



## News from the Classroom

### TURNAROUND - now with Simulation

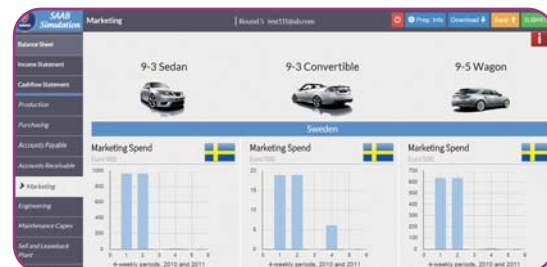
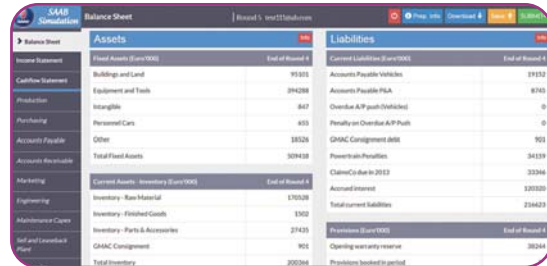
INSEAD's popular elective on "Managing Corporate Turnarounds" recently added a weekend-long SIMULATION module. The feedback from our 200 MBAs taking the class in Singapore and Fontainebleau was unanimous: a valuable experience to round up their year at INSEAD.

After some fine-tuning, the Simulation is expected to find its way into both our EMBA and executive education programmes.



The simulation was developed by a faculty-alumni team from INSEAD after gaining detailed insight into the venerable SAAB Car brand during its struggle with bankruptcy in 2010/11.

The situation at the start of the simulation is dire: sales are drastically down with a projected cash-flow shortfall of more than Euro 100 million for Q1 2011. The students are challenged to show that this company can be rescued by using operational improvement levers to lower costs, reduce cash outflow and negotiate with suppliers & creditors. - The perfect capstone elective to put their MBA skills to the test and prepare them for their new jobs post-graduation.



MODELING IN Progress.

“Excellent experience that drew on many of our former courses and forced us to apply it in a crisis situation”

“I learned a tremendous amount - and the course is in the running for my favorite and most impactful course during the MBA.”

“(...) So much so that I am eager to go out there and apply it immediately”

“Of all the simulations played during the INSEAD MBA, the Saab Simulation has by far the best and most comprehensive interface”