BLUE OCEAN STRATEGY SIMULATION

Introducing StratX’s Latest Strategy Simulation

Theory by
W. Chan Kim & Renée Mauborgne

Simulation Design and Development by STARTEX
BLUE OCEAN STRATEGY THEORY
OVERVIEW
**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 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."
**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 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. In 2005 she was selected as the highest placed woman on Thinkers 50, the global ranking of business gurus, and was named along with her colleague W. Chan Kim, 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 KEY POINTS

- 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.

© Kim & Mauborgne, 2007
<table>
<thead>
<tr>
<th>Red Ocean Strategy</th>
<th>Blue Ocean Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compete in existing market space</td>
<td>Create uncontested market space</td>
</tr>
<tr>
<td>Beat the competition</td>
<td>Make the competition irrelevant</td>
</tr>
<tr>
<td>Exploit existing demand</td>
<td>Create and capture new demand</td>
</tr>
<tr>
<td>Make the value-cost trade-off</td>
<td>Break the value-cost trade-off</td>
</tr>
<tr>
<td>Align the whole system of a firm’s activities with its strategic choice of differentiation or low cost</td>
<td>Align the whole system of a firm’s activities in pursuit of differentiation and low cost</td>
</tr>
</tbody>
</table>
BLUE OCEAN STRATEGY METHODOLOGIES & TOOLS

The six conventional boundaries of competition

- Industry
- Strategic group
- Buyer group
- Scope of product or service offering
- Functional-emotional orientation of an industry
- Time

From Competing Within

To Creating Across

Reduce
Which factors should be reduced well below the industry’s standard?

Eliminate
Which of the factors that the industry takes for granted should be eliminated?

Create
Which factors should be created that the industry has never offered?

Raise
Which factors should be raised well above the industry’s standard?

Blue Ocean

Eliminate
Reduce
Cost

Blueprint Value

Blue Ocean

Buyer Value

The case of [yellow tail]

<table>
<thead>
<tr>
<th>Eliminate</th>
<th>Raise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enological terminology and distinctions</td>
<td>Price versus budget wines</td>
</tr>
<tr>
<td>Aging qualities</td>
<td>Retail store involvement</td>
</tr>
<tr>
<td>Above-the-line marketing</td>
<td></td>
</tr>
</tbody>
</table>

Reduce
Wine complexity
Wine range
Vineyard prestige

Create
Easy drinking
Ease of selection
Fun and adventure
BLUE OCEAN STRATEGY SIMULATION
OVERVIEW
WHAT IS BLUE OCEAN STRATEGY SIMULATION?

- 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.
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

- **Round Red**: 3 runs of one period each
- **Round Blue 1**: 1 run
- **Round Blue 2**: 2 runs
- **Round Blue 3**: 3 runs
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.

[Graph showing share price index over years for different products, including Blue Buddies, Shiny Apples, Purple Plums, and Yellow Bananas.]
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.
DECISIONS - Evaluation of your 'As Is' Strategy Canvas

- **Excellent**
  - Red Box
  - Correctness: 100%

- **Good**
  - Purple Player
  - Correctness: 94%

- **Excellent**
  - Shiny Station
  - Correctness: 96%

- **Wrong**
  - Yellow Console
  - Correctness: 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.
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

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 Experience
- Multimedia Add-ons
- Price
- Graphics Sophistication
- Controller Sophistication
- Audio Sophistication
- Quality of Online Support
- Simple Fun Online Gaming
- Number of Possible Players
- Simplicity and Ease of Starting Game
- Exer-gaming / Exer-tainment
- Playing familiar games
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.
- 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

- Round Red: 3 runs of one period each
- Round Blue 1: 1 run
- Round Blue 2: 2 runs
- Round Blue 3: 3 runs
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.
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

- **Round Red**
  - 3 runs of one period each

- **Round Blue 1**
  - 1 run

- **Round Blue 2**
  - 2 runs

- **Round Blue 3**
  - 3 runs
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.
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

Scenario VGCR1B3

- **ALL ROUNDS**
  - 4 Sessions
  - Round Red
    - 3 runs of one period each

- **BLUE-ONLY**
  - 3 Sessions

Scenario VGCR1B2

- **ALL ROUNDS**
  - 3 Sessions
  - Round Red
    - 3 runs of one period each

- **BLUE-ONLY**
  - 2 Sessions

Rounds

- Round Blue 1
  - 1 run

- Round Blue 2
  - 2 runs

- Round Blue 3
  - 3 runs

Rounds

- Blue 1 & 2
  - 3 runs

- Round Blue 3
  - 3 runs

- Round Blue 3
  - 3 runs
# SAMPLE SCHEDULE

<table>
<thead>
<tr>
<th>Round</th>
<th>Activity</th>
<th>Where</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Pre-Reading: BOSS Handbook &amp; Introduction to Round Red</td>
<td>online</td>
<td>30’</td>
</tr>
<tr>
<td></td>
<td>Introduction to Round Red + Organization of teams</td>
<td>Class</td>
<td>1h00’</td>
</tr>
<tr>
<td></td>
<td>BOSS Session – Round Red – Instructor available for consultation</td>
<td>Workgroup</td>
<td>2h00’</td>
</tr>
<tr>
<td>Blue-1</td>
<td>Pre-Reading: Introduction to Round Blue-1</td>
<td>Online</td>
<td>30’</td>
</tr>
<tr>
<td></td>
<td>Debriefing of the previous Round results</td>
<td>Class</td>
<td>1h15’</td>
</tr>
<tr>
<td></td>
<td>Introduction to BOS Theory &amp; Introduction to Round Blue-1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BOSS Session – Round Blue-1 – Instructor available for consultation</td>
<td>Workgroup</td>
<td>2h00’</td>
</tr>
<tr>
<td>Blue-2</td>
<td>Pre-Reading: Introduction to Round Blue-2</td>
<td>Online</td>
<td>30’</td>
</tr>
<tr>
<td></td>
<td>Debriefing of the previous Round results</td>
<td>Class</td>
<td>1h00’</td>
</tr>
<tr>
<td></td>
<td>Introduction to Round Blue-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BOSS Session – Round Blue-2 – Instructor available for consultation</td>
<td>Workgroup</td>
<td>2h00’</td>
</tr>
<tr>
<td>Blue-3</td>
<td>Pre-Reading: Introduction to Round Blue-3</td>
<td>Online</td>
<td>30’</td>
</tr>
<tr>
<td></td>
<td>Debriefing of the previous Round results</td>
<td>Class</td>
<td>1h00’</td>
</tr>
<tr>
<td></td>
<td>Introduction to Round Blue-3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BOSS Session – Round Blue-3 – Instructor available for consultation</td>
<td>Work group</td>
<td>2h00’</td>
</tr>
<tr>
<td></td>
<td>BOSS Conclusion and Final Debriefing</td>
<td>Class</td>
<td>1h00’</td>
</tr>
</tbody>
</table>
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 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.
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; ...
### Top 30 Global MBA Ranking 2008

<table>
<thead>
<tr>
<th>Rank</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>University of Pennsylvania: Wharton</td>
</tr>
<tr>
<td>2</td>
<td>London Business School</td>
</tr>
<tr>
<td>3</td>
<td>Columbia Business School</td>
</tr>
<tr>
<td>4</td>
<td>Stanford University GSB</td>
</tr>
<tr>
<td>5</td>
<td>Harvard Business School</td>
</tr>
<tr>
<td>6</td>
<td>Insead</td>
</tr>
<tr>
<td>7</td>
<td>MIT: Sloan</td>
</tr>
<tr>
<td>8</td>
<td>IE Business School</td>
</tr>
<tr>
<td>9</td>
<td>University of Chicago GSB</td>
</tr>
<tr>
<td>10</td>
<td>University of Cambridge: Judge</td>
</tr>
<tr>
<td>11</td>
<td>CEIBS</td>
</tr>
<tr>
<td>12</td>
<td>Iese Business School</td>
</tr>
<tr>
<td>13</td>
<td>New York University: Stern</td>
</tr>
<tr>
<td>14</td>
<td>IMD</td>
</tr>
<tr>
<td>15</td>
<td>Dartmouth College: Tuck</td>
</tr>
<tr>
<td>16</td>
<td>Yale School of Management</td>
</tr>
<tr>
<td>17</td>
<td>Hong Kong UST Business School</td>
</tr>
<tr>
<td>18</td>
<td>HEC Paris</td>
</tr>
<tr>
<td>19</td>
<td>University of Oxford: Saïd</td>
</tr>
<tr>
<td>20</td>
<td>Indian School of Business</td>
</tr>
<tr>
<td>21</td>
<td>Iese Business School</td>
</tr>
<tr>
<td>22</td>
<td>Lancaster University Management School</td>
</tr>
<tr>
<td>23</td>
<td>Manchester Business School</td>
</tr>
<tr>
<td>24</td>
<td>Northwestern University: Kellogg</td>
</tr>
<tr>
<td>25</td>
<td>UCLA: Anderson</td>
</tr>
<tr>
<td>26</td>
<td>Emory University: Goizueta</td>
</tr>
<tr>
<td>27</td>
<td>University of Michigan: Ross</td>
</tr>
<tr>
<td>28</td>
<td>Duke University: Fuqua</td>
</tr>
<tr>
<td>29</td>
<td>Warwick Business School</td>
</tr>
<tr>
<td>30</td>
<td>Cranfield School of Management</td>
</tr>
</tbody>
</table>

### Top 30 European Business Schools 2007

<table>
<thead>
<tr>
<th>Rank</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HEC Paris</td>
</tr>
<tr>
<td>2</td>
<td>London Business School</td>
</tr>
<tr>
<td>3</td>
<td>Insead</td>
</tr>
<tr>
<td>4</td>
<td>IMD</td>
</tr>
<tr>
<td>5</td>
<td>IE Business School</td>
</tr>
<tr>
<td>6</td>
<td>IESE Business School</td>
</tr>
<tr>
<td>7</td>
<td>ESCP-EAP European School of Management</td>
</tr>
<tr>
<td>8</td>
<td>Rotterdam School of Management, Erasmus Univers</td>
</tr>
<tr>
<td>9</td>
<td>EM Lyon</td>
</tr>
<tr>
<td>10</td>
<td>Esade Business School</td>
</tr>
<tr>
<td>11</td>
<td>Cranfield School of Management</td>
</tr>
<tr>
<td>12</td>
<td>Essec Business School</td>
</tr>
<tr>
<td>13</td>
<td>Stockholm School of Economics</td>
</tr>
<tr>
<td>14</td>
<td>City University: Cass</td>
</tr>
<tr>
<td>15</td>
<td>London School of Economics and Political Science</td>
</tr>
<tr>
<td>16</td>
<td>Vlerick Leuven Gent</td>
</tr>
<tr>
<td>17</td>
<td>Lancaster University Management School</td>
</tr>
<tr>
<td>18</td>
<td>Warwick Business School</td>
</tr>
<tr>
<td>19</td>
<td>SDA Bocconi</td>
</tr>
<tr>
<td>20</td>
<td>Helsinki School of Economics</td>
</tr>
<tr>
<td>21</td>
<td>Henley Management College</td>
</tr>
<tr>
<td>22</td>
<td>University of Oxford: Saïd</td>
</tr>
<tr>
<td>23</td>
<td>Imperial College London: Tanaka</td>
</tr>
<tr>
<td>24</td>
<td>University of Durham Business School</td>
</tr>
<tr>
<td>25</td>
<td>Ashridge</td>
</tr>
<tr>
<td>26</td>
<td>Universität St.Gallen</td>
</tr>
<tr>
<td>27</td>
<td>Aston Business School</td>
</tr>
<tr>
<td>28</td>
<td>University of Cambridge: Judge</td>
</tr>
<tr>
<td>29</td>
<td>Edinburgh University Management School</td>
</tr>
<tr>
<td>30</td>
<td>Nyenrode Business Universiteit</td>
</tr>
</tbody>
</table>
FOR FURTHER INFORMATION,
CONTACT YOUR STRATX REGIONAL LICENSING MANAGER

Paul Ritmo
Senior Licensing Manager
Americas
Tel: +1 617 300 8222
licensing@stratx.com

Stephanie Zanon
Senior Licensing Manager
Europe, Middle East, Asia, Oceania
Tel: +33 1 53 46 53 25
licensing@stratx.fr

Boston
222 Third Street
Cambridge, MA 02142
USA
Tel: +1 617 494 8282

Paris
15 avenue de l’Opéra
75001 Paris
FRANCE
Tel: +33 1 53 46 69 00

www.stratxsimulations.com