



ESSEC
BUSINESS SCHOOL



THE SMIB MAG 2018 - 2019

LESS IS MORE-TOWARDS SIMPLICITY

ESSEC BUSINESS SCHOOL, THE PIONEERING SPIRIT



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ESSEC is a **graduate school** with programs ranging from Bachelor to PhD, a wide range of Masters programs including our flagship **Master in Management** and **Global MBA** programs. ESSEC also offers executive education and custom training designed and developed on-demand for our partners from the private sector. ESSEC holds the “**Triple crown**” of accreditations for global business education: **EQUIS, AACSB** and **AMBA**.

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ESSEC is a world-school. Our International campuses in **Asia-Pacific** and **Africa** are **dual gateways** that allow students to really immerse themselves into **different cultures** worldwide and develop **genuine**

expertise about business in those regions. They allow our school to build deeper alliances with academic, private and public partners in those regions that are growing at an accelerated pace and will be leaders of economic growth in tomorrow’s world. ESSEC has built a network of alliances with **academic partners worldwide** so that its students’ learning journey is a true international one.

ESSEC is a school with **French Roots** that trains **responsible leaders**. Being a responsible leader means being able to see beyond *business as usual*. Responsible leaders are able to value **long-term benefits** over short-term profits; they are able to blend corporate performance with **employees’ well-being**. To prepare its students for the world of tomorrow, ESSEC’s pedagogy seeks to awaken and develop **creative and critical thinking**, together with **the learning-by-doing** method. Responsible leaders are those who can see the broader picture.

ESSEC is a **full ecosystem** at the crossroad of rigorous and relevant research, innovation, business and society. At ESSEC we believe in bringing research and companies into the classroom, we also believe that learning doesn’t end with a degree: learning at ESSEC means becoming a **life-long learner** and joining a close-knit **community** of more than **55,000 Alumni** all across the globe. ■

Vincenzo Esposito Vinzi
Dean and President
of ESSEC Business School

Key figures



4 campuses in Cergy, Paris-La Défense,
Singapore and Rabat

205 partner universities in 45 countries

2,000 degrees awarded each year,
including 1,600 at graduate level



students in full-time undergraduate
and graduate programs

34% — 98

international
students

nationalities
represented

+100

student organizations



centers
of excellence



learning and research chairs



double degree programs
(24 international, 6 national)



permanent faculty of 37 nationalities
including 20 emeriti professors



managers in executive education

+500

partner companies in education
and recruitment

TABLE OF CONTENTS

EDITO SMIB	5
Anne-Flore Maman Laurraufie	
STRATEGY IN SPORTS	6
A Winning Strategy for Football World Cup - <i>by Sacha Mettoudi</i>	
Simplicity Through Zouzout's Management - <i>by Addie Dorsey</i>	
Simplicity Through STADIHOME - <i>by Leticia Tatemoto</i>	
CONSULTING	11
Less is More at McKinsey Company - <i>by Paul-Henri Levivier</i>	
Simplicity at IPSEN - <i>by Alexis Capraro</i>	
STRATEGY IN LUXURY	13
Less is More at Borsalino - <i>by Alessandra Marson</i>	
STRATEGY IN ECONOMY	14
Strategy in Private Banking - <i>by Leticia Tatemoto</i>	
The Latest Innovation in Economic Intelligence - <i>by Addie Dorsey</i>	
STRATEGY IN MANAGEMENT	16
Less is More at ALD Automotive - <i>by Joëlle Raphael</i>	
A Philosophy towards Simplicity - <i>by Yixuan Cao</i>	
Concept of Simplicity through Minimalism - <i>by Agathe Normand</i>	
Management in Multicultural Spirits - <i>by Alexy Karouby</i>	
Quand la Simplicité Renverse 30ans de Marketing - <i>by Marie Lefebvre</i>	
La Simplicité au Service de l'Innovation Managériale - <i>by Marie Lefebvre</i>	
STRATEGY IN AEROSPACE	24
What New Businesses/Economy Can be Enabled by an Easier/ Cheaper Access to Space? - <i>by Clémence Lewden</i>	
Business Development in Aerospace - <i>by Clémence Lewden</i>	
STRATEGY IN INTRA/ENTREPRENEURSHIP	27
How the Intra/Entrepreneurship Could Lead to "Less is More"? - <i>by Sacha Mettoudi</i>	
SMIB'S IMPLICATIONS	29
Consulting at Stratngo	
Circular Economy at McGill University, Montreal	
ESSEC Asian Strategy Challenge	
SMIB For Smiles 2018-2019	



EDITO SMIB

“ Words such as “Agility”, “Simplicity”, “Flexibility” are in the air in the business environment. At the same time, HR managers expect more and more “complex” candidates with unusual career paths and backgrounds. A simple syllogism tells us then that complex minds are expected to generate simple processes. How is this possible? Is it true in all sectors of activities? We have challenged the idea, interviewing SMIB Alumni and stakeholders in a wide array of business industries, from sports to finance and including consulting or aerospace... And because the program has always been eager to shape students’ minds to market expectations, we have complexified it again, to ultimately make it more simple for students to get their dream job. I’m happy to share with you the launch of a new double-degree with USC DarlaMoore in the USA (International Trade and Investments) and a new track on our Cergy Campus, in partnership with Fondation d’Entreprise Renault, focusing on the Management of Digital Transformation and Innovation. SMIB is growing like a tree with many branches but with solid roots. This made us reach #4 position worldwide as Best Master in Management (QS Ranking) in 2019. Thank you all for your involvement in the program, and let’s keep building a strong SMIB Family with fresh graduates (Class of 2017-2018) and graduates-to-come (Class of 2018-2019)! ”

Anne-Flore Maman Larraufie (Ph.D)
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Academic Director of MS SMIB
(Cergy - La Défense - Singapore)

STRATEGY IN SPORTS

A WINNING STRATEGY FOR THE FOOTBALL WORLD CUP

By Sacha Mettoudi



Antony
ZOUZOUT
SMIB 2012-2013
Director of EAJF

July 15th, 2018, France won the World Cup for the second time in its History! After 1998, 2018. The link between each France's triumphs? Didier Deschamps! He was the captain in 1998, he managed French team in 2018... Deschamps knows how to manage, create a competitive group and reach his objectives...

■ How did Dechamps establish a winning management? How to translate it into a business company?

To help answer all these questions, SMIB Mag interviewed Antony Zouzout, SMIB 2012-2013 and current director of EAJF (*École des agents de joueurs de football*) on different aspects of Deschamps' management.

■ **Legitimacy:** Deschamps already won the World title and led France's team to the final of 2016 UEFA Euro. His legitimacy comes from the perfect knowledge of football and its environment, the players, their values and how to create a team with them. Then, because of its glorious past, he was listened and respected.

■ **Group life:** According to Antony Zouzout, Deschamps created a competitive team thanks to his capacity to create a strong group life, based on leaders: each group has leaders (the people who, by their attitude, are able to influence the group atmosphere). Therefore, Deschamps used the group leaders to keep everybody focused on the tournament and the objectives.

■ **The objectives:** Winning the World cup, the most prestigious tournament of football, is the dream of every football player. Deschamps understood that, and used the powerful atmosphere, and the dreams, provided by this tournament, to motivate his team. Thus, everyone - team and manager- worked for the same objectives. Besides, each player also had personal objectives. And it is a good way to keep everyone motivated: make the personal objectives match with group objectives.

■ **Communication:** Deschamps had to deal with media, social networks and so on. Communication was a crucial part of his job. Even if the speeches he made to the players remained secret, we could still analyze what he said to the media during the conferences. He always stayed impartial and never criticized his competitors, his players, or anyone else. In French we call that: « *langue de bois* ». That means that Deschamps does not really answer ambiguous questions and stays humble in any circumstances. Communication skill is not a direct value-added, but it is necessary in order to avoid media crisis, conflicts with other parts or discourage players - all of that could lead to break up the group.

■ **Questioning himself:** According to Mr. Zouzout, a great manager is someone who perfectly knows his job: the environment, the market, the competitor, the technology, the strengths, the weaknesses, the human psychology etc. To be a great manager, it is also about

permanent questioning. That is necessary in a world which changes every day. In order to stay at the top, a manager should evolve and improve himself constantly. As said above, Deschamps perfectly knows and understands football's world and environment. He also questioned himself: after France lost UEFA Euro 2016 tournament in final, he accepted to recognize his defeat, analyzed his work and try to progress by questioning himself, with humility, to finally change the way he managed his players and the pressure. Finally, he won the 2018 FIFA World cup. That is mean that questioning himself allowed him to progress and reach his objectives.

■ How to translate all of it into a company?

According to Mr Zoutzout, a football team works as any company: a manager should demonstrate his knowledges and his legitimacy with actions. He also has to build a group by making matching individual objectives with group objectives and make everybody concerned by the project. Dealing with communication, understanding its environment and finally questioning oneself are important as part of the good manager behavior. To conclude, becoming a competitive manager is simple: find the key points (communication, legitimacy etc.) and apply them to the team management. Less is more.

SIMPLICITY THROUGH ZOUZOUT'S MANAGEMENT

By Addie Dorsey

Among upper management, the concept of "less is more" is a prioritized challenge. A challenge that asks managers to focus on the most important tasks at hand, while setting aside smaller details, and trusting lower divisions to manage their own objectives. This grants managers more time to focus on their key goals with minimal distractions. The reason why this is a challenge for many

managers is because the reality is that without direct instructions to lower division workers, employees will act on their own ideas of what they think is best for the firm. This is not a result of lack of intelligence, as it may even add value or serve to be useful to the enterprise. However, the pursuit of these new opportunities by lower workers needs to be monitored by upper management, because if the task is not critical in achieving the company's objectives, they need to be questioned and possibly terminated. This is what makes management so complex for large conglomerates, but not just for large conglomerates, but for smaller, start-up companies as well. So how do managers implement the concept of "less is more" successfully? Do they implement the concept at all?

Antony Zoutzout, Director General (CEO) of E.A.J.F. and Executive SMIB Alumni shared that in fact, "it depends." Zoutzout opened his company Ecoles des Agents de Joueurs de Football in 2013 with three associates (Business Development, Marketing Communications, and Administrative/Accounting). Six years later, the company is run by ten employees, and that's not including Zoutzout and his two associates. Employees such as the: Head of Marketing, Social Media Manager, Graphic Designer, PR Representative, Program Manager, Head of Content, and Admissions. All of which work together closely in order to achieve their firm's main objective of guaranteeing a comprehensive training to become a certified football agent; and by providing their customers with the skills to obtain their Sporting Agent License by passing the FFF exam.

Within the past six years, Zoutzout emphasized that his management style has evolved over time. At the start of E.A.J.F., his management style was completely different than it is today, as he once worked with only three associates and his relationship with his associates differs greatly from with his employees. He expressed that the team is "much more organized now with management meetings each week, and tools to control what others are doing".

Zoutzout confirmed he has used the idea of “less is more” in regard to marketing strategies, however, when it comes to the management of staff, not so much. His perspective is that one must, “adapt [their] management style to the team you are managing, naturally. There is not one type of management style that is perfect for each type of employee, [not even “less is more”]”. Zoutzout expands saying that, “it depends on the employee, some employees are more structured, [some] work by themselves, [some] know exactly what they have to do, [some] need no repetition of objectives, and [others] needs a real manager behind them”.

And with that, the question still lingers... But, with Zoutzout’s experience creating a successful start-up, it is intriguing to know his perspective on this subject as concepts like “less is more” are discussed more and more among enterprises and management.

SIMPLICITY THROUGH ZOUZOUT’S MANAGEMENT

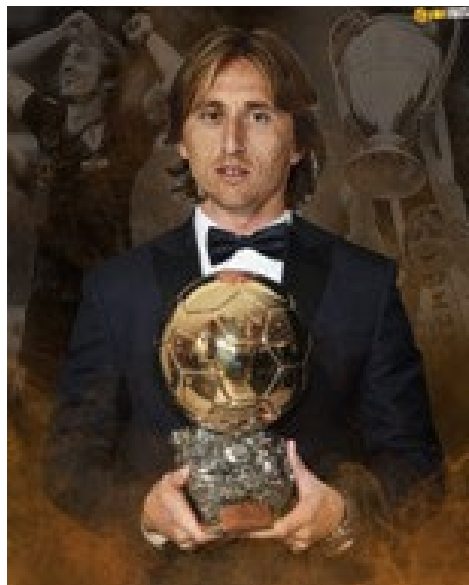
By *Shyamali SAXENA*

The year 2018 witnessed the glory of the FIFA World Cup. We saw the best teams and players of the world play for the coveted cup. Congratulations to my Alma Mater country, France, who won the World Cup after 20 years. It a very proud feeling. At the same time we also saw the rise of a small East European country whose players fought with the best of the world to reach the final match with France. Yes, I talk about Croatia.



Source: Fox Sports

Croatia, a relatively small country in the east of Europe, which got independence in recent 1991, changed the world dynamics of Football supremacy reigned for long by the western nations. Croatian team defeated the likes of Argentina, Russia and England to set up the final with France. And the Captain of the Croatian National Team, Luka Modric, went ahead to win the coveted Golden Ball at FIFA 2018 and Ballon d’Or 2018 defeating the last decade favorites Messi and Ronaldo.



Source: 101 Great Goals

This defines how “Less is More”. The amount that an economically strong country invests into fancily grooming its sportspersons with great infrastructure and lavish lifestyles is not that gets results. In spite of limited infrastructure a small country achieves the great, which shows that it is the sheer will of a country’s sportsperson that takes it to the summit of success. Luka Modric’s childhood was shadowed by the Croatian Independence Movement wherein he lost his house and stayed as a refugee in hotels. But to be on positive side of life, he took up playing football in the hotel cark park. His perseverance is what makes him today one of the greatest football

players in the world. He had very “Less” when growing up, but he has now achieved much “More” by simply playing the game in its true sense. Never did in the final match Modric or his team play defensively much unlike other famous teams in other matches who played somewhat to pass time after they had scored a goal. Modric and his team were seen as playing the full 90 minutes with great passion to score a goal. A score of 4-2 in a FIFA World Cup final is much of an unseen in recent times. A simple attitude gives you much more.

Through this article I wish to highlight how “Simplicity” of life and ways can help us stay away from the unnecessary and make us focus on what is “the only most important”. Another instance I would like to highlight is from my career life itself. After graduating from a Pioneer Institute “Essec” in the SMIB course, I like everyone else wished to work for large Multinational companies such as BP, EDF, Schneider Electric, etc. Fate showed it real face and I could not make it any of them due to change of locations. I finally got a decent position as “Head of Materials” at a startup that makes Electric Motors for Electric vehicles. I had initially all those doubts about how I could not enter a famous company with a luxury profile. But over the course of 2 years of experience dealing with suppliers from around the globe and managing a multi-cultural team, I started to value the “Less” in my life. These 2 years I have personally and professionally grown a lot. Old colleagues have complimented me that I have grown mature in my dealings. All this as the small company I work for gave me Large opportunities. I worked varyingly to negotiate, guide, research for different people in senior management. So many opportunities in a single profile. Only a “Less” company could give me such “More” possibilities. Things I could never have experienced if directly working in a Large company in a Small profile.



Source: neilpatel.com/blog

And finally today I look at my 2 kids, enjoying away from the complexities of the world. Buy them the best technology stuff or complex expensive toys, they will only end up playing with the cardboard packing box that the toy came in.



Source: everypixel.com

Get them the best of battery operated toys but what catches their attention for hours and hours is just a “Simple” bucket of water kept in the garden. What else better than achieving the happiness a child has in her heart. And we can learn from them, that Happiness does not come with “More” of gadgets, money or position. Just like children we can be truly Happy with much “Less” from very simple things, a Nature’s getaway, watching your children play, an ice cream by lakeside on a sunny day, or just playing football in the garden. Let us work towards achieving more by just being Simple.

SIMPLICITY THROUGH STADIHOME

By Leticia Tatemoto



Jacques
DELAPLACE
SMIB 2015-2016
*Strategy expert and
founder of STADIHOME*

MY BACKGROUND

After working in project management for different industries (fast-moving consumer goods, tourism, agribusiness) and following my BS degree, I decided to strengthen my skills in strategy with the SMIB. After this one I became a strategy consultant for the French Ministry of Defense where I have been since the end of the program. During that time, I decided to create my own company: STADIHOME. This web application is a platform which help people find all sorts of sport events broadcasted around them either in bars / restaurants or in people's homes. For businesses STADIHOME is a communication and loyalty platform while for people it helps them creating links with others. They then avoid paying more than 700 euros/year for all channel's subscription. Hosts can broadcast channels they have while guests bring food or beers. STADIHOME has been initialized a year ago in the incubator Euratechnologies and launched in October. In my professional experience, either as a strategy professional or as an entrepreneur, I have always recognized the importance of simplification.

■ For me you can split it into two different things: you can simplify in terms of speech and in terms of idea.

As an entrepreneur, you need to present your project and ideas to a very wide range of people, from investors to the large public. For that, you must be able to simplify the idea in order to make the most sense to whoever is the audience. One technique that can be

useful is trying to explain your project or idea as if you were presenting it to an 8 years old child. Doing that, you are left with really what is essential about it, making ideas or projects that can be complex understandable by different people. Regarding simplification in terms of ideas, it is very important for strategy, because it allows you to clearly define your vision and your direction. It is simplification in the sense of prioritizing. In the different innovation projects in which I work for the Ministry of Defense, establishing the priorities to have the right direction for execution is key. In big projects, you have to present a clear plan of action, and, for strategy, you have to be able to find what is the key determinant of your project and keep focused on it. Simplification is present in a lot of formal methodologies and theories that we use.

One example is the Blue Ocean strategy. When Chan Kim and Renée Mauborgne developed it, they emphasized the importance of deeply understanding your market, and need to really focus your effort in key aspects. For that, you need to simplify as much as you can, so it is possible to identify the fundamental aspects of each specific business. In Work Breakdown Structures as well, the idea is to split your project in different, smaller tasks, so that when you establish what needs to be done, all those involved understand the tasks and their implications. This simplifying because you take a big project and you tackle it step by step. It is also the case in Agile Project Management. At the end of each sprint, the approach allows you to verify whether the task has been accomplished or not. On a final note, the idea that less is more helps in our personal lives as well: we should try to simplify big projects and life dreams in terms of what we need to accomplish day by day. If you are clear about your priorities, you know what you need to do today and every day to reach your goals.

CONSULTING

LESS IS MORE AT MCKINSEY COMPANY

By *Paul-Henri Leviver*



**Quentin
CROZAT**
SMIB 2013-2014
*Associate - McKinsey
Company*

MY BACKGROUND

Before joining the SMIB, I graduated in Public Affairs from Sciences Po Lille and University of Kent, in a program taught half in Lille and the United Kingdom. After two internships in the public sector, at the Ministry of Finance of Senegal and the French Embassy in Ireland, I gained a first experience in consulting in Paris, specializing in IT and computer services. Looking for a more strategic-oriented career, I joined SMIB to improve my business knowledge and consulting skills. It got me into Roland Berger in Casablanca, Morocco. This experience convinced me to stay in the country. As I felt attracted at this time by challenges faced by companies and public sector in Sub-Saharan region, I joined McKinsey's Casablanca office to work on these issues. Since then, I discovered additional topics and passions, for instance corporate turnaround and digital transformations. These passions led me to serve clients in various places: in Africa (e.g., Egypt, Tunisia, Morocco, South Africa, Niger and Senegal) but also in Europe (e.g., Sweden, UK, France, Netherlands) and North America (Canada and USA). In four years, I have worked in around 20 countries!

■ **Simplicity in the Firm's internal organization.**

At McKinsey, we usually work with teams consisting of people from very different origins and backgrounds. In order to overcome these

differences, the Firm has developed a unified set of trainings, tools and methodologies shared with all the offices. This is a crucial lever for streamlining interactions and coworking. On the flip side, even if mixing individuals from different cultures, experiences, personalities does provide tremendous value for clients (i.e., bringing together diverse ideas, perspectives, understanding of a single problem), it sometimes also creates complexity in interactions (i.e., communicating with someone from a different culture under pressure is not always easy). In fact, consulting strongly remains a very human work, and human relations are not always simple, neither should they be.

■ **Simplicity in consulting sector is about helping consultants' focus on value-adding tasks.**

Beyond McKinsey, one of the key challenges of the consulting industry is to free consultant "brain time". In order for consultants to focus on solving key problems. The less your people are wasting time in low added value tasks, the more they spend time thinking of the clients. At the end of the day, the only thing that matters is our clients. Helping them in all the possible ways is our main focus. Key players in consulting industry adopt a "Less is More" approach in the way consultants organize their work: simplification and automation of administrative work, smallest amount of meetings possible, digitalization of key processes, productivity tools for consultants, user friendly interface for key softwares... It aims at allowing consultants to be 100%-focused on the client's needs.

■ **How can a consultant give a simple answer to a highly complex challenge?**

Solving a complex problem with a complex solution is very easy. On the contrary, solving a complex issue with a simple and logical answer can be very challenging. It requires one to understand the situation in detail (i.e., full scale of analyses, consequence of each potential decisions), to synthesize and communicate the solution in an well-organized way but also to be

pedagogical with clients. Ultimately, you don't want to own the solution, you want the clients to be as comfortable with the thinking as if they created the solution. Thus, it means taking the time to do our "work" but also spending time with clients at each step of the way to onboard them and get their ideas and feedback.

A consultant role is to make difficult problems look simple and find answers based both on cutting edge expertise and international best practice but also on a logic that clients understand and master enough to own the solution as theirs. While working for clients, I realized how important it was to associate the client to the decisions to facilitate and accelerate implementation. Indeed, I understood that it's always way more rewarding to implement your solution than the solution provided by somebody else. On top of that, if clients own the thinking end to end, they have more room for creativity and adjustment if they face a bump on the road during implementation. Thus, as consultants, we are helpful to provide facts, analyses, expertise. Ultimately, we have to be intellectual sparring partners for our clients and help them simplifying decision making on a topic.

SIMPLICITY AT IPSEN

By Alexis Capraro

■ Can you present yourself briefly?

Yes, with pleasure! My name is David, I am 26 and have been working as a Global Brand Coordinator Oncology for more than 2 years within IPSEN, a French biotech company focused on innovation and specialty care. Trained as a Pharmacist, I complemented this scientific background with a comprehensive business degree: the Executive SMIB MS.

■ How can relate simplicity towards your daily job?

Being simple means being pragmatic and agile. The pharmaceutical industry is

highly competitive and a cross-functional approach is mandatory to ensure we deliver on our mission to help patients. We must look right and left before moving forward, making sure we are aligned with our medical counterparts, have the right data from our business insights and analytics colleagues. Being simple also means being direct and transparent in human interactions. Building genuine and trustful relationships is key to be efficient.

■ Does the company help you to do so?

Yes, for sure. First, our offices are open and it is easier to knock on doors than to shoot emails. This allows one to ask questions and to obtain answers fairly quickly. Second, company values such as agility, integrity, transparency and accountability are distilled throughout the company. My colleagues and I, being part of a mid-size company competing with big players in major therapeutic areas, must live up to these values.

■ Difficulties to put it into action?

Off course! It is easier to complexify business cases than to simplify things and identify what truly matters, what will allow our boat to go faster and will make a difference for patients. What is more, it is not always easy to have all stakeholders around the table: I guess being simple requires discipline and structure.

■ Do you think this is an issue?

Simplicity is not an issue per se, complexity is. We are nowadays able not only to generate but aggregate important amounts of data and insights. We must be able to ask the right questions to ensure we take the best out of these data and make the rights decisions. It is interesting to note that the simplest questions can sometimes challenge the status quo and transform meetings.

■ Why are you doing it?

Because I firmly believe simplicity and authenticity are key to create genuine human relationships in a work environment and to drive successful business activities.

STRATEGY IN LUXURY

LESS IS MORE AT BORSALINO

By *Alessandra Marson*

Edouard Burrus by Alessandra Marson



**Edouard
BURRUS**

SMIB 2006-2007
Vice Chairman at Borsalino

■ **What is your background in the luxury sector?**

I am the Vice-Chairman of Haeres Equita, an Italian private equity investment company based in Italy. In 2015, my partner and myself positioned ourselves to acquire Borsalino, the oldest Italian company specializing in the manufacture of luxury hats. Prior to this opportunity we were managing a Swiss Woman brand positioned in the high end ready to wear.

■ **How can you relate simplicity towards your experience at Borsalino?**

Borsalino is a fantastic brand. I remember the first time I visited the factory in Italy: the machinery and the excellence of the savoir-faire have been untouched for 160 years. Like many other traditional luxury brands, Borsalino focuses on the production of one product: the hat. Producing a Borsalino hat needs 52 production steps and takes 7 weeks. This is the reason why, unlike other luxury sectors, fashion is difficult to “simplify,” since the added value we bring to the market is strongly related to the complexity and the tradition of the product.

■ **Is it sustainable to develop a brand who’s uniquely focused in the production of a specific fashion item? How do you consider diversification at Borsalino?**

The way Borsalino makes its hats is sustainable, and diversification shall be considered carefully. Diversifying a product with such a strong identity could lead to a decrease in value, or to consumers’ confusion. Empowering the product and taking advantage of the reputation in specific markets is the priority for the luxury sector. Diversification is a secondary step.

■ **Is simplification impacting other departments of the company other than the production?**

Management choices ambition to make a corporation more efficient. Other than that, I would not consider simplification a key element at Borsalino. We chose to leave the production and the headquarters of the company in its historical site in Italy, where the attention focuses on the quality of our product. This strategy can vary depending on the company. In another company we own - Fogal, 100-years-old brand specialized in the production of legwear - it is possible not to cover all the production inhouse, but still guarantee the quality of the product.

■ **How did studying in the MS SMIB at ESSEC impact your career?**

I got a degree in Finance and Economics in Boston and then joined the SMIB program at ESSEC in 2006. My experience at ESSEC was extremely positive, and it allowed me to study between Paris and Singapore where I met a lot of interesting people. At ESSEC I learned how to learn: interact with people, doing business, being efficient in a working environment. Those are all instruments that contribute to pushing me through my career.

STRATEGY IN ECONOMY

STRATEGY IN PRIVATE BANKING

By Leticia Tatemoto



Sixte
BORDENAVE-GASSEDAT
SMIB 2015-2016
*General Inspection at
Edmond de Rothschild*

I decided to join the SMIB in 2015, after a master's degree in finance, because after my last internship, I realized that I wanted to get a broader view of the business activities and the companies I had worked with as a financial analyst. I wanted to acquire strategic knowledge and skills. During the SMIB, I applied to the General Inspection program of Société Générale. I worked there for two years, from 2016 to 2018, before moving to Edmond de Rothschild. This was a personal and professional choice motivated by the will to work in a different bank, where I could specialize in one business line - wealth management - instead of the many activities that Société Générale offers.

My job in General Inspection is both financial and strategic, so I can say that the knowledge I got from the SMIB has been very useful for me. Our function is very similar to that of an internal consultant, as it encompasses not only auditing but also a view of the processes and strategy of the business. These are really the two legs of a same job; which is constantly evolving both in terms of technology and, what is extremely important for us today, regulatory requirements. In this regard, simplification is at the heart of my daily concerns and from where I stand, I can think of three current simplification challenges for the banks to face.

During the 1980s and the 1990s, financial engineers have built products that were ever more complex. These have been created to meet very specific clients' needs, but their complexity generates also a lot of opacity. Sometimes, individuals and even financial institutions do not fully understand the features of the instruments that they are buying, and this has progressively contributed to reinforce the general mistrust towards financial institutions. Recent regulations, such as MIFID II, have wisely started to address the issue and aim at improving investor protection.

However, from a bank's perspective, I also see the need for simplification in the regulation process. Since the last financial crisis, we have built a lot of regulation to make sure that the banking system was under proper control. It is all very necessary, but what we should be careful about is that these national and international rules have been accumulating and sometimes overlapping or even contradicting each other. It is increasingly complex to follow up with the new regulations and to comply, and even the regulators sometimes cannot provide specific guidance and technical applications regarding compliance and what is precisely expected of banks. Therefore, now, we need to stop producing further rules, and work on harmonizing the regulation that is already in place. That way, we could make it simpler for banks to comply and for processes' enforcement to be efficient.

A last important issue in the industry is to deal with the legacy. We have extremely complex information systems that are not fully integrated and represent a legacy built over decades. It creates a lot of frustration and comes with high maintenance costs and a total lack of flexibility. However, transforming a bank's whole core banking system would be extremely expensive and risky. For this very reason, even if IT is a key concern in terms of the need for simplification, most banks struggle to find an appropriate solution for this issue.

Generally speaking, any simplification step, leading to an improvement in terms of security and stability in the financial system, is in my opinion a desirable outcome and something that any banking institution should crave for.

THE LATEST INNOVATION IN ECONOMIC INTELLIGENCE

By Addie Dorsey

With the volatility of today's environment, Competitive and Strategic Intelligence (CSI) is key to get competitive advantage. Intelligence can be categorized depending on who gathers it. "Economic intelligence" (or EI) is gathered by public services, and companies gather "competitive intelligence" or CI. Why competitive? Companies face the challenge of accessing and analyzing reliable information that is pivotal in avoiding decisions made with uncertainty. Their objective is to internalize and organize the information better than their competitors, so strategically speaking, competitive intelligence is considered the biggest challenge in today's world where information has never been so key. As Dr. Christophe Bisson, stated, "if you react, it's too late". The environment is increasingly global and competitive, and everyone is entering the game.

The ultimate goal of CI to transform information into knowledge and into sustainable added value. Bisson's vision is that SCI should use artificial intelligence for strategic purpose. He believes that there is a great opportunity to use these tools within strategy, and he emphasized, "the countries and companies that will be successful and thrive are the ones that can optimize this collective intelligence, augmented by AI". Bisson's research presents that gathering information is not enough to be competitive, and that information alone will not necessarily help the company take the best decisions or actions. There are

many instances where despite having the right information, the strategic decisions made by companies have not taken it into account vital aspects, blinded by leadership, biased group thinking, or short-term thinking obscuring the necessary investments in R&D. Bisson used Nokia and Kodak as examples.

From 1994 until 2016, the French State has sought to develop the concept of Economic Intelligence (EI) which is based on three pillars: surveillance, influence, and security. Based off of these three pillars, Bisson created a new tool, *Système Stratégique de Signaux Précoces*[®] permitting companies to survive in the long-term. The final objective, influence, being the most competitive aspect of the process as it leads to the strategy ones takes in achieving their objective, also known as "Strategic Competitive Intelligence" or SCI. The creation of this system gives organizations the appropriate tool to decide and act faster.

Système Stratégique de Signaux Précoces[®] has been validated by Altix, a world leader for semi-automatic or automatic contact imaging systems and versatile Direct Imaging (maskless) for different market segments. Mr. Jerome Van Straaten, CEO of Altix, shared that Bisson's system has helped Altix to recognize clearly the changes in the Direct Imaging market and the impact of these changes on their strategy. As the system gives the company the ability to better understand the market positioning of their competitors and their ability to grow. Altix is capable to detect weak signals by identifying strategic areas of development that Altix previously considered not a top priority and highlight certain weaknesses in the collection of information that the company must solve.

Bisson stated the Altix case demonstrates how quickly the system can be put in place, how effective it is, and how it is adaptable to any type of business and any economic sector. Learning in a dynamic strategic system (including modeling of the strategic environment, scenario creation and simulation)

allows, among other things, an awareness of information economic / technological / market / legal / for competitive purposes.

Many have noticed the parallel between SCI and the concept of “less is more.” Bisson confirmed that indeed “less is more” and SCI are a “perfect match.” If a company needs to develop brands strategically and satisfy customer needs, intelligence is a

strategic asset, as it helps to better dive into Big Data. Company executives can better understand the competitive game, and therefore, make decisions quickly and efficiently for optimized actions.

Analogous with the university's *pioneering spirit*, Bisson will host the very first CSI seminar at ESSEC, La Defense Campus, Thursday, January 24th. Over 100 attendees are expected.

STRATEGY IN MANAGEMENT

LESS IS MORE AT ALD AUTOMOTIVE

By Joëlle Raphael, Executive SMIB



Samer
ABOU NADER
SMIB 2004-2005
*Head of Financial and
Accounting system at ALD*

■ Hello Samer, could you please introduce yourself, your background and experience?

I am currently Head of Financial and Accounting System at ALD SA, located in Paris, France. I hold an electro-mechanical engineering diploma from ESIB, Beirut, Lebanon. After finishing my engineering studies, I worked for 3 years as a mechanical engineer and then decided to boost my career by doing the MS SMIB as I wanted to work in an international environment. The MS SMIB allowed me to join Saint-Gobain in the High-Performance Material Division within the Financial Department. There, I worked on a special project to implement a new ERP (Enterprise Resource Planning)

for the Abrasive branch. The project lasted more than 3 years and was deployed all around the world. After Saint Gobain, I joined Vinci Construction, where I worked as a Financial Project Manager on an ERP project deployment. This was another challenging experience within a French context that allowed me to join ALD Automotive (A global leader in full service vehicle leasing and fleet management, in 2012. I am now managing a team that is handling the financial system of 33 subsidiaries. Recently, I passed the CFA Level 1 and I am now a Level 2 candidate.

■ How you could relate to the following subject “Less is more - Towards simplicity”?

I can think about 2 levels:

1- Pleasant work environment

Office premises are key to worker's health as they provide effective wellbeing and productivity. If you want to have a successful business, you need to give your employees the right environment. In my daily work at ALD, I can feel the positive impact of having a pleasant work environment on each one of us. ALD has put in place a real flexible workspace (furniture, technology ...).

Communication is smoother. The flow of decision is faster since managers and employees are sitting next to each other. ALD is really keen on developing the team spirit between its employees, part of that

by organizing frequently town halls, where managers explain the company's strategic approach, objectives, new projects. We are all part of the same family.

2 – Efficiency is the key to simplicity

I have put in place morning stand-up meetings to simplify the team management: the meeting lasts around 20 min, where all team members discuss about their daily topics. It enhances the team spirit and each one has a better view on the team's tasks. It helps us to share experience and to identify blocking issues or any critical decision to be taken. These daily meeting leads to more productivity, efficiency and simplicity.

■ If you could give us one advice, what would it be?

Personal life is as much important as professional life. You have to go to work every day in a good spirit and with a high level of motivation. This is a virtuous circle that leads to good productivity: if you're happy at work, you should be more productive and work faster, this makes you save time as you will spend less time at work, which leads to a better work-life balance!

Indeed, work-life balance has been identified as one of the most important factors in determining employee satisfaction. Plenty of studies have come out that show how a good work-life balance can have a direct impact on the employee happiness. So, the less time you spend at work (working efficiently... of course!), the more time you have to enjoy life, and the more productive you'll be at work! This is a tip that many of us will be happy to read and try to put into place.

A PHILOSOPHY TOWARDS SIMPLICITY

By Yixuan Cao

Kai YU

Senior business developer
Grundfos, mechanical industry
(Shanghai)

After I got an engineering master's degree in INSA Lyon, I joined the SMIB program in 2011 since I was interested in strategy and hoped to convert my career path from engineering to management. SMIB has a huge impact on me and helped me succeed in career transition. Besides, it taught me a methodology of simplification, which is widely applied in my later work. That's to say, split a sophisticated issue into many small and easy parts and resolve each part independently.

After graduation I worked in France for 3 years and in 2016 I came back to China. I firstly worked as business analyst of strategy and M&A in Schneider for one year and a half. After many years of localization, Schneider has adopted a top-bottom method of management. In other words, decisions are mostly made by leaders thus most things are simple for employees. It's highly results-oriented and "less is more" is quite an issue. We were committed to doing the most work with the least energy. Afterwards I joined Grundfos as business developer until now. Since it is a traditional Danish company and it focuses on relationship, simplicity is not a value. It hopes to help the staff build a harmonious atmosphere so even if there is a simplest way to achieve the goal, we still need to untangle every knot. It's not like what happened in Schneider: submit documents, then sign and seal. In Grundfos, the boss will not give a definite instruction, so you need to explain your plan to every concerned department. Once they all understand and agree, the project can be executed. This explains from another aspect that the simplest way is not necessarily the best.

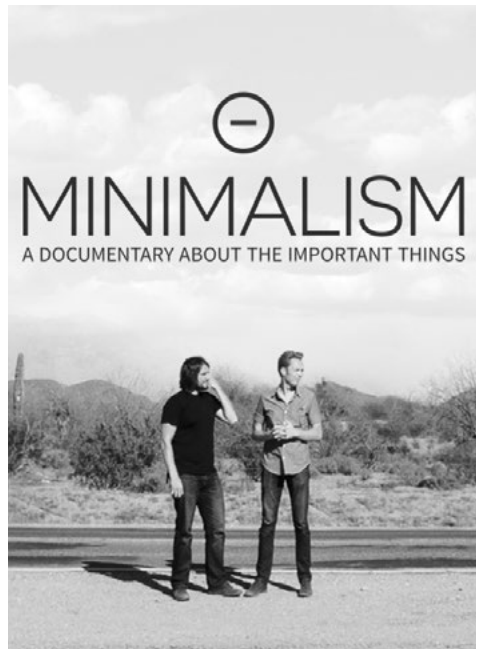
However, in other aspect of work, “less is more” is still a significant concept. In fact, it usually plays an important role in industrial design. There are many famous examples such as Walkman and iPhone. In 1979, Sony found that most users used playback much more frequently than recording, so they removed the recording function and even the external speakers of the traditional recorder, then put the rest in a small box with stereo earphones. This is how the Walkman came out. Apple is another instance of simplicity. The entire physical keyboard was removed from iPhone, leading a revolution in smartphones around the world. The idea behind these successful cases is how to handle the relationship between functions and human beings. This year in July, we laughed at a new offering called Comfort Box, a domestic hot water recirculation. At that time customers could already find some similar products in the market, but from our market research, we found them in clumsy appearance and incompatible with home furnishing. In view of this, our new offering is in a minimalist Scandinavian style look and we also reduced the numbers of buttons from a dozen to seven by settling some infrequently used functions as default. Comfort Box is quite a success and it won a prize called “The Beauty of Industry-Best Product in Innovation 2018”.

Personally, “less is more” is a philosophy of life. I’m engaged in many things everyday, so it’s important for me to avoid redundancies and streamline my life. For instance, I will buy those products of high quality and simple to use, or I will not waste my time standing in line in front of a popular restaurant. For me, “Less” means focusing-focusing on the most important things; “less” means making choice-choice-choosing what I truly need, while “more” means more efficient.

CONCEPT OF SIMPLICITY THROUGH MINIMALISM

By Agathe Normand

We buy things we don’t need, with money we don’t have to impress people we don’t like”. This quote of Dave Ramsey (an American businessman and author) perfectly reflects the awareness that struck the two main protagonists of “Minimalism, a documentary about the important things”. Now famous bloggers and writers, Ryan Nicodemus and Joshua Fields Millburn had not really planned, seven years ago, to follow this path. In this article, we will offer a critic of this documentary, which proposes an extreme way of life, to understand better minimalism.



Minimalism, a documentary about the important things is available since 2016 on different platforms (Netflix, Amazon, iTunes, DVD, Vimeo, Google Play).

But let's start with the beginning. Ryan and Joshua are two young men in their twenties, living a comfortable life and achieving the American dream. But only for others. Inside, they are literally broken, frustrated, dissatisfied. Ryan explained: "I used to live in a condo with two living rooms and three bedrooms, even if I was single." Ryan was doing a job he was not passionate about, earning a good salary and buying a lot of gadgets to fill the void inside him. Almost depressed, he met his friend Joshua, who seemed totally happy, despite the job he did. Joshua explained to him the theory of minimalism and offered Ryan to experiment it. Enthusiastic, the two young men set out to meet the community of people who have adopted the minimalist's lifestyle. Joshua Becker from Vermont, Courtney Carver from Salt Lake City, the famous blogger Leo Babauta... Ryan and Joshua decided to open a blog called "The Minimalists", which began with 52 riders to 2 million in few years.

The friends realized in 2016 a documentary called "Minimalism", available on Netflix, to share and explain their thoughts about the actual way of consumption, the compulsory behavior people have in malls, and offered to try the minimalist way of life instead. All people tempted by the adventure have the same opinion: the minimalism allows them to take control of their own life, and to refocus on what is really important. For instance, it avoids living in constant anxiety and stimulation, and permits to spend less in gadgets we will have forgotten after a month.

If the documentary really raises fundamental (but not new) questions about our over-consumerist way of life and offers a panorama of some fascinating destinies, we have to admit that we remain on our hunger at the end. Even if pictures are really well chosen (like the fury at the opening of the Black Friday, for example) and some speeches inspiring (the Jimmy Carter's one, for instance), the documentary is more about an awareness and a gallery of inspiring personalities than

giving keys to empower oneself. Actually, the film is more than a long promotion of the book our two protagonists wrote than a deep reflection about our consumerist society, more about showing than analyzing.

MANAGEMENT IN MULTICULTURAL SPIRITS

By Alexy Karouby

■ **Professor Takagi, you grew up in England, even though you are from a Japanese family, then you went back to Japan, moved to Canada and USA, and are for now in France, would you think that a difference towards simplicity exists between these cultures?**

(laughs) Absolutely! But the French and the Japanese interpretations are far more related than the Anglo-Saxons'. This year we celebrate the 160th anniversary of the Franco-Japanese friendship, and this is no mere luck, as the two cultures have many points of proximity, including indeed, the notion of simplicity. If I were to illustrate, and this is my personal opinion, I would say that in some ways French people and Japanese people alike would appear to be perfectionists, as for spelling errors for instance: the simplicity comes after a perfect knowledge of all the rules, and not before. Nevertheless, differences can be seen, as the Japanese culture is more into breaking things down to its essence, in a way, producing simplicity by a complex and deep understanding of the matter, such as ... in flower arrangements! From the exterior, it is very simple, but everything is calculated and done for a precise reason, which can be opposed to the French « bouquets », both are compositions with rules and purpose, but the way of doing it is different.

■ **And if we were to apply these concepts in your work, how do you relate to or consider the duality simplicity/complexity ?**

Indeed, you cannot separate simplicity from complexity, the two are linked but not related as two sides of the same coin, rather inter dependent. In my field of work/research, you have the necessity of having different points of comparison: starting from your birth you'll learn to differentiate between your parents, then your family from strangers, etc etc, it's a way of understanding your social environment. In the end, this distinction will help to synthesize, and lead to the simplification process, which is iterative : you start with others, refine it, and repeat again and again.

■ **So, if I understood correctly, it is rather a cycle that goes round, from complexity to simplicity, back to complexity again...**

Yes exactly ! The simplification step helps to develop oneself during the assimilation process, which leads to bring more complex and refined reasoning, which is then going to be simplified to bring more complexity in the end, and it goes on. To stay in the gardening metaphor that I introduced before (laughs), we could say that it is just like a butterfly that doesn't die, but goes back to its chrysalis phase. A maturation needed to grow wings again, each time with more details!

■ **Then do you think the same can be described during your classes? Do you put emphasis on simplicity?**

Teaching is not only about how to structure your message, but mainly how to create a reaction from the students in front of you. After all, the main things we remember are the ones we loved and the one we hated, our memory works that way, so definitely the goal is to make people react to what you're saying. It doesn't matter if it's in a good or a bad way, if they feel something towards your message, then they already started chewing on it, they already gave attention and reflection. Learning is really sentimental (laughs).

Aren't you afraid of the generation gap that might exist? Nowadays the notion of "Time" is quite preponderant ?

Time is my nemesis! I find it really hard not to be a slave of "time", and manage mine efficiently everyday (laughs) But time adds complexity, since you need time to ruminate and mature from your chrysalis! And that is exactly why it is more and more difficult in today's society since everything is about visuals... We're forgetting the importance of the time used for appropriate wording, which enhances visual cognition and conceptualization through language.. It is saddening in a way, we're (not a word) complexity for simplicity, because things should always go faster, but all we do is lose what has been achieved in the last 2000 years, what makes us human. There is a balance to find so that simplicity brings richer complexity.

QUAND LA SIMPLICITÉ RENVERSE 30ANS DE MARKETING

By Marie Lefebvre

Avec Cédric Ghozzi

La simplicité est un sujet qui touche deux aspects : le premier, c'est pouvoir faire plus avec moins grâce à l'innovation. Que ce soit grâce à la nature, au biomimétisme ou encore la science, beaucoup de techniques et d'ouvrages sont publiés là-dessus pour se rendre compte de son importance. La simplicité touche aussi un deuxième facteur, plus externe : en dehors de l'innovation, existe-t-il un réel attrait pour la simplicité ? Et si oui, pourquoi ? C'est cette dernière question que nous allons traiter ici.

Penchons-nous sur le marketing par exemple. Pendant plus de 30 ans, la grande consommation avait une dimension très forte et puissante. Plus le temps passait et plus la segmentation des marchés permettait d'avoir

des offres de plus en plus précises. À la fin, pour permettre d'avoir des offres très spécifiques, des segmentations de segmentations des marchés ont été créées. Les offres étaient d'une telle précision qu'elles en devenaient uniques et donc plus nombreuses - excepté pour le modèle des *low costs*. Ces couches de segmentations ont ainsi généré de la surabondance des services et produits et une complexification des offres tant dans leur contenu que dans le choix qui est offert. Par exemple, les hypermarchés sont des espaces contraints et limités. Les offres qui s'y trouvent sont donc en nombre limité. Lorsqu'un acheteur y rentre, sa déambulation entre les rayons - et donc sa routine - est automatiquement orientée par ses habitudes. La complexité est ainsi gérée.

Aujourd'hui, nous vivons dans le monde du digital. Cela sous-entend que l'offre est illimitée. Pas besoin de déambulation ou de routines ; en un clic, on peut tout trouver et tout commander. Les offres et services sur le net sont plus variés, plus nombreux et ainsi non limités. Le monde du digital et de la dématérialisation engendre plus de simplicité et de transparence vis-à-vis de l'achat. Néanmoins, le numérique est à l'origine de 2 paradoxes et maux des plus importants dans notre société.

Premièrement, la complexité bloque la décision. Le choix a un coût : « *choisir, c'est renoncé* » - dicton des plus connus de l'univers de la grande consommation. Choisir a donc un coût, certes d'abord économique, mais a aussi un coût d'élaboration aussi bien physique que psychique. Face à tant de choix, le client doit se poser des questions, savoir ce qu'il préfère, et pourquoi, et s'il est préférable de les acheter en ligne, quels sont les avis dessus, quitte à renvoyer le produit s'il ne lui convient pas, etc etc. Beaucoup d'interrogations pour peu de valeur réellement ajoutée à la fin. Un des exemples les plus frappants pour illustrer ce principe reste l'organisation des voyages. Nous connaissons tous au moins une personne qui met trois mois à élaborer son voyage, choisir les meilleurs vols et

choisir quoi voyager une fois rendue sur place. Mais puisqu'il y a du temps avant le fameux voyage et que le nombre d'informations sur le net est plus qu'astronomique, la personne reporte toujours au lendemain son organisation - quitte à finir par acheter un pack de voyage tout prévu et tout ficelé, car c'est plus simple. Ainsi, c'est en réduisant le choix des offres que l'achat est facilité.

Le deuxième paradoxe est le suivant : *le choix rend malheureux*. Cela s'appelle le « paradoxe du choix ». En effet, beaucoup de choix engendrent des efforts coûteux et une élaboration de la pensée complexe. De plus, les choix sont des motifs de rejets. Comment cela se mesure-t-il ? Une expérience a été faite pour en prouver l'essence, grâce notamment à la notation des parfums de glace, selon le nombre de goûts différents qu'une personne aura en face d'elle. Devant 40 parfums de glace différents, nous aurons donc tendance à noter de manière quasi égale chaque parfum. Par contre, si seulement 3 parfums de glace nous sont proposés, alors il sera plus facile de décrire quel goût nous préférons et pourquoi. Grâce à cette étude, il a donc été démontré que le niveau de satisfaction augmentait largement lorsque le nombre de choix que nous avons en face de nous est réduit.

En résumé, ce qui semble être simple, demande en réalité de la réflexion. De plus, la simplicité, c'est finalement réduire le nombre d'options proposées, afin de réduire les coûts (économique, physique, psychique), pour augmenter considérablement la satisfaction et par extension, le bonheur lui-même. C'est d'ailleurs la stratégie utilisée pour les iPhones. Des experts ont travaillé ardemment pour couper et enlever tout ce qui dépassait ou était inutile afin de réduire au maximum le nombre de choix et rendre le smartphone plus simple. Mais si l'idée de la simplicité émerge de nos jours, c'est parce que l'hyperchoix auquel nous faisons face a provoqué une explosion de la complexité. Or c'est la complexité qui nous révèle la valeur de la simplicité.

Mais alors, pourquoi est-ce si dur d'être et de faire simple ? Créer de la simplicité est un processus extrêmement difficile car nous avons naturellement tendance à croire qu'en en faisant toujours plus, nous ajoutons de la valeur aux choses. Faire du *less is more*, c'est donc essayer de créer de la valeur non pas en ajoutant mais en enlevant. Il ne faut pas tomber dans le piège de dire que la simplicité, c'est un processus inné. Ce qui est simple pour le cerveau n'est pas forcément intuitif. Le cerveau change, évolue, et est complexe - nous sommes loin de l'avoir entièrement analysé et compris même avec la science des temps modernes.

La simplicité est ce qui parle naturellement (en termes de langage) à notre cerveau. Posons-nous la question suivante : pourquoi les marques ont-elles forcément un logo mais pas forcément de slogan ? Le slogan fait appel au langage verbal, aux mots, et cela parle à tout le monde. Mais le logo est une information spatiale et colorée qui s'adresse au cerveau. Le cerveau est à même de comprendre, analyser, déchiffrer et garder en mémoire grâce à ses aires visuelles des formes et couleurs complexes et donc de reconnaître en quelques instants une marque. L'idée n'est donc pas de mettre un produit tout en blanc pour le rendre simple et faciliter la prise de décision et donc d'achat. Pourquoi ? Car la simplicité esthétique n'est encore une fois pas la simplicité du cerveau. Le cerveau n'a pas de forme ni de couleurs sur lesquelles se positionner pour s'en rappeler sans que cela lui demande des efforts et donc un coût.

Pour conclure, la simplicité n'est pas spontanément facile à mettre en œuvre car nous avons naturellement tendance à vouloir ajouter et mettre toujours plus pour créer de la valeur. Enfin, cela demande de comprendre ce qu'elle est la simplicité, surtout pour le cerveau. La simplicité est donc difficile à appréhender et l'est d'autant plus qu'elle doit plaire et parler à une entité encore mal connue mais essentielle dans notre prise de décisions - notre cerveau.

LA SIMPLICITÉ AU SERVICE DE L'INNOVATION MANAGÉRIALE

By Marie Lefebvre

Avec David Autissier

■ En quoi la simplicité est-elle importante ?

Ce n'est pas plus la simplicité qui est importante que la simplification. En effet, aujourd'hui nous vivons dans un environnement complexe, c'est-à-dire qu'il existe une combinaison d'éléments où il faut dialoguer avec la complexité pour engendrer une action. En bref, la simplification est une manière d'engager l'action dans un environnement complexe.

■ Mais comment engager cette simplification de nos jours ?

Premier point, mais le plus important, le *delivery*. Non simplement il faut pouvoir délivrer au client ce que le contrat stipule mais il faut aussi s'assurer de la bonne correspondance avec ses attentes afin de s'assurer un bon suivi, de A à Z, sur l'ensemble processus et ne pas se focaliser uniquement sur la livraison du produit. Cela se fait en 3 étapes : 1 je fais, 2 je vérifie et 3 je délivre. Cela suppose d'adopter un changement de posture plus individuelle que collective. L'intention est souvent facile et évidente mais sa réalisation est plus difficile. Dans les cultures chinoise et anglo-saxonne, ce système de *delivery* est plus facile alors que dans la culture française, c'est plus complexe. En effet, la problématique, le « pourquoi » on fait les choses est comment sont des interrogations prépondérantes qui bloquent rapidement l'action.

■ Quels domaine(s) touchent la simplicité ?

La simplification se fait à travers 4 axes dans l'innovation managériale : 1) la collaboration, 2) l'intelligence collective, 3) la collectivité et 4) le développement du business. La simplification touche ces 4 domaines. Le rôle du manager dans ce contexte est essentiellement d'avoir une posture d'exemplarité : il doit mettre en place des dispositifs à travers

des messages et des pratiques. Il est le symbole des changements à adopter. Il doit inciter l'intérêt et les résultats de ses collaborateurs. Certes, l'idée est classique mais sa réalisation l'est beaucoup moins. Adopter cet état d'esprit est beaucoup plus facile pour les entrepreneurs par exemple. Ils ont en effet cet état d'esprit et cette culture de prises de risques innée - surtout lors de la création d'un nouveau business.

■ **La simplicité, faire mieux avec moins ... Est-ce un sujet d'actualité de nos jours ?**

Oui, même très d'actualité pour les organisations. Prendre des décisions est de plus en plus difficile de nos jours. Les courants sont bloqués par la multiplication des acteurs décisionnels. Notre bureaucratie moderne met en place des stratégies différentes, avec des groupes de collaborateurs toujours plus différents et nombreux, laissant les prises de décisions être de plus en plus longues et fastidieuses. L'objectif donc de ses organisations et de ses structures est double : premièrement, *se décider* de mettre en place la simplification. Ensuite, *l'innovation ordinaire* : chaque personne doit pouvoir être en mesure de prendre des décisions. Pour cela, il faut être près du terrain et avoir une mise en œuvre pratique. La simplification est un processus de la conduite du changement, important et d'actualité.

■ **Quels conseils donneriez-vous à la future génération ?**

Les conseils pour les managers et les leaders de demain se focalisent en 2 points : le **delivery** : savoir être déterminé et conscient de l'exactitude du service rendu au client et pourquoi il faut le faire. Ensuite, le **closing** : faire un projet, quitte à ce qu'il soit plus petit mais à la faire jusqu'au bout pour le clôturer. Bon nombre de projets sont commencés mais jamais achevés. Tout cela bien sûr, en adaptant une posture d'innovation managériale.



STRATEGY IN AEROSPACE

WHAT NEW BUSINESSES/ECONOMY CAN BE ENABLED BY AN EASIER/CHEAPER ACCESS TO SPACE?

By Clémence LEWDEN

Démocratisation de l'accès à l'espace, nouveaux business et économie possible.

L'accès à l'espace avec des satellites artificiels a débuté au XX^e siècle avec le premier satellite, Spoutnik 1, mis en orbite en 1957. Les premiers satellites et l'accès à l'espace ont été marqués par un financement principalement gouvernemental, notamment à cause du coût. Par exemple, le projet Apollo de la NASA coûta plus de 110 milliards de dollars (2015). En plus du coût, plusieurs facteurs furent un frein à

l'émergence de business model sur ce marché : le danger et la technologie notamment. Depuis les premiers satellites, l'exploration spatiale a été marquée par des avancées technologiques rendant son accès plus simple et moins risqué (*des astronautes hautement qualifiés étant morts lors du programme Apollo*)¹. Quant à la réglementation, le Outer Space Treaty a été introduit à partir de 1962 par la Russie, Etats-Unis et Royaume Unis pour obtenir une base pour une législation spatiale internationale². Aujourd'hui, dans le domaine de l'aérospatial, le concept de « NewSpace » a été introduit pour décrire la démocratisation de ce domaine et les différents types de nouveaux business en lien avec l'espace. Cette révolution a permis l'émergence d'une industrie spatiale grâce à la diminution des coûts associés aux innovations technologiques.

Cette démocratisation et les business en découlant se décompose en 3 points³ :

- L'accès à l'espace (lanceurs) : de nouvelles

1 - Baiocchi, Dave, and William Welser. 2015. "The Democratization of Space." Foreign Affairs, April 20. <https://www.foreignaffairs.com/articles/space/2015-04-20/democratization-space>

2 - United Nations - Office for Outer Space Affairs. 2018. "The Outer Space Treaty." <http://www.unoosa.org/oosa/en/ourwork/spacelaw/treaties/introouterspacetreaty.html>

3 - Datta, Anusuya. 2017. "NewSpace - Emerging Commercial Space Industry and New Technologies." Geospatial World.

compagnies (*Space X, Orbite ATK / Northrop Grumman Innovation Systems*) développent des services de lancement entre 1-10 millions de dollars; contre 50-250 millions de dollars pour les systèmes traditionnels.

- Les business proposant des plateformes (ou satellite) et ses capteurs : les satellites sont aujourd'hui de plus en plus petits, allant du satellite standard, au mini satellite pesant moins de 500 kg, et enfin jusqu'au nano satellite pouvant faire 4 kg, tel que PicSat⁴.

Concernant les fonctions du satellite, nous avons la création de différents capteurs et leur miniaturisation. Tyvak Nano-Satellite System (Terran Orbital Corp⁵), une entreprise basée en Californie, propose en 2015 des satellites à 45 000 \$ (avec pour clients la NASA et les clubs de science étudiants), alors qu'en moyenne un satellite en orbite coûtait 100 millions de dollars à fabriquer.

- Le but du satellite une fois dans l'espace. On retrouve ici le rôle des satellites : les entreprises doivent déterminer quel « service » vendre et utiliser à partir des satellites et de leurs capteurs mis en orbite (photographie, expérimentation en santé et GPS par exemple).

Grâce à cette démocratisation, l'accès à l'espace n'est plus réservé qu'aux organisations gouvernementales. Plusieurs start-ups travaillent ainsi de nos jours pour proposer de nouveaux systèmes pour l'accès à l'espace (comme *Electron*

de Rocket Lab en Nouvelle Zélande⁶), de nouveaux satellites et plateformes (tels que *Planete* en imagerie géospatiale).

Enfin, certaines start-ups se spécialisent dans la communication ou la santé avec par exemple :

- SpacePharma SA, proposant un nanosatellite pour réaliser et suivre des expérimentations en santé en microgravité dans leurs nanosatellites⁷;
- Space Tango Inc, ayant un *Space Act Agreement* avec la NASA leur permettant de réaliser de la recherche biomédicale en cancérologie notamment, dans la station orbitale ISS⁸.

Enfin, si l'accès à l'espace se simplifie avec le « NewSpace », il reste toutefois des questions sur la sécurité de l'émergence de nombreux acteurs et satellites en orbite⁹. Cela soulève aussi des interrogations du nettoyage de l'orbite terrestre. Ce nettoyage pouvant être fait avec un module de désorbitation pour détruire les satellites, comme le projet européen Technology for Self-Removal of Spacecraft mené par Airbus¹⁰; ou bien avec un vrai nettoyage avec des missions comme RemoveDREBIS¹¹ en 2018. Aujourd'hui encore, le coût du nettoyage est trop élevé et aucune réglementation sur les systèmes de désorbitation existe.

4 - FranceInfo. 2018. "PicSat : le satellite miniature qui explore l'étoile Beta Pictoris." Franceinfo.

https://www.franceinfo.fr/sciences/astrophysique/picsat-le-satellite-miniature-qui-explore-l-etoile-beta-pictoris_2558687.html

5 - Werner, Debra. 2018. "Terran Orbital Raises \$36 Million in Series B Investment Round." SpaceNews.Com.

<https://spacenews.com/terran-orbital-series-b/>

6 - Chang, Kenneth. 2018. "Rocket Lab's Modest Launch Is Giant Leap for Small Rocket Business - The New York Times."

<https://www.nytimes.com/2018/11/10/science/rocket-lab-launch.html>

7 - SpacePharma. 2018. "SpacePharma - Simply Microgravity." <http://space4p.com/>

8 - Rainey, Kristine. 2015. "National Laboratory Space Act Agreements (SAAs) With Private Commercial Firms." Text. NASA. http://www.nasa.gov/mission_pages/station/research/nlab/commercial

9 - Baiocchi, Dave, and William Welsler. 2015. "The Democratization of Space." Foreign Affairs, April 20.

<https://www.foreignaffairs.com/articles/space/2015-04-20/democratization-space>

10 - CORDIS. 2018. "Technology for Self Removal of Spacecraft | Projects | H2020." CORDIS | European Commission.

https://cordis.europa.eu/project/rcn/200248_en.html

11 - Forshaw, Jason L., Guglielmo S. Aglietti, Nimal Navarathinam, Haval Kadhém, Thierry Salmon, Aurélien Pisseloup, Eric Joffre, et al. 2016. "RemoveDREBIS: An in-Orbit Active Debris Removal Demonstration Mission." *Acta Astronautica* 127 (October): 448-463. doi:10.1016/j.actaastro.2016.06.018.

BUSINESS DEVELOPMENT EN AÉRONAUTIQUE

By Clémence LEWDEN



Benjamin
ZEITOUN
SMIB 2014-2015
*Starburst Aerospace
Accelerator*

■ Pouvez-vous nous dire quelle est votre formation et pourquoi avoir choisi le SMIB ?

De formation initiale ingénieur en système d'information, j'ai eu l'occasion de travailler en conseil en management après mon diplôme. Désireux de travailler en stratégie, j'ai choisi le SMIB afin de pouvoir postuler en entreprise de conseil. Lors de ma formation, dont 1 semestre à Singapour, l'entreprise qui a retenu mon choix fut Starburst Aérospatiale.

■ Pourquoi une entreprise d'aérospatiale après votre parcours ?

Rien ne me prédestinait à l'aérospatiale initialement, mais j'ai choisi d'y réaliser mon stage dans le cadre de ma formation au SMIB, dans leurs locaux alors situés à Paris. Ce fut un stage tourné sur la stratégie : identification de marché, segmentation, nouveaux marchés et relations avec les grands groupes du secteur. Après ce stage, je suis resté dans l'entreprise, me dirigeant cette fois davantage vers le management et l'accompagnement des startups.

■ Pouvez-vous détailler ce que fait votre entreprise en aérospatial ?

Actuellement, l'entreprise travaille sur deux axes majeurs. Tout d'abord aider les startups pour la levée de série A (levée de fond visant à rendre « scalable » l'entreprise et d'assurer sa rentabilité¹²) ainsi qu'avec un programme de 12 mois en business development, visibilité et coaching en aéronautique, spatial et défense. Le second axe est le travail directement avec les grands groupes pour leur permettre d'accéder à l'innovation et d'intégrer les produits des startups, ou bien d'accompagner jusqu'à la preuve de concept, par exemple.

■ Pensez-vous que l'accès à l'espace est devenu plus facilement accessible à plus de nouveaux business ?

Nous travaillons dans un secteur qui a connu la démocratisation de son accès, avec des atouts technologiques tels que la fusée réutilisable de SpaceX, qui a rendu l'accès à l'espace moins cher et plus simple. Grâce à cela, de nombreux usages et business plans sont en train de voir le jour : radars, communication, IoT (Internet Of Things) ... L'accès et les plateformes sont devenus plus accessibles et moins coûteux. Pour ce qui est des projets phares dans ce « New Space » : il y a la robotique avec l'optique de fabriquer dans l'espace ou faire de l'exploitation minière, ainsi que la cryptographie. Dans ce contexte, je travaille sur ces thématiques sur le site de Paris. L'entreprise se développe rapidement et est déjà présente dans plusieurs villes dans le monde. Cette expansion permet de pouvoir répondre aux besoins des startups et grandes entreprises sur leurs marchés locaux.

12 - MEDIA, Observatoire COM. 2017. "Start-up : Explication sur les levées de fonds." Actualité de la communication par l'Observatoire COM MEDIA. <http://obs-commmedia.com/actu/start-up-explication-sur-les-levees-de-fonds/>

STRATEGY IN INTRA/ENTREPRENEURSHIP

HOW THE INTRA/ENTREPRENEURSHIP COULD LEAD TO “LESS IS MORE”?

By Sacha Mettoudi

In order to help us answering this topic, we interviewed Pierre Fertout, SMIB 2009-2010. He first worked for management and organization firm, and then he joined Sodexo. Now Pierre works at Macif. He created a start-up and participated to a program of intrapreneurship launched by Sodexo.

Nowadays, lots of companies create “Start-up studio”, a basic concept which consist of creating a start-up based on an idea. The idea could come from everybody, and the company will provide its internal skills to achieve the project. Then, the company keeps shares into the start-up or let it run by itself. An example could be with Axa which launched Kamet, an incubator.

The fact is that it becomes more and more difficult for big companies to innovate (because of their structure). The intrapreneurship studio or incubator seems to be a solution. For example, Google decided to divide the work of its employees: they work 4 days by week with their current job and they spend the fifth day working on a personal project. If the project is validated by Google, it will be launched and the company will finance it.

According to Pierre Fertout, this kind of start-up model will be extent to other firms, as the new generation is sensitive to develop and work on their personal projects and challenge themselves. Intrapreneurship and entrepreneurship are good ways to set up strategic decision quickly. They allow for investing in ideas and projects with a limited risk for the company. This kind of programs attracts talents.

Nevertheless, intrapreneurship and entrepreneurship don't only make the management easier: they also could complicate the organization of the company. Indeed, it could be difficult for a manager to deal with his employees' time schedule (because of the day the employee has to work on the personal for instance) and organize his.

The “less is more” concept is relevant with intra and entrepreneurship: companies try to launch the MVP (Minimum Variable Product) in order to assess to the market. The MVP is the first product the start-up develops with the minimum features, with limited resources (then interested in term of expenses) in order to test this basic product on the market.

Thus, the “less is more” is obvious: the company will use its own resources in order to stimulate innovation in letting its employees work on their own project and in helping them to develop it if the project seems to be enough strong to bring an added-value. The concepts of intra and entrepreneurship have definitely a role to play in innovation in big companies' ecosystem.



SMIB'S IMPLICATIONS

CONSULTING AT STRATNGO

By Aishwarya Pathare,

■ What is Stratngo Consulting?

Stratngo Consulting is an association of ESSEC which provides pro-bono strategy consulting services for NGOs. We are working with societal and environmental NGOs. The association is driven by SMIB students, but all the MS students could become members of the association (as consultant for instance). This year we are almost 40 students.

■ What is Stratngo Consulting in 3 words? (in hashtags for example)

#Journey #Challenge #Progress

■ With which NGOs are you working?

This year, we are working with Emmaüs and Aide et action for instance. We are managing 7 missions with 7 NGOs, and we plan to work with 10 NGOs

next year. Some missions take place in France, others, taking place abroad.

■ Please give some examples of projects you have worked on.

Typically, we could help NGOs to become self-sufficient, develop a plan to help an international department to grow etc. Generally, our missions mainly focus on fundraising, finding partnerships, developing a strategic plan, improving marketing strategy etc.

■ Do I need to speak French to join the club?

Not at all. Stratngo is an international association with students coming from France, Italy, China, Russia, India, Lebanon, Brazil etc. During our meetings we generally speak English. Of course, missions which take place in France could be driven in French, but every year we have international missions.

■ How long can a project take?

A project starts in October and has to be successfully finished in by middle of March, ideally in February.



■ **How much time do I need to spend every week on projects?**

I can't give a figure about how much time a consultant spends on his project during a week. It is essential to meet the deadlines. Before applying, the candidates have to know that Stratngo requires members to be involved and timely! Each team is composed of one project manager and 2 to 4 consultants and deals with one client. The team agrees with its client about a timeline at the very beginning of the mission. The time needed to be spent depends on the deadlines planned with the client and how the team works. Stratngo members are involved and the capital gain is high.

■ **How do we apply to Stratngo?**

All the MS students of ESSEC are invited to a meeting at the beginning of the school year. The current Stratngo team then presents the association, objectives and needs. Interested students need to show their motivation and apply to a position into the association. The best candidates will be invited for an interview, and the current team will debate in order to choose the new team.

■ **Who can apply?**

Every MS student can apply!

■ **What can we get from Stratngo? How can I use it in my professional career later on?**

There are plenty of opportunities inside the association: for future consultants, they could work in a real mission during 6 months. Students interested in a career in general strategy could be involved in project management or management, marketing, communication, r&d, finance in working for transversal functions or in become members of the board. Stratngo works as a real consulting firm. We are demanding as we work with real clients. Stratngo is an excellent opportunity to practice what students learn during their course. They could develop their leadership skills and gain new competencies. It is very valuable, and the recruiters look for this kind of an experience. Stratngo Consulting on your resume is a great value-addition: an association of ESSEC, working as a consultant, who contributes to help societal and environmental NGOs!

CIRCULAR ECONOMY AT MCGILL UNIVERSITY, MONTREAL



RILA and the Bensadoun School of Retail Management at McGill University aimed to tackle the pressing issues surrounding retail and the challenges facing our societies through an innovative retail case competition.

The (R)Tech Global Retail Challenge helps expose students to the issues impacting retail, sustainability and the circular economy. Teams are equipped to find solutions with innovative and forward-looking perspectives. This competition will showcase the future of retail thanks to the next generation of industry leaders, as teams will be responsible for finding solutions to increase young consumers' participation in scalable circular economies for retail and consumer products.

The competition consisted of 6 weeks of design thinking assignments before all 26 teams gathered at McGill University for the finals weekend on November 15-17th, 2018. The Finalists were judged by executives from sponsor companies, together with retail and circular economy experts. While at McGill, there were several workshops and trainings on the subject. Next year they will host the competition again, and it is an excellent opportunity to study retail for those of you interested.

Congrats to the SMIB Students (Alessandra Marson, Marie Lefebvre, Maxime Gregorieff, Jieqiong (Carrie) Yu, & Christian Karam) for making it to the Semifinals of the (R)Tech Global Retail Challenge!

ESSEC ASC (ASIAN STRATEGY CHALLENGE)

This 6-month consulting mission is the best way to put in practice all soft and hard skills needed to become a qualified consultant. Students have to act as a real consulting team, under the supervision of an ESSEC coach, on a mission that is proposed by a company or an economic cluster located in APAC. Both the company and the coach grade the students and can eventually pursue the collaboration through an internship or job offer... This mission is complimentary from the school side, with companies invited to give whatever they want, to contribute to the SMIB development. This year's projects are diverse and reflect students' field of interests.

■ Décathlon



RILA and the Bensadoun the objective of the assignment is to improve the Asian efficiency & effectiveness of the offer range for Snow sports in Decathlon South East Asia.

At this end, we carry out a market study through:

- Developing and launching a survey to analyze, understand and segment the potential customers.
- Analysis of South East Asian destination all along the year.
- Competitors analysis including their ranking according the price and technicality of the products Alban Castellon.

■ WeLinkTalent

ESSEC ACS team is working closely together with WeLinkTalent team for their new HR TECH SOLUTION (Saas) which improves key indicators like cost per hire, time to hire, quality of hire. Our object is to develop a clear idea of potential market and competition and a distribution

strategy to accelerate sales growth. ESSEC ACS team design a qualitative questionnaire to provide a research on how the potential clients manage their internal mobility and internal talent acquisition through interviewing over 30 HRs who is in charge of internal mobility.

PTGEM (IoT)



We are working for PTGEM, a Singapore-based start-up company in the IoT business. They deliver geo-services and 3D-visualization mapping through an open source platform they have developed. After various successful proofs of concepts, they are about to target specific markets to develop their business. In the scope of the ASC, they expect the SMIB students to conduct researches by countries and by verticals to assess their level of maturity about IoT (network infrastructures, number of sensors deployed, big players/projects, etc.). We will then formulate a recommendation on what country/vertical PTGEM should target in priority. We will also discuss their business model and pricing strategy according to the outputs of our research. Our study relied a lot on secondary sources of data, we are about to gather additional information through interviews. We have regular calls for coordination with the COO of the company, asking us to submit deliverables on a regular basis so that we can adjust the focus of our research. Because it is a start up, we must be flexible to find meeting slots that match the changing schedule of the client. We must also constantly formulate the open points (typically: what are the relevant criteria for country scoring, and how to weight them) and ask for clarification to ensure our work is aligned with the company needs. Manon, Raphael & Martin.

NCSC

- Investigate international development opportunities in Europe and China to support activities on these key markets.
- Analyze potential markets and recommend the best options for NCSC's expansion.
- Find, develop and nurture strategic alliances and partnership to maintain a continuous growth for N-Strategy Consulting Services.

Our process for solving these issues was to find:

- key advisor profiles that will bring their expertise to develop NCSC.
- key companies, accelerators and government entities.

We have analyzed the strategic markets for NCSC to find, contact and acquire alliances and partnership which would allow us to establish a foothold on these respective markets

SMIB FOR SMILES 2018-2019

By Saad Chadli & Pranjali Dugwekar



The Cergy team

If today you ask millennials that what was the best time in their life, they would definitely say, "Childhood". You ask them why, they would exclaim, "Because life was simpler back then, we didn't have any responsibilities!"

And that's the truth, right! Life was easy! A typical day started with your parents waking you up, helping you get ready for school, make

breakfast for you, pack your lunch and dropped you to the school. You studied, hung out with your friends, discussed about a sitcom or sport you all watched the previous day, came back home, finished your homework, spent time learning new skills and with family, had dinner and slept. This sounds easy and relatable because we already had what we needed.

But that's not the case everywhere! There are children who work instead of studying to support their family financially. There are children who want to study but cannot because their family cannot afford tuition fees or books or they don't have any school in a 15km radius. Does their life look simpler? Not at all, right!

This year, SMIB for Smiles, our charitable group which was formed in 2011 in Singapore and in 2013 in Cergy, with the motivation of working towards helping the destitute people, has decided to put the emphasis on early childhood and the access to education for hundreds of pupils in France, Morocco and Burkina Faso.

For our first project this year, we formed a partnership with an association "Un Enfant à Dano", which was created to help a former UN Senior Officer who started a school out of his own resources to facilitate the education of children in a poor and rural area of Burkina Faso, Africa. Their major goals for this year were to facilitate the students a good quality books for better learning and to provide them with solar lamps so that they can study at night too. We raised funds in order to accomplish these two tasks.

Our second project is helping the Cours Charles Péguy organization, which is in Parisian suburbs of Sartrouville and belonged to the Fondation Espérance Banlieue. Just like last year, we worked on the expansion of school. Founded in 2012, this is now a huge network of 15 schools, 660 pupils, 11 colleges with 100% attendance. They are where they are because of their unique teaching methodology where teachers plan a student's curriculum based on their level and educational needs. We got another chance of enabling better schooling for children, this time in the South of Morocco. Our team is working in partnership with the association Transaharienne of ISEP school for this project. This association is a branch of Unicef. As part of this project, we organized a collection of school supplies, clothes and toys for children and computer hardware for the pupils and professors of our partner schools in Morocco. The donation will be distributed during a humanitarian trip in South Morocco in April, in which students of SMIB for Smiles will participate. During this trip, teachers and pupils from Moroccan schools will receive computer classes from the students of our two associations. We are a team of students trying to bring change in the life of those in need; though these changes are small, they are significant. And we do it with the help of a passion that drives us all: Let us spread Smiles...!

NOTE



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