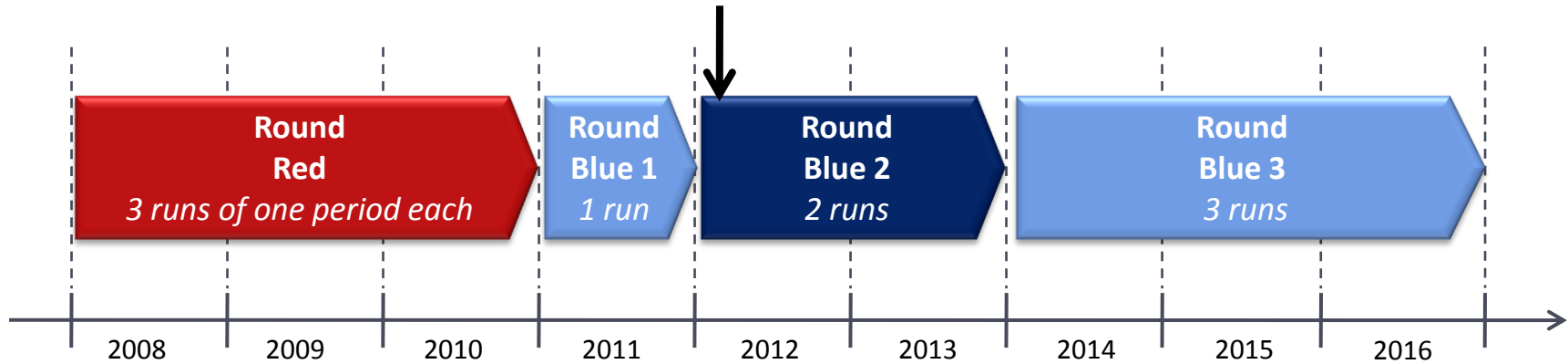
— COMBINATION PATHS 1_5 — Average

| Attribute | COMBINATION PATHS 1_5 (Blue) | Average (Red) |
|---------------------------|------------------------------|---------------|
| Price | Low | Average |
| Multimedia Add-ons | Very Low | Average |
| Controller Sophistication | Very Low | Average |
| Audio Sophistication | Very Low | Low |
| Graphics Sophistication | Low | Average |
| Quality of Online Support | Low | Average |
| Simple Fun Online Gaming | Low | Average |
| Console Power | Average | Average |
| No Of Players | High | Low |
| Ease Starting Gaming | High | Average |
| Exer-Gaming | Low | Average |
| Familiar Games | Low | Average |

- The Six Paths reveals ways to reconstruct boundaries and open up avenues to noncustomers which, if followed, allow an organization to create and capture new demand.
- Searching for commonalities across noncustomer types allows organizations to see how to collapse Strategy Canvases and capture a far greater share of noncustomers than would creating a strategic offering for a single large type of noncustomers.
- By reconstructing market boundaries and focusing on the 4 Action Framework of Eliminating, Reducing, Raising and Creating, organizations are able to achieve differentiation and low cost – these are no longer tradeoffs.

BOSS ROUND BLUE-2

*REFINING THE BLUE OCEAN AND
SETTING THE STRATEGIC PRICE*





STUDENTS ARE COACHED BY THEIR PROFESSOR AND BOSS PROVIDES THEM WITH AUTOMATED FEEDBACK

Your Blue Ocean offering includes the competing factor "Multimedia Add-ons".

Although this factor has appealed to some noncustomers, it provides low additional value to the vast majority of noncustomers.

As a result, you lost some margin without creating additional sales.

Your Blue Ocean offering is attractive to noncustomers. However, you have exceeded the market requirements, especially those identified in the market requirements.

Your Blue Ocean offering includes the competing factor "Multimedia Add-ons". This factor has appealed to a large proportion of noncustomers. However, it seems that your product has disappointed the market along these factors.

Your Blue Ocean offering includes the competing factors "Ability to control gaming habits, Pleasant Design, Graphics Sophistication, Simplicity, Rechargeable batteries, Ability to leave the console for others in the house".

These factors have appealed to a large proportion of noncustomers. However, it seems that your product has disappointed the market along these factors.

Your Blue Ocean offering includes the competing factors "Ability to control gaming habits, Pleasant Design, Rechargeable batteries, Ability to leave the console for others in the house".

Although these factors have appealed to some noncustomers, they provide low additional value to the vast majority of noncustomers. As a result, you lost some margin without creating additional sales.

Your Blue Ocean offering includes the competing factor "Multimedia Add-ons".

It appears that this factor does not provide any value to noncustomers. As a result, you lost some margin without creating additional sales.

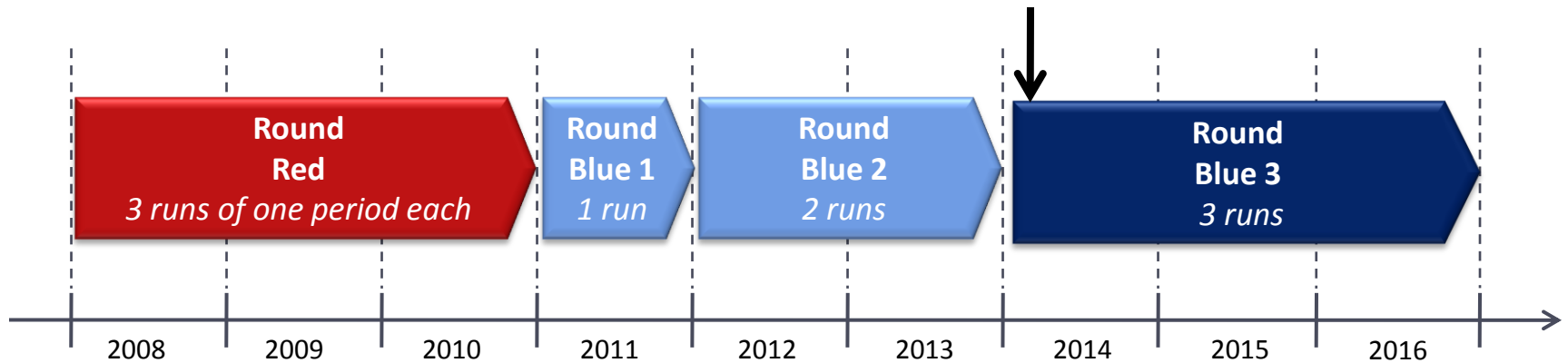
You have created too many factors or have exceeded the market requirements when designing your Blue Ocean. Thus, you have lost margin. Your resulting net profit is not the hallmark of a Blue Ocean strategic move.



- All learning points of Round Blue-1 still apply, plus :
- In reality, **organizations may not get the Strategy Canvas right the first time**, due to the traditional practice of most companies of ‘Raising’ and ‘Reducing’ their offering level along the traditional factors of competition.
- The **importance of Strategic pricing and the price corridor of the mass** is highlighted. It is crucial to set the right strategic price at the first moment of market entry to capture the mass of buyers.
- There are **many cases where the failure to price strategically has led to demand remaining locked**, and a lack of pressure on new entrants and competitors – eg the first mobile phones, the X-box.
- **Organizations will traditionally price too high** when they have an innovation of any sort believing that their innovation has created a differentiation desired in the market

BOSS ROUND BLUE-3

*BREAKING AWAY FROM THE
COMPETITION AGAIN*



Blue Ocean Strategy Simulation - 2.0.0.0 Beta 7 - Apollo

DECISIONS - 'To Be' Strategy Canvas

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To modify the Value Curve, click on the blue line in the legend just below and then move the dots. When you are finished, click anywhere to review the final result.

DECISIONS

- 'To-Be' Strategy Canvases
- Blue Ocean Decisions
- Allocated Budget
- Errors, Warnings & Highl...

ANNUAL REPORT

ONGOING STUDIES

BLUE OCEAN RESEARCH

DOCUMENTATION

CONTROL CENTER

■ Errors in decisions

Remaining Budget (K\$): -97 027

— Apollo
— Average

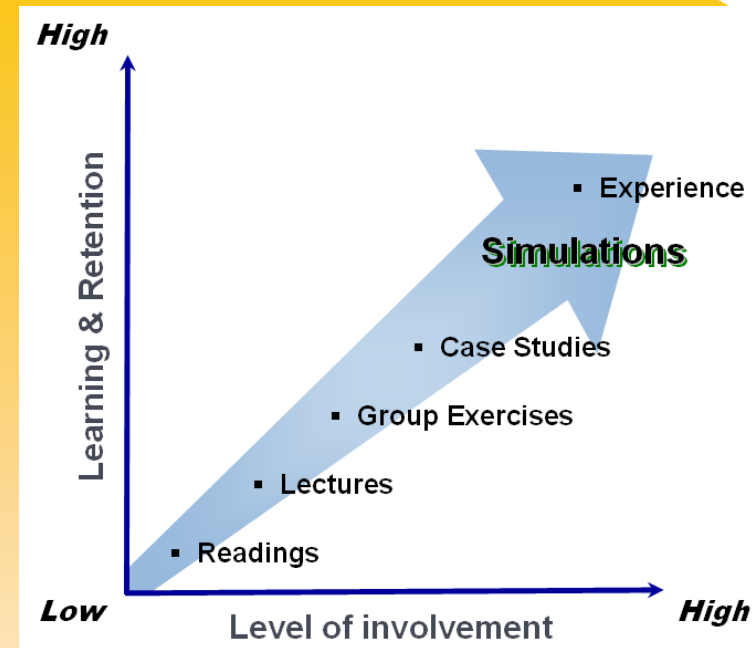
| Attribute | Average (Red) | Apollo (Blue) |
|------------------------------|---------------|---------------|
| Price | High | Low |
| Extended Warranty | Average | Non-existent |
| Warranty Offer | Average | Non-existent |
| Loyalty Card and Rewards | Average | Non-existent |
| Manufacturer's Insurance | Average | Non-existent |
| Deals and Price Promotions | High | Low |
| Nb and Complexity of Bundles | High | High |
| Quality of Online Support | High | High |
| Simple Fun Gaming | Average | High |
| Ease of Repair | Low | High |
| Informed Salespersons | Very Low | High |
| Gaming Cafes | Average | Average |

- **Dramatic profit growth is dependent primarily on the strategic move** and not on any inherent capability within the organization: there are no permanently good organizations, they are only as good as their strategic moves.
- **Blue Oceans can become Red:** to be successful, organizations must stretch for Blue Ocean again.
- **Organizations have the option to create Blue Oceans in Service and Delivery**, not only in their Products, as most traditionally think. They can be very successful by rotating the creation of Blue Oceans between Product, Service and Delivery platforms and keep growing the size of their Blue Ocean. Most organizations limit their strategic options by focusing on only one dimension of strategy.
- **At different points in time and focusing on different platforms (Product, Service and Delivery), applying the Six Paths will reveal different insights.** Thus, the executive team needs to go back to the market to get new information about noncustomers and customers to be able to keep creating Blue Oceans.
- **Invest heavily in marketing to confound competitors and gain volume of margin through geographic expansion**

USING BOSS IN YOUR CLASS



- BOSS is a fun, innovative and highly effective tool to learn, practice and experience Blue Ocean Strategy
- BOSS will provide a deeper understanding and higher retention of Blue Ocean Strategy theory, methodologies and tools
- The competition across teams participating to the BOSS exercise will lead to a high level of excitement & enthusiasm
- BOSS corporate participants will be much more ready to lead a BOS initiative in their company
- BOSS is the perfect tool to bring together cross functional teams in company specific programs before they work on actual projects





What are the benefits for professors?

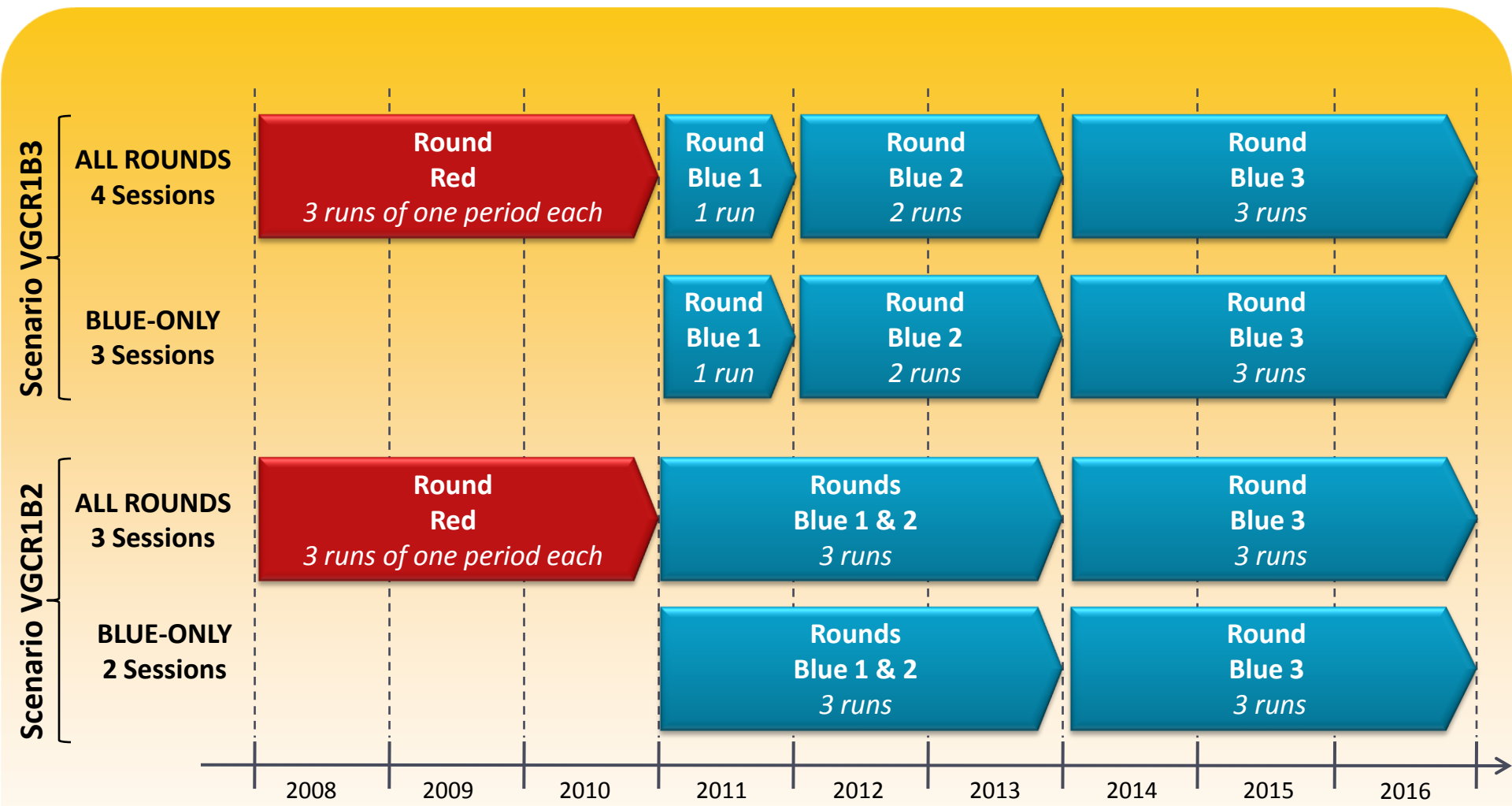
- Students or executives will love your course! The fast pace and hands-on experience creates an intense energy, making participants eager to apply their new skills. It's a lot of fun, but also hard work. Students and executives find the combination irresistible.
- BOSS comes with a full range of Instructor's materials, which allows you to easily monitor and control the progress of your teams and highlight key learning points, round after round.
- BOSS couldn't be easier to administer. Its indirect competition setting provides you with total flexibility on the number of teams, allowing BOSS to work with any class size.
- StratX online support is available to meet your needs and optimize your pedagogical experience!



- BOSS Software
- Instructor's Website
 - Course creation & management, team activity monitoring, debriefing and ranking charts, etc.
- Guides (all available online with printer-friendly version)
 - BOSS handbook; Introduction to reach Round;
 - Instructor's Guide
- Powerpoint presentations for instructor
 - Introduction to Blue Ocean Strategy theory, by Kim & Mauborgne
 - Introduction to each Round
 - Sample debriefing for each Round



2 SCENARIOS TO ADAPT TO YOUR SCHEDULE CONSTRAINTS



| Round | Activity | Where | Duration |
|--------|---|------------|----------|
| Red | <i>Pre-Reading : BOSS Handbook & Introduction to Round Red</i> | online | 30' |
| | Introduction to Round Red + Organization of teams | Class | 1h00' |
| | BOSS Session – Round Red – Instructor available for consultation | Workgroup | 2h00' |
| Blue-1 | <i>Pre-Reading : Introduction to Round Blue-1</i> | Online | 30' |
| | Debriefing of the previous Round results Introduction to BOS Theory & Introduction to Round Blue-1 | Class | 1h15' |
| | BOSS Session – Round Blue-1 – Instructor available for consultation | Workgroup | 2h00' |
| Blue-2 | <i>Pre-Reading : Introduction to Round Blue-2</i> | Online | 30' |
| | Debriefing of the previous Round results Introduction to Round Blue-2 | Class | 1h00' |
| | BOSS Session – Round Blue-2 – Instructor available for consultation | Workgroup | 2h00' |
| Blue-3 | <i>Pre-Reading : Introduction to Round Blue-3</i> | Online | 30' |
| | Debriefing of the previous Round results Introduction to Round Blue-3 | Class | 1h00' |
| | BOSS Session – Round Blue-3 – Instructor available for consultation | Work group | 2h00' |
| | BOSS Conclusion and Final Debriefing | Class | 1h00' |



IS BOSS SUITED TO MY COURSE AND AUDIENCE?

- BOSS has been designed with a particular focus on Strategy, Management, Innovation and Entrepreneurship courses
- BOSS can handle groups of any size and thus can easily be integrated in large core courses or smaller elective courses
- BOSS can be used at the graduate, MBA or Executive education level
- Different licensing options will be available to suit different types of courses.

ABOUT STRATX





STRATX WAS FOUNDED IN 1984 BY INSEAD PROFESSOR JEAN-CLAUDE LARRECHE

- StratX is a consulting company specialized in Education and Management Development
- We offer to our Corporate clients tailored Management Development solutions for all levels, from board members to young managers
- We offer to the Academic community high-technology and sophisticated simulations and tools, co-developed with academic stars: Larréché/Gatignon, Kim/Mauborgne, etc.



*Professor Jean-Claude Larréché
Founder & CEO, StratX
Marketing Professor, INSEAD*





STRATX HAS BEEN A LEADER IN BUSINESS SIMULATIONS FOR 30 YEARS

- A portfolio of over 25 leading-edge simulations
- Covering multiple target audiences: Executives, MBAs, Undergraduates
- Adapted to specific industries: Pharmaceuticals, B-to-B, B-to-C, Services, Finances, Retail, ...
- Illustrating different concepts: Blue Ocean Strategy, Business Strategy, Strategic & Operational Marketing, Sales, Customer Value, Innovation, Brand Management, Brand life-cycle, ...
- Multiple format: onsite or online; direct or indirect competition; half-day to 5-day long; workshop, seminar or competition; ...

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BLUE OCEAN STRATEGY SIMULATION

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L'ORÉAL
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IT'S MORE THAN A GAME, IT'S BUSINESS



Top 30 Global MBA Ranking 2008

| | | |
|----|--|---|
| 1 | University of Pennsylvania: Wharton | ✓ |
| 2 | London Business School | ✓ |
| 3 | Columbia Business School | ✓ |
| 4 | Stanford University GSB | ✓ |
| 5 | Harvard Business School | |
| 6 | Insead | ✓ |
| 7 | MIT: Sloan | |
| 8 | IE Business School | ✓ |
| 9 | University of Chicago GSB | ✓ |
| 10 | University of Cambridge: Judge | |
| 11 | Ceibs | ✓ |
| 11 | Iese Business School | ✓ |
| 13 | New York University: Stern | ✓ |
| 14 | IMD | |
| 15 | Dartmouth College: Tuck | ✓ |
| 16 | Yale School of Management | ✓ |
| 17 | Hong Kong UST Business School | ✓ |
| 18 | HEC Paris | ✓ |
| 19 | University of Oxford: Saïd | ✓ |
| 20 | Indian School of Business | ✓ |
| 21 | Esade Business School | ✓ |
| 22 | Lancaster University Management School | ✓ |
| 22 | Manchester Business School | ✓ |
| 24 | Northwestern University: Kellogg | ✓ |
| 25 | UCLA: Anderson | ✓ |
| 26 | Emory University: Goizueta | ✓ |
| 27 | University of Michigan: Ross | ✓ |
| 28 | Duke University: Fuqua | ✓ |
| 29 | Warwick Business School | ✓ |
| 30 | Cranfield School of Management | ✓ |

Top 30 European Business Schools 2007

| | | |
|----|--|---|
| 1 | HEC Paris | ✓ |
| 2 | London Business School | ✓ |
| 3 | Insead | ✓ |
| 4 | IMD | |
| 5 | IE Business School | ✓ |
| 6 | IESE Business School | ✓ |
| 7 | ESCP-EAP European School of Management | ✓ |
| 8 | Rotterdam School of Management, Erasmus Univers | ✓ |
| 9 | EM Lyon | ✓ |
| 10 | Esade Business School | ✓ |
| 11 | Cranfield School of Management | ✓ |
| 12 | Essec Business School | ✓ |
| 13 | Stockholm School of Economics | ✓ |
| 14 | City University: Cass | ✓ |
| 15 | London School of Economics and Political Science | |
| 16 | Vlerick Leuven Gent | ✓ |
| 17 | Lancaster University Management School | ✓ |
| 18 | Warwick Business School | ✓ |
| 19 | SDA Bocconi | ✓ |
| 20 | Helsinki School of Economics | ✓ |
| 21 | Henley Management College | |
| 21 | University of Oxford: Saïd | ✓ |
| 23 | Imperial College London: Tanaka | ✓ |
| 23 | University of Durham Business School | |
| 25 | Ashridge | |
| 25 | Universität St.Gallen | |
| 27 | Aston Business School | ✓ |
| 28 | University of Cambridge: Judge | ✓ |
| 29 | Edinburgh University Management School | |
| 30 | Nyenrode Business Universiteit | ✓ |



STRATX' EXPERTISE WITH CROSS INDUSTRY SECTORS

BUSINESS TO BUSINESS:



PHARMA/HEALTHCARE:



BUSINESS TO CONSUMER:



SERVICES & RETAIL:





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