



# PIONEER



## SURVEY THE SCENARIOS

IT COULD HELP YOUR BUSINESS

**AIM FELLOWSHIP STRATHCLYDER OF THE YEAR**  
**ALUMNI BUSINESS SUCCESSES STUDENT CONSULTANCY PROJECTS**

# It's good to be back

► Welcome once again to *Pioneer*. I am pleased to say I am back at the helm of USGSB and my thanks must go to Alf Hatton who took over as acting director during my absence.



There have been several staff changes in that time, with Paul Gunnion, open learning senior editor,

and Muriel McGhee, MBM programme administrator retiring, along with senior lecturer John Bothams. Dr Bill Donaldson, Professor George Wright and Dr George Cairns left to take up new posts elsewhere.

We are sorry to see them go and wish them all the best in the future. Now, we are in the process of recruiting new staff who can add fresh input and dynamism to our academic team.

We are also busy with plans to create new office space in the William Duncan building and hope to have this complete by early next year, in a bid to offer better use of space to both staff and students.

On a personal note, I am particularly glad to be back from convalescence in time to welcome participants joining our programmes this year, and to be at the graduation ceremony in November to see our MBA, MBM and BITS students being rewarded for their hard work.

Professor Colin Eden, director, University of Strathclyde Graduate School of Business

# AIMing high

## MANAGEMENT IN THE SPOTLIGHT

► Two USGSB professors have joined an elite group of 17 UK-based senior business academics charged with the task of improving understanding of management's contribution to organisational performance and the wider well-being of the country.

Professors Chris Huxham and Gerry Johnson have been awarded prestigious fellowships in the Advanced Institute for Management (AIM). Strathclyde is the only Scottish university to be involved in the multi-million-pound initiative, dedicated to management research in the UK.

Funded by the Economic and Social Research Council, AIM's objectives address the current government agenda

on improving business performance.

Professor Huxham will be focusing her research on the performance of organisations in situations of collaboration, partnerships and alliances.

Professor Johnson, author of *Exploring Corporate Strategy*, Europe's best-selling book on business strategy, will be using his three-year appointment to focus on increasing understanding of the management activities involved in developing and implementing major strategic developments in businesses.

He said: "Such investment allows us to focus on areas impacting management in practice. As the only Scottish contingent, our findings will be of relevance and benefit to the Scottish economy, as well as the rest of the UK."

# Strathclyder of Year is great ambassador

► Tuck Wah Wong is Strathclyder of the Year. This is the first time the title has gone to a graduate from Asia, underlining that the Strathclyde community stretches further than the two Scottish campuses.

The award is presented annually to a member of the Strathclyde community who has made an outstanding contribution to the university or society and consequently has enhanced the university's reputation.

Tuck Wah has been a local counsellor for MBA students since 1988. He was the first local counsellor to be appointed to USGSB's overseas MBA, having done an MBA himself at Strathclyde in 1983 – three years after achieving first-class honours there in engineering. He has taught in every intake of the overseas MBA programme in Singapore since his appointment.

Tuck Wah was chosen for the award because of the work he has done for USGSB and the university outside his normal role as counsellor, and the long and valuable service he has given the School in South East Asia.

He has been an excellent behind-the-scenes operator, pursuing Strathclyde's best interests wherever he may be.

"I'm constantly trying to promote the good name of the university and to ensure that those who earn their MBAs will do likewise," said Tuck Wah.

As a counsellor for human resources and for management, strategy and the international environment, he gives at least twice as many hours of help to the MBA students as



THE AWARD RECOGNISES TUCK WAH'S DEDICATION

he is paid for, and is well-respected by them.

"I feel humbled by this award and am particularly honoured as a graduate of the university on two occasions," he said. "I can testify to it being a place of useful learning, as it laid the foundation for my career and has continued to open doors for me.

"My role as counsellor is as part of a team which helps to deliver useful learning to those on the MBA programme. I facilitate the learning from theory into practice and vice versa.

"Over the years, I've had opportunities to consult across national boundaries, sit on boards and be elected onto committees looking into economic and labour issues at a national level. That broadens my outlook and thought process."

The Strathclyder of the Year is presented with a silver trophy contributed by the Old Boys' Club of Allan Glen School, and Tuck Wah is travelling to Scotland to receive it at this month's graduation ceremony.

## and...

### ► WINNING PAPER

Professors Colin Eden and Fran Ackermann have won the Graziadio Business School/Pepperdine Award for the outstanding paper at the Academy of Management conference in Seattle, which took place from August 1 to 6 with the theme of Democracy in a Knowledge Economy. The paper is entitled *Powerful and Interested Stakeholders Matter: Their Identification and Management*.

This is now the fourth award from the US Academy of Management in the past five years for USGSB academics.

### ► ETIVE REUNION

More than 30 students from the full-time Etive MBA year (1992-93) enjoyed a 10th anniversary reunion in Glasgow over the weekend of June 6.

After a drinks reception at the business school on the first evening, the celebrations continued the following night at a Park Circus property owned by one of the Etive year. Fine food, champagne and dancing followed.

The next day saw a more sedate lunchtime meeting for the group at the Tron to complete the weekend.

### ► FORESIGHT CONFERENCE

Building on the success of the 2002 conference, the second International Conference on Organisational Foresight is to be held at USGSB from August 26 to 28, 2004.

The first conference produced a book entitled *Managing the Future*, to be published by Blackwell, and a special edition of *Futures*.

In this Strathclyde conference series, the organisers are looking to explore ways in which private, public sector and voluntary organisations make sense of their environments and of themselves in order to cope with the uncertainty of the future.

USGSB centres, the Centre for Scenario Planning and Future Studies and the Centre for Strategic Learning and Knowledge will host the conference.



STRATHCLYDE IMPRESSED INQUISITOR JEREMY PAXMAN IN THE FIRST ROUND OF THE TV QUIZ

# Are you up to the challenge?

► Jeremy Paxman is known for his cynical, doesn't-suffer-fools-gladly, attitude to politicians – and his attitude is pretty similar on the long-running quiz show *University Challenge*. But USGSB researcher Aidan McQuade succeeded in impressing the hard-hitting broadcaster when his team trounced Oxford in the first round of the BBC Two programme.

St Hugh's College, Oxford, reached the quarter-finals last year, but fell at the first hurdle this time and Paxman said Strathclyde played 'terrifically'.

In what was described as a 'nail-biting match' by the BBC, Aidan (MBA Oss), together with Sally Semple, Peter MacDonald and Scott Torrance, humbled their rivals by 45 points in a show filmed earlier this year and broadcast on September 15.

The next round sees the team up against Gonville & Caius College, Cambridge.

The team may have made it look easy against St Hugh's, but could you have done so well? Below are some questions Strathclyde answered correctly.

1: "A visible expression of the business-like, but straightforward spirit which marks this up-to-date movement" was a *Daily Mail* reporter's description of the attire of which British politician in 1934?

2: In physics and mathematics, what name is given to a quantity which requires both a magnitude and a direction to specify it completely?

3: The flag of which overseas territory is a Blue Ensign with a coat of arms featuring a sheep and the Desire, the ship of John Davis who discovered the territory in 1592?

4: The Zmutt, The Hornli, The Lion and The Furggen are the major ridges of which alpine mountain?

5: Which effect may be described as the production of an electrical voltage when a material is under mechanical stress or vice versa, in other words the production of a mechanical force when a voltage is applied, and is often used to convert mechanical or acoustic signals into electric ones, for example in microphones?

6: Beating Katherine Hepburn's record of 12 Oscar nominations, which actress received her 13th nomination in 2002, when she was in the running for Best Supporting Actress for the film *Adaption*?

7: The official name of which of the United States concludes with the words 'and Providence Plantations'?

8: The national flag of which country features the British Blue Ensign and a stylised representation of the Southern Cross constellation, displaying four stars?

Answers: 1 Oswald Mosley; 2 Vector; 3 The Falkland Islands; 4 The Matterhorn; 5 Piezoelectric effect; 6 Meryl Streep; 7 Rhode Island (The State of Rhode Island and Providence Plantations); 8 New Zealand.



# SCENARIO PLANNING CAN BENEFIT ALL BUSINESSES, NO MATTER HOW SMALL, SUGGESTS RON BRADFIELD

Companies, governments and communities today have to deal with larger-scale, more complex and systematically interwoven problems than they have at any time in the past.

As the business environment changes and business conditions become increasingly ambiguous and confusing, the response is to batten down the hatches. This is currently much in evidence, as businesses curtail investments, slash operating costs, rein in expenses and cut prices. That's a recipe which has traditionally worked for organisations of all sizes, and the assumption is that what worked before will work again.

### Revenue streams

Cost control and management are essential in every business, but on their own they are insufficient to allow companies to survive and prosper. They may, at best, slow the haemorrhage of loss, but will not lead to new business ideas, new business opportunities or new revenue streams.

### 10 TIPS

- Realise not everything stays constant and the future may not be 'business as usual'.
- Allocate a few hours each month to talk about what is happening in your marketplace.
- Allocate regular time to plan for the future.
- Establish a core planning team with a cross-section of expertise.
- Get the support of top management.
- Choose someone other than the CEO/director to act as facilitator.
- Consider bringing in an objective third party to help with scenario planning.
- Identify and comprehend possible threats to your business.
- Encourage a free flow of ideas and diverse points of view.
- Be ready for change.

What's required for business success is a forward-looking, open-ended and creative approach to strategic thinking. Adopt an open view of the future business environment and challenge the inertia and pitfalls of traditional business-as-usual thinking. Managers need to develop a sixth sense, and a vehicle to move in this direction is scenario planning.

Modern scenario planning originated with Herman Kahn, a defence analyst at the RAND Corporation in California. In the late 1950s, he wrote nightmare scenarios for the military, exploring possible ways nuclear weapons might be used by hostile nations. He left RAND in the mid-1960s, founded the Hudson Institute and expanded the scope of scenarios to areas outside military strategy.

The concept of scenarios spread to consulting establishments such as SRI International and Batelle, and organisations such as Royal Dutch/Shell which, through the work of Pierre Wack, produced the first widely-documented scenario planning success story.

After the 1973 oil crisis, the scenario methodology grew rapidly in popularity and, by the early 1980s, half of all US Fortune 1,000 industrial firms were reported to be using scenario techniques in one form or another. Interest in scenarios waned in the 1990s, but, since the turn of the millen-



### SO WHAT ARE THE BENEFITS OF SCENARIO PLANNING?

It is an extremely 'fluid' methodology, in that it can be shaped according to the nature of the terrain in which it is to be used, and requires no costly computing capability. With a relatively short learning curve, it does not require the addition of an expensive professional planner to the management ranks.

Obsolete assumptions which may be deeply ingrained in the business are forced to the surface to be dealt with and, as a result, it promotes organisation learning.

It provides a framework within which organisations can scan, encode, update and understand the future as it unfolds.

It emphasises thinking about the future in a way that highlights the thinking process rather than the bureaucracy of planning. The emphasis is not on extrapolative forecasts, but on making sense of the dynamics, patterns and trends that will shape the future business landscape.

nium – for obvious reasons, perhaps – there has been a resurgence of interest in scenarios.

You may think only large businesses and organisations can benefit from, or afford, the luxury of this technique. It's a common perception within small to medium-sized enterprises (SMEs) that scenario techniques are complex, costly and require a significant investment in management time.

### Not only multinationals

This perception is reinforced by the fact that the best-known proponent of scenarios is the Royal Dutch/Shell Group and most of the literature on the subject tends to discuss scenarios in the context of large international institutions and national governments.

However, scenario planning is just as crucial to small business success. Scenario work that is significantly less resource intensive – yet equally interesting and useful – can be done within SMEs.

"Scenario planning isn't rocket science," as Peter Schwartz, president of Global Business Network and former head of scenario planning at Royal Dutch/Shell, has often said.

There are many definitions of scenarios, but common to almost all is that scenarios are hypothetical in nature – they include an initial state in the present and a terminal state at some predetermined date in the future, and they describe a sequence of actions, consequences and events, which are conditionally or causally related, between the initial and terminal states.

The significant departure of scenario planning from conventional long-term planning models is that scenario methodology assumes it is neither useful nor possible to forecast the future and therefore does not attempt to present the future as a single point, but rather as a range of plausible alternatives.

Scenario projects with multinational companies generally take more than six months and involve numerous interviews, several workshops, discussions with experts and significant research efforts.

Projects of this nature are obviously beyond the scope of most SMEs, but USGSB's Centre for Scenario Planning and Future Studies, for example, has undertaken a number of scenario projects with a range of SME clients. They include a consultancy firm, a local further education college, an engineering services provider and a video production company.

Although all these businesses were well-established, there was a common disquiet about what they saw as an increasingly uncertain and confusing business environment. Heightening the unease was the fact that all were contemplating significant investments and seeking reassurance they were doing the right thing.

### Structured approach

The consensus from the companies we worked with was that the value of scenario planning was not in the end product – the scenarios themselves – but in the structured approach to thinking about the future business environment.

All client teams indicated the process had resulted in new and valuable perceptions of how the future might unfold – and a better understanding of what was happening in the business environment. Smaller businesses should not rely on the belief that everything around them will remain constant. Everything changes continually. SMEs should, perhaps, consider engaging in scenario planning about once a year if the industry is fast-paced.

Smaller businesses can benefit from scenario planning as the process focuses attention, often dramatically and persuasively, on a larger range of possibilities that need to be considered in planning for the future.

At the same time, scenarios enable managers to identify and experience potential upheavals in the contextual environment before they actually happen. That allows managers to develop policies better adapted to the emerging business environments than their competitors'.

# LOOKING TO TOMORROW



QUESTION TIME



YVONNE MALTRY IS MARKETING AND SALES CONSULTANT AND TRAINER AT INTERTEAM-SWITZERLAND IN NICARAGUA

Yvonne, when did you do your MBA?

As a fan of Scotland, I chose to come to Glasgow to study and studied full time for a year, graduating in 2000. The year was an experience I would not have missed.

What did you enjoy most?

Getting to know 80 people – and in that way get closer to more than 30 countries around the world – was a fabulous thing. I also particularly enjoyed the strategy-building and general management parts of the course.

Tell us how your life has changed since you graduated

I love change. I consider myself a generalist and find it challenging doing different things – hopefully, not too many at the same time!

After graduating, I spent two years in a leading Swiss management school as a consultant for in-house management training.

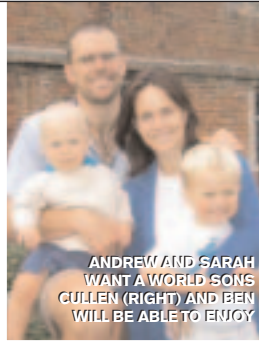
A strange twist of fate brought me to Nicaragua. A colleague wanted to go abroad and I accompanied him to an information event about Interteam-Switzerland. He didn't take up the chance to go with that organisation to do development work in Nicaragua, but my partner and I did.

So what do you do in Nicaragua?

My official task is to support Nicaraguan non-governmental organisations (NGOs) as a consultant and trainer in marketing, sales and general management.

My main client is the Fundación Centro Nacional de la Medicina Popular Tradicional ISNAYA.

ANDREW SHOESMITH WAKES UP A MARKET FOR SLEEPER FURNITURE AND AFRICAN TRAVEL



ANDREW AND SARAH WANT A WORLD: SONS CULLEN (RIGHT) AND BEN WILL BE ABLE TO ENJOY

AFRICAN SELECTIONS HAS BUILT UP AN ATTRACTIVE RANGE OF FURNITURE

Business idea comes out of Africa

► A visit home to Zimbabwe gave Andrew Shoemsmith the inspiration for his new business venture, African Selections. Now based in Kent, England, Andrew retails carefully-selected African products for the home and garden in this 'bricks and clicks' business, helped by his wife Sarah.

Products include railway sleeper furniture, Zambesi teak furniture, African ceramics, fabrics, sculptures and batiks. African Selections can also arrange vacations, incentive trips and holidays to southern Africa.

Andrew (Oss, 2001-2002) and Sarah were brought up in Zimbabwe and spent 'many fantastic years' in Harare and later Victoria Falls, where they lived and worked with the people who have now become their friends and who supply products for African Selections.

"A trip home to Victoria Falls

found me having a few drinks with old friends," said Andrew.

"One owns Savanna Wood – now my principle source of railway sleeper furniture – and I was telling him what I'd learned about the internet from my time with a small business, Totcars, as well as what I'd learned from the MBA. I offered to promote his products.

"The next day he called to say he was prepared to send me a container load of furniture on a consignment basis.

"I then called some of my old contacts from the days when I ran a portfolio of businesses in Victoria Falls and, to a greater or lesser extent, I've managed to get similar arrangements for African sculpture, ceramics and Tonga door furniture.

Father-of-two Andrew says when he started the MBA he was hoping to pursue a career in the

leadership field, but by the time he had finished, he found his real interest was in new venture creation and running his own show.

"Until recently, I admit to being quite sceptical about the value of the MBA," he said.

"It was a massive investment for me – as a family, we ploughed all our savings into it, we borrowed to live for the year and it was a huge strain, as we had a nine-month-old, Cullen, when the course started and Ben joined us during the final exams. Talk about a challenging year!

"Now, there's not one part of the MBA that is not useful. Not least, the ability to do a full day's work and then go home and do another day's work at night."

• To find out more about Andrew's products, visit the website at [www.africanselections.com](http://www.africanselections.com)

fuzzywords

GET DEFUZZED IN OUR FOURTH STROLL THROUGH THE JARGON ALPHABET

**foreseeable future:** A nebulous timeframe used by business people when they don't know or don't want you to know what they plan to do next. "There are no plans for layoffs in the foreseeable future." This could mean two days, two weeks or two years.

**ohno-second:** The fraction of time (slightly longer than a nanosecond) that it takes to realise you've just made a mistake of some sort. For example, that moment of horror when you realise you've 'replied to all' in an email you intended for only one recipient.

**pop-under:** A browser window that opens behind your active one. It usually carries an ad and is considered less annoying than a pop-up window, which obstructs the page you've clicked to. This marketing technique annoys you only after the fact.

**thanking you in advance:** A phrase that expresses less-than-sincere gratitude, while assuming you will do what is being requested. Considered an offensive cliché, it continues to proliferate, particularly in business correspondence.

In Dan's world, nothing gets blown out of proportion

► If you are looking for somewhere out of the ordinary to say "I do", how about an inflatable church, wherever you want it? InnovationsUK.com is the company behind the idea, but the production is all down to USGSB alumnus Dan Vandevoorde, the proud owner of X-Treme Inflatables.

Dan has also produced inflatable pop and alcohol bottles, sharks and monkeys – anything, in fact, an organisation requires to market products or events.

Dan's business acumen has paid off – his Belgian branch will have its tenth anniversary next year, while the Dutch branch will mark three years in 2004.

He did Strathclyde's European Management Programme in 1993 and started the Belgian branch of X-Treme Inflatables the following year.

"My studies helped me acquire plenty of skills, from developing a corporate strategy to boosting sales and marketing techniques and giving me an open mind towards the opportunities in the world," he said.

Dan did an internship after his studies with a large multinational, but this only made him decide to shun the world of multinational business and, instead, do his own thing.

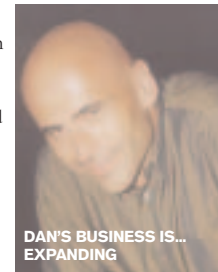
"The Belgian and EU inflatables market was

small local companies importing or manufacturing units, often combined with renting bouncy castles – so it's always been considered a second-class advertising medium."

Dan aimed to change that perception. He put together a multilingual team, each with his or her own specialisation, and quickly developed cold-air inflatables.

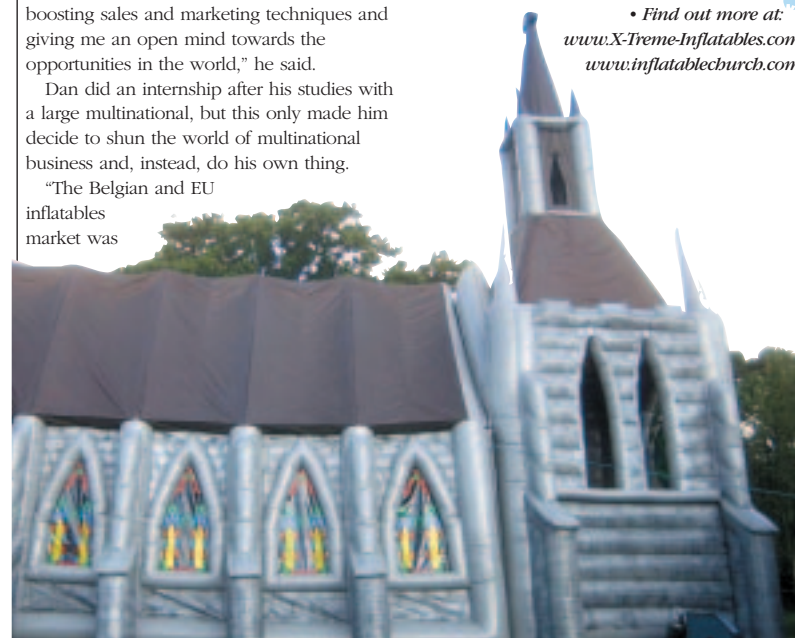
InnovationsUK.com has signed a long-term contract for inflatable churches and Dan aims for market leadership in six EU countries and a network of agents worldwide.

"A high point was when we started to win larger contracts at a European level, such as with Red Bull and the Tour de France project, where we drove the technology further than we could ever have believed."



DAN'S BUSINESS IS... EXPANDING

• Find out more at: [www.X-Treme-Inflatables.com](http://www.X-Treme-Inflatables.com) [www.inflatablechurch.com](http://www.inflatablechurch.com)



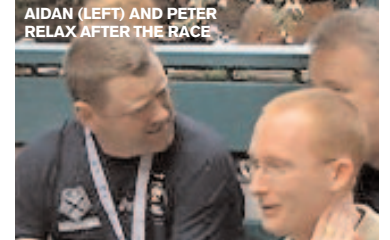
If you have any news or comments contact Audrey Chisholm, Press & Publications Executive, University of Strathclyde Graduate School of Business, 199 Cathedral Street, Glasgow, G4 0QU, or email [Audrey@gsb.strath.ac.uk](mailto:Audrey@gsb.strath.ac.uk)

Running for Africa

► Months of training have paid off for the USGSB running team, with participation in the Great Scottish Run netting £2,300 for an education project in Africa.

Researcher Aidan McQuade (MBA Oss) was one of the runners, and his personal experience as an aid worker prior to his MBA was the deciding factor in where the money should go. Fellow researcher Peter McInnes (MBA More) galvanised the team, ensuring they kept going with the training programme.

The runners, under the team name of The Pensadors – based on the symbol of Angola – took part in either the half-marathon or 10-kilometre race around Glasgow, with many of them running competitively for the first time.



AIDAN (LEFT) AND PETER RELAX AFTER THE RACE

The team's hard work will benefit a project by CCF, an international child-focused humanitarian and development organisation, in the province of Benguela, Angola.

More than 95 per cent of adults in Benguela are illiterate and families can't afford to keep their children supplied with basic text books and writing materials. The funds raised will help build a school extension, as well as buying books and training teachers.

Money is still needed to take the project forward and there is still time to contribute – email Aidan ([aidan@gsb.strath.ac.uk](mailto:aidan@gsb.strath.ac.uk)) or Peter ([peter@gsb.strath.ac.uk](mailto:peter@gsb.strath.ac.uk)) for details of how to do so. More information is available on the intranet at [www.intranet.gsb.strath.ac.uk](http://www.intranet.gsb.strath.ac.uk).

# Everyone benefits from MBA projects

## CONSULTANCY WORK

GENERATES BUSINESS INSIGHTS FOR STUDENTS' ORGANISATIONS

► The project at the end of the MBA course is a useful component of the programme for students, allowing them to put into practice what they've learned. But it's equally valuable for the participating organisations, as they gain a valuable three-month consultancy report on a chosen area of their business.

Here, we profile three of the projects of this year's full-time MBA course and

get the feedback from one of the organisations.

• Our students have a wide range of work experience before embarking on the MBA programme. Your organisation could also benefit from their skills and knowledge – contact Irene Aitkenhead Taylor ([Irene@gsb.strath.ac.uk](mailto:Irene@gsb.strath.ac.uk)) if you would like to find out more about how you and your company can get involved with USGSB.

## Government-funded organisation

► Ishbel Morrison chose not to take the corporate route and instead approached a government-funded body for her project.

She initially contacted one of her lecturers from her undergraduate studies at Strathclyde, who has a business on campus, and he steered her toward an organisation, of which he is non-executive director.

This government-funded body was set up to assist the marketing of recycled materials, with the aim of helping to meet European targets for recycling. When Ishbel approached the agency, they quickly found a project she could work on.

She said: "My brief was to investigate the market potential for a new foam-glass construction material made from recycled glass, which could potentially divert materials from landfill. The client saw my involvement as a good opportunity, since they would have had to do the work themselves at some point and this brought the timing forward."

## Royal Bank of Scotland

► As an alumnus, John Needham knows first-hand the quality of those on the MBA programme. A part-time course graduate from 1994, he is now deputy director of the Royal Bank of Scotland Group in charge of account management operations, and approached USGSB this year with a general idea for a project on performance measurement.

Paul Beaton, David Pickering and Diego Stupia were interested in both the project and working for a large organisation. They put forward a joint proposal and it was accepted. For the past three months, the team has been looking at the quality of service in the back office.

Paul said: "We've been looking at measurement of service quality. A lot of research has been done on the front office and what's different about our project is that we've been looking at it from the 'back office' perspective. This is important, as the back office is really the engine room of the bank."

The full-timers have been appraising the system of measurement of tasks behind the scenes of the bank group, such as processing account applications and setting up standing orders.

The idea was that if this is running well, it will have a positive impact on the front office and improve customer satisfaction.

The team got a lot out of the project, putting theory in action, David reckons.

"We've just spent a year in the safety of the classroom," he said. "But, for the project, we've gone right into the heart of a business, working with the staff four to five days a week at head office, with access to key personnel. By doing so, we got to see all the things we've



ROYAL BANK OF SCOTLAND'S HEAD OFFICE

learned on the MBA actually in practice and working together."

Diego said: "It made everything come alive and, for us, was the strongest part of the MBA."

## Company view

► "This has proved to be a mutually beneficial exercise," said John Needham. "RBSG provided the students with a challenging and rewarding project and they've produced an insightful and thought-provoking report. Customer service is, in my view, the most important competence for any financial services organisation for differentiating them in a fiercely competitive market.

"There's an acute shortage of academic research in this area, which has served to heighten the importance of the research conducted here. The recommendations are practical and relevant and I fully intend pursuing their implementation."

## Radisson SAS

► Radisson SAS opened the doors to its Glasgow hotel in November 2002, providing Mayank Arora, Tanuj Garg and Smita Ramakrishna with an ideal subject.

"We thought that, as a new hotel in Glasgow, the Radisson would be looking for a clear long-term direction, as the hotel market in Glasgow is becoming hyper-competitive," explained Tanuj, who went on to make a call to the general manager. After a meeting, the hotel agreed to take part in the project.

"Creating a competitive strategy is about establishing differences, creating new strategic positions and making trade-offs. To succeed, you need to own a place in the market. To own a place, you need to articulate it. Our premise was to recommend a long-term competitive positioning strategy for the hotel," said Tanuj.

The team concluded that a thorough industry and competitor analysis would be invaluable to the hotel and made strategic recommendations on how it should position itself for sustainable competitive advantage.

"We helped Radisson identify some key issues it was facing, or likely to face, in the foreseeable future and come up with implementable strategies.

"The general manager has informed us that the issues and recommendations raised by us were duly considered during their day-long meeting to discuss the business plan for the next financial year," said Tanuj.