

# IE multimedia learning materials

Martin Rodriguez – Director IE Publishing  
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[www.iepublishing.ie.edu](http://www.iepublishing.ie.edu)

## Collection

More than 300 materials in English and Spanish

## Category of materials

Multimedia case studies

Tutorials & technical notes

Simulations and games  
(single player and multi-player)

Interactive graphs

Others



Since 2001

Experimenting with new possibilities:  
gamification, VR & AR new type of cases...

Monitoring all the stages of the  
production process + role of IE Professors

When applies, adding value to  
paper based case studies



High level of  
interaction and pursuing  
innovation

Face to face &  
blended programs

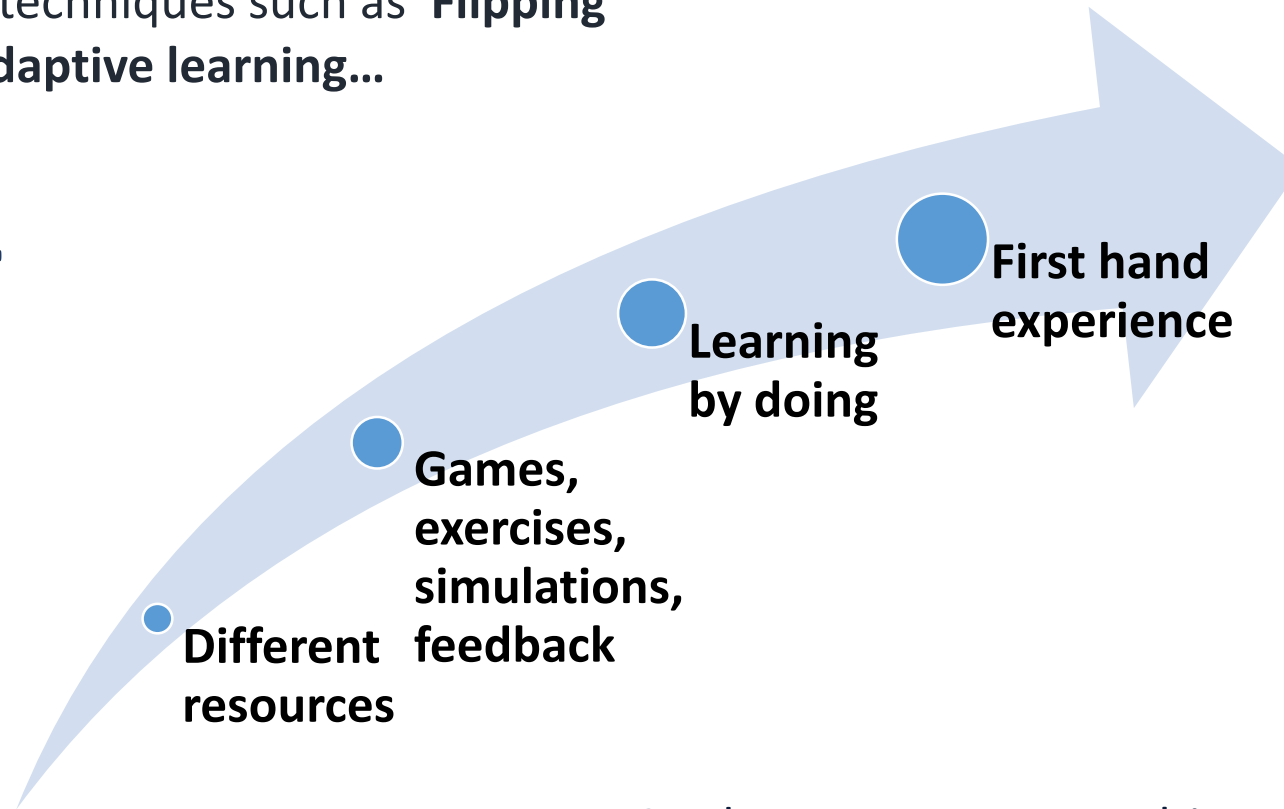
Case study methodology  
but also a self-study approach

# Advantages of using multimedia documentation

Better **time management for professors**, relevant content in classes, encourage students to make decisions...

Include different techniques such as **Flipping the classroom, adaptive learning...**

## Professor



## Student

Students: Increase of **commitment, interest and motivation.**  
**Better understanding of concepts.**

Designed for business schools **students and programs.**

Students want more multimedia materials.  
**Very positively evaluated.**

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## Interactive graphs

## Others

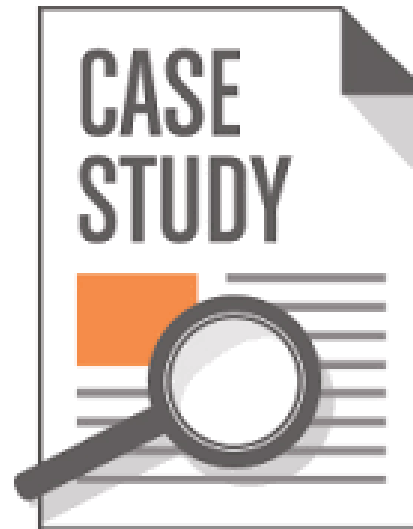


## How to use multimedia cases in class

Multimedia case studies incorporate:

- Videos & Interviews
- Interactive timelines
  - Animations
- Graphs and Maps
- Decisions to make
  - Exercises

Our goal is to improve students' understanding of the situation and dilemmas, immersing them deeper into the scenario and greatly improving engagement.




Use the multimedia case before the class or actually during the class session



**Useful Tips**

A good multimedia case means they have to be interactive and engaging

See our collection:  
[www.iepublishing.ie.edu](http://www.iepublishing.ie.edu)

**IE PUBLISHING**  
Meeting needs, building knowledge

OUR PRODUCTSFOR EDUCATORSFOR COMPANIESCONTACTABOUT US

**SEARCH**

**IE PUBLISHING LAUNCHES ITS ONLINE SALES PLATFORM**

We at the IE Publishing department are proud to announce the launch of the new online sales platform for educational materials, hoping to improve and ...

[+ READ MORE](#)

Browse our

### ACADEMIC AREAS

ECONOMIC ENVIRONMENT	STRATEGY
ENTREPRENEURSHIP	INFORMATION SYSTEMS & TECHNOLOGIES
OPERATIONS & SUPPLY CHAIN MANAGEMENT	FINANCIAL ACCOUNTING
FINANCE	ORGANISATIONAL BEHAVIOUR
HUMAN RESOURCES	COST ACCOUNTING & MANAGEMENT CONTROL
MARKETING	OTHERS

Highlighted

### BUSINESS CASES AND SIMULATIONS

[VIEW ALL THE BUSINESS CASES >](#)

**CREATION & DEVELOPMENT OF THE AQUARIUS BRAND**  
MK1-160-M

**DESCRIPTION:**

This multimedia case shows the complete process of brand creation, construction and management. Comprised of the steps that must be taken in the process, tools and strategies for communication, and the types of decisions that must be faced when...

ACADEMIC AREA:  
MARKETING

FORMAT: MULTIMEDIA  
LANGUAGE: SPANISH

TYPE OF PUBLICATION:  
CASE STUDY

**THE ENTRY OF AIRBNB IN SPAIN**  
DE1-217-I

ACADEMIC AREA:  
STRATEGY ENTREPRENEURSHIP MARK...

FORMAT: PDF  
LANGUAGE: ENGLISH

TYPE OF PUBLICATION:  
CASE STUDY

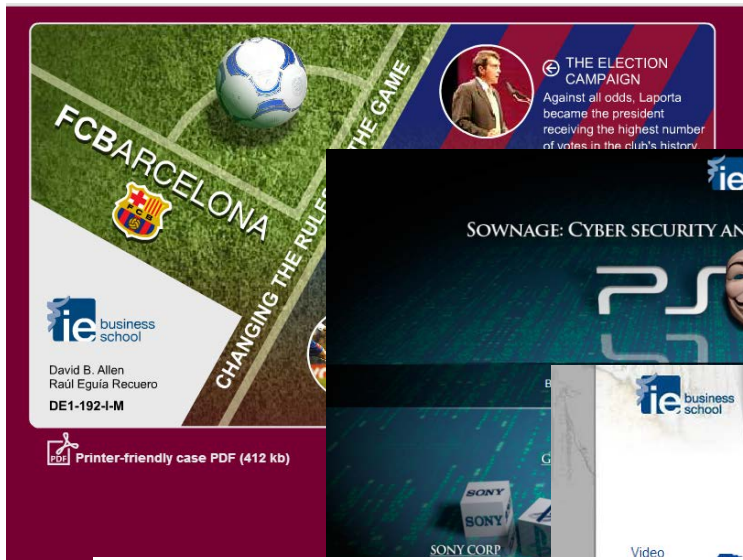
**DISRUPTIVE INNOVATION AT BBVA**  
SI1-147-I-M

ACADEMIC AREA:  
INFORMATION SYSTEMS & TECHNOLOG...

FORMAT: MULTIMEDIA  
LANGUAGE: ENGLISH

TYPE OF PUBLICATION:  
CASE STUDY

# Enriched Multimedia Cases



**FC BARCELONA**

**CHANGING THE RULES OF THE GAME**

**THE ELECTION CAMPAIGN**  
Against all odds, Laporta became the president receiving the highest number of votes in the club's history.

ie business school

David B. Allen  
Raul Eguia Recuero  
DE1-192-I-M

Printer-friendly case PDF (412 kb)



**SOWNAGE: CYBER SECURITY AND BUSINESS CONTINUITY**

ie business school

**TRANSPARENT OIL**  
PETRO INDUSTRY GOES SOCIAL

NG1-120-I-M  
Author: Conchita Galdón

This case is a role play negotiation

The teaching outline is as follows:

Video



**ie**

**IKEA® COMMUNICATION STRATEGY**

This case details the history of IKEA's communication strategy in Spain from its beginnings in 1996. The case is structured into four parts and it is recommended that you follow the order of the main menu.

enter

Code: MK1-132-I-M  
Author: Carmen Abril Barrie  
Estimated time of interactive case: 15 min.



**Francisco González at BBVA**  
Leading through Principles, Innovation and People

ie | BBVA



**ie business school**

**IBERIA**  
Autora: Rosario Silva

Comparación entre modelos de negocio  
Iberia Líneas Aéreas

En Septiembre del 2005 el Consejo de Administración del Grupo Iberia tenía previsto reunirse para discutir la necesidad de una reorientación de su estrategia. El avance de los operadores de bajo coste (OBC) en España, no sólo amenazaba el posicionamiento de Iberia en el mercado europeo sino también en el mercado nacional.

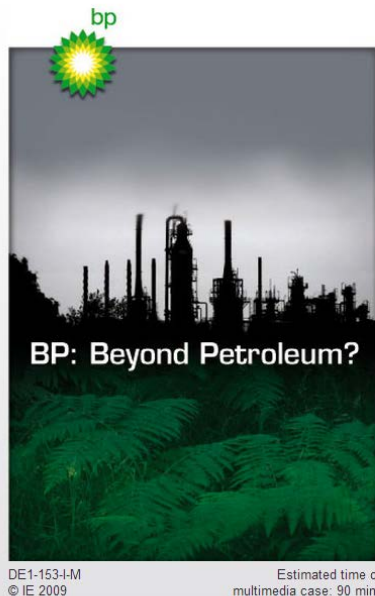
En los últimos años, los directivos de Iberia habían acometido importantes cambios estratégicos para hacer frente al nuevo entorno competitivo. Principalmente se habían enfocado en conseguir una mayor eficiencia y en consolidar su liderazgo en el mercado Europa-Latinoamérica.

Las cuestiones que se planteaba el presidente de Iberia en aquel entonces eran las siguientes: ¿Cómo el crecimiento de las compañías de bajo coste estaba afectando a Iberia? ¿Qué alternativas estratégicas tenía Iberia para hacer frente a esa amenaza?

video corporativa

¿Qué una  
ce un análisis  
ado del caso  
b)

tiempo: 60 min. © IE 2009



**bp**

**BP: Beyond Petroleum?**

DE1-153-I-M  
© IE 2009

Estimated time of multimedia case: 90 min.

In 1997, John Browne, British Petroleum's (BP) recently installed CEO, faced an oil industry plagued by low prices and low profit margins, with even the largest competitors facing significant financial problems. At BP, Browne was asked to head up a regional vertically integrated oil company with a significant size disadvantage and no apparent way to differentiate itself. Browne soon decided that BP would have to become a global oil industry giant – and the world's first green petroleum company.

Authors: David Allen and David Bach.

- A Brief History of BP
- Structure and evolution of the oil industry
- Climate Change
- John Browne's Strategy
- Crumbling Enthusiasm

Printable version (396 kb)

whether you want  
sol or Oxfam. I  
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profile.

situation from y  
id fill out the wc  
e negotiation.

Direct  
advoca



**BBVA**

VIDEO

1%

**ie | NOVARTIS**

**Novartis. Commercial strategy for success**

Authors: Claire Bastien and Teresa Serra

The case illustrates the rather original leaders characterized by constant innovation and change world. Leadership, as exerted in this organization integrity and good ethics, constant innovation. Furthermore, the bank's strategic orientation is just solely through acquisitions.

The data presented in the case study reflects  
DE1-166-I-M Estimate



**ie | NOVARTIS**

**Novartis. Commercial strategy for success**

Authors: Claire Bastien and Teresa Serra

The end of 2007 was a crucial time for Novartis Spain, with the expectation that Pricing & Reimbursement would be granted by the Spanish Drug Agency for four new brands in the hypertension and diabetes markets.

These launches posed a challenge for the Spanish Division as the Novartis Corporation was facing a reengineering related with a drastic decrease of revenue due to the withdrawal by the FDA of a medicine in the US market and two big earning brands facing generic competition.

As of this moment, you have been designated advisor to the Sales Manager of Novartis in Spain. As such, you are in charge of developing the new sales strategy, as well as designing the sales force to confront the challenges the company is facing. Interactive tools will help you to design the sales force structure, however, it is important to consider the costs of increasing the sales force, the cost of promotion and the benefits obtained by adopting the different measures. (\*)

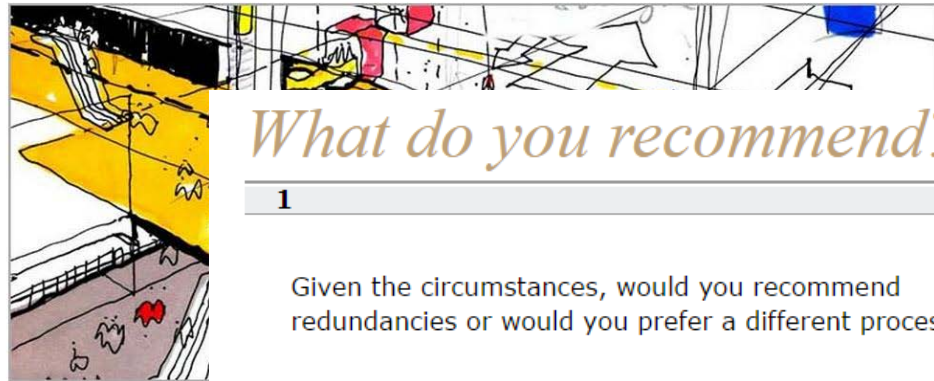
enter

Videos to support you in your new role

- Company presentation.
- Initial situation.
- Marketing in Novartis.
- Selling to doctors in the sector and

## ROGERS STIRK HARBOUR + PARTNERS

Author: Kate Marks & Ignacio Alvarez de Món



### What do you recommend?

1

Given the circumstances, would you recommend redundancies or would you prefer a different process?

- ☐ Recommend redundancies
- ☐ Recommend a different process

3

Please rank the following factors (**where 1 is the most important and 7 the least**) when deciding how to select those employees to be made redundant.

- ☐ Performance
- ☐ Salary level
- ☐ Hierarchical position in the studio
- ☐ Function in the studio (architect or support staff)
- ☐ Number of years in the company
- ☐ Contribution to specific future development
- ☐ Transferable skills

next

It was February 2009 as thought as he cycled home meetings with his Partners outcome was right, they was going to have to make just the start.


So many questions remained, who would be affected? How would the whole thing work? Was it possible to undertake this process with sensitivity whilst keeping within the UK's rigorous employment law framework? Where to start.

All of the Partners including Richard, knew this this would be one of the most testing times for the Practice.

Rogers international Over the and away America designing office, re retail, civ

Case: Rogers Stirk Harbour and Partners

*Students analyze the case and have to develop the redundancy plan through a number of decisions*



ROGERS STIRK HARBOUR + PARTNERS

RH1-147-I-M

CLASS STATISTICS

TIMELINE

REACTION TO EVENTS

Please select a class to see the associated breakdown of results below. To see an individual student's report click on "List of students" on the right hand side and then select the student.

Past

GMBA-EN-BL,SEP-2014 S2 ,IV

refresh

List of students ▶

Class

GMBA-EN-BL,SEP-2014 S2 ,MANAGING PEOPLE AT WORK

Total students in this section

19

Students sending decisions

19

Please select a question to see the breakdown of students' answers.

1

2

3

4

5

6

7

8

9

Given the circumstances, would you recommend redundancies or would you prefer a

Students

Recommend redundancies

16

Recommend a different process

3

15.8%

## Case: Rogers Stirk Harbour and Partners

Professors get the information from their students and it is presented through a dashboard

Please rank the following factors (where 1 is the most important and 7 the least) when deciding how to select those employees to be made redundant.

• Performance

2.4

• Salary level

5.1

• Hierarchical position in the studio

5.1

• Function in the studio (architect or support staff)

3.8

• Number of years in the company

5.6

• Contribution to specific future development

2.7

• Transferable skills

3.4

# Enriched Multimedia Cases

ie business school

RH1-147-I-M

ROGERS STIRK HARBOUR + PARTNERS

CLASS STATISTICS | **TIMELINE** | REACTION TO EVENTS | THEORETICAL MODELS

Please select a class to see the associated breakdown of results below.  
To see the report of an individual student click on List of Students on the right hand side and then select the student in question.

Presen ▼ Select class refresh List of students ▶

Class  
No class selected...

Total students in this section	Students <b>sending</b> decisions	Students <b>not sending</b> decisions
0	0	0

## Case: Rogers Stirk Harbour and Partners

*Different videos to show according to the decisions previously made by students or according to the debate*

This section shows reactions to the redundancy process and provides insight into the e  
Click on the videos below to watch an analysis of the process.

**Amanda Darbon**  
Can you describe the redundancy process?

see video

**Amanda Darbon**  
What internal and external support was there during the process?

see video

**Amanda Darbon**  
Who conducted the process and what was your own involvement?

see video

**Tracy Meller**  
Was the process fair?

see video

This section shows reactions to the  
Click on the videos below to watch a

**Amanda Darbon**  
Can you describe the redundancy process?

see video

**Tracy Meller**  
Was the process fair?

see video

From a financial perspective, how was the process carried out?



ctions of employees:

**Ian Birtles**  
From a financial perspective, how was the process carried out?

see video

**Tracy Meller**  
What was your perception of the morale in the office?

see video

**Ivan Harbour**  
How were the design teams reorganized after the redundancies?

see video

What could have been handled differently?



Tracy Meller, Associate Partner and Recruitment Manager

**Ian Birtles**  
What effects were there afterwards on employee morale?

see video



## ROSA VAÑÓ AND CASTILLO DE CANENA





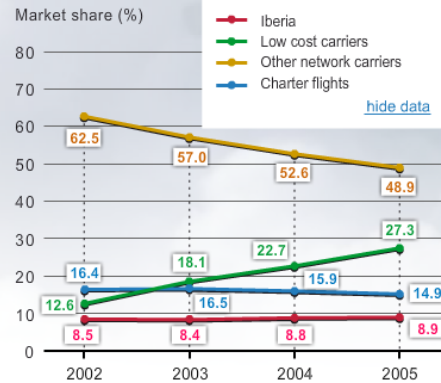
It was the night of Rosa Vañó's 50th birthday and she was about to celebrate the occasion with her family. As she was preparing for the party, her mind drifted back to the same day 10 years ago when she made one of the most important decisions of her life - Rosa left behind a brilliant career at Coca-Cola to join the family business in the olive oil sector. Her brother, Francisco, had done the same, leaving behind a career in banking to accompany Rosa on this new adventure.

Rosa began to reflect on these last 10 years, remembering why she had made the initial decision, thinking about her personal achievements and those of the company during this time and finally contemplating some of the major challenges that lay ahead.

# Enriched Multimedia Cases



Evolution of the market share Spain-Europe  
Transported passengers out of total number of passengers



## Different interactive resources

Interactive graphs  
Animated timelines  
Exercises

Aedas

RESEARCH IN PRACTICE

THE COMPANY RESEARCH IN PRACTICE PROJECTS PORTFOLIO MANAGEMENT HOME

CHOOSE A PROJECT

CHOOSE SCOPE

CHOOSE USERS

CHOOSE FUNDING

YOUR CHOICE

P1 - Amazing Envelope  
Following the success of the Al Bahar Towers project, Aedas has been commissioned with a new mixed-use tower in the Middle East. The tower will feature an amazingly reactive envelope with a completely new concept. The project is aesthetically daring and spectacular and would confirm Aedas' leadership in bespoke innovative design.

P2 - Modeling Complexity  
Aedas is developing new strategies to understand the way people behave in crowded places, such as railway stations and stadiums, for a big project in Southern Europe. The design teams need to understand the way people behave, move and evacuate in world-class venues. Similar to Xrall video.

P3 - House Builder  
A Chinese modular construction company has approached Aedas to help them design their next line of prefab houses. Every element will be manufactured and assembled in a mechanical way so Aedas would need a much automatized design system, leveraging BIM in a way that allows them to integrate stock, client orders and website. Similar to Vita video.

...How does your choice relate to the current presence of Aedas Offices and Projects in the world? What impact do you predict R&D will have on the overall success of these endeavors?...



## DF1-131-I-M

An international valuation is developed in this case, in which a Spanish company is interested in acquiring a Chinese company.

In this valuation, in addition to applying the valuation procedure for cash flow discounts, you must also take into account other important aspects such as future fluctuations in the exchange rate.

After arriving at a price for the Chinese company, the Monte Carlo model is applied to the following variables: exchange rate, country risk premium and sales. In this way you will be able to get the various valuations that will, as a result, provide the range of probable equity values for the profitability of the transaction.

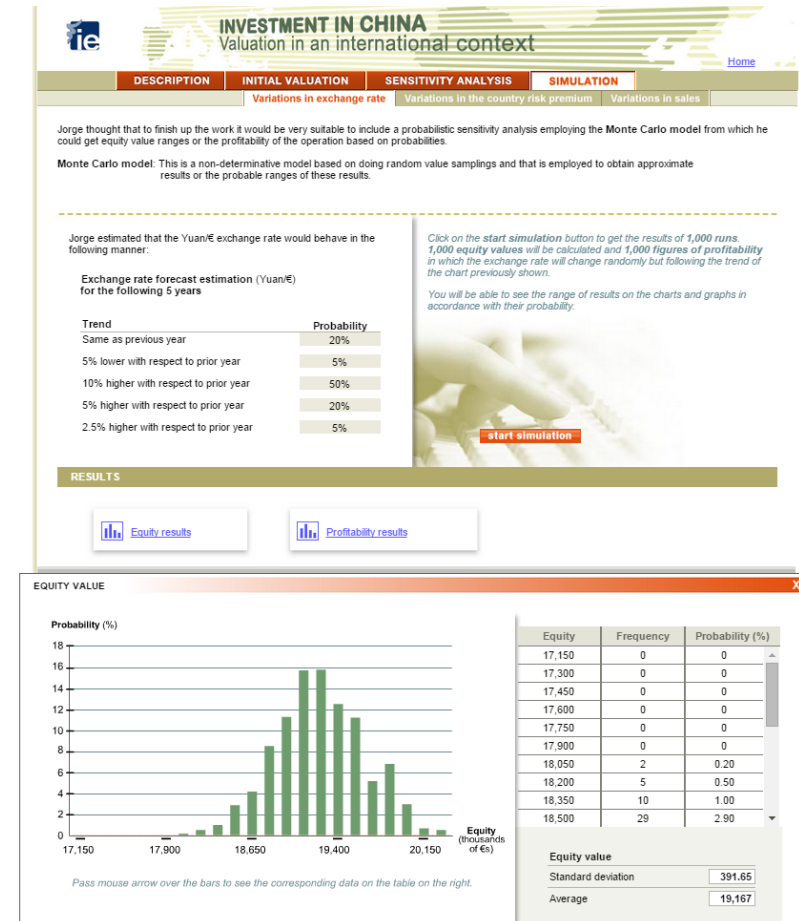
Author: Francisco López Lubián

enter

Estimated time: 60 minutes

© IE 2008

## Case for finance



## Tutorials & Technical Notes

- Videos & interviews
- Animations & explanations
- Exercises with feedback
  - Interactive graphs

In order to assimilate theoretical knowledge students are offered an array of different interactive tools, technical notes and tutorials.



## Optimal Capital Structure



### Optimal capital structure

Author: **Javier Vega**

This technical note presents in a simple way the concept of optimal capital structure of a company. It is important to know about this theme since the company's value and the profitability of the projects that a company may carry out can be improved if it achieves such an optimal financial structure in which the capital costs may be minimal.

### Weighted Average Cost of Capital (WACC)

Before diving into the material, we would like to invite you to watch the following animated presentation about Weighted Average Cost of Capital.

[start](#)



Company

### Presentation by author



**Javier Vega**  
Professor of  
Financial Management  
IE Business School

In this video Javier Vega, author of this multimedia note, gives us some reflections on a company's need to go into debt. This will serve as a starting point for understanding the concept of optimal capital structure.

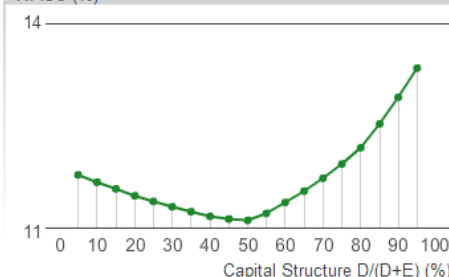
### Interactive graph

It is the finance director's responsibility to get the necessary resources for a company's operations by selecting from among the available sources of finance. It is very important to get the optimal financing structure when the time comes to maximize the company's value and its projects. When valuing the capital structure, you must always look at possible ways to improve it since minimizing the Weighted Average Cost of Capital constitutes a source of value creation.

In this interactive graph you will be able to visualize the optimal capital structure. **Drag** the controls to see the effects of the different variables on the WACC. You can also **directly enter values in the black spaces** to do the **exercises** and resolve the **practical case** given.

### Weighted Average Cost of Optimal Capital

WACC (%)



Cost of debt

low

Tax Rate(%)

30 35 40 45 50 **35**

Risk free Rate (%)

3 4 5 6 7 **5.5**

Risk Premium (%)

4 6 8 10 **8**

Asset Beta

0,6 0,8 1,0 1,2 **0,8**

### Data and calculation chart

D (D+E)	D E	Cost of debt (%)	Equity Beta	Equity cost	WACC (%)
5	0.05	4.90	0.84	12.24	11.784
10	0.11	5.00	0.89	12.61	11.675
15	0.18	5.15	0.94	13.03	11.577
20	0.25	5.20	1.00	13.50	11.476
25	0.33	5.35	1.07	14.03	11.394
30	0.43	5.47	1.14	14.64	11.317
35	0.54	5.58	1.23	15.35	11.244
40	0.67	5.67	1.33	16.17	11.174
45	0.82	5.85	1.45	17.14	11.136
50	1.00	6.05	1.60	18.30	11.116
55	1.22	6.55	1.78	19.72	11.217
60	1.50	7.12	2.00	21.50	11.377
65	1.86	7.62	2.29	23.79	11.544
70	2.33	8.10	2.67	26.83	11.735
75	3.00	8.55	3.20	31.10	11.943
80	4.00	9.00	4.00	37.50	12.180
85	5.67	9.60	5.33	48.17	12.529
90	9.00	10.20	8.00	69.50	12.917
95	19.00	10.80	16.00	133.50	13.344

### Exercises

[Practical case](#)

Calculate the WACC value for a company whose D/E ratio is 0.25 and with the following conditions:

Tax Rate: 35%  
Risk free Rate: 4%  
Asset Beta: 0.75  
Risk Premium: 7%  
Indebtedness rate: average

Fill in the spaces and click on check.

D/(D+E)  % WACC  %

[check](#)

What is the optimal capital structure for a company competing in this market?

Tax Rate: 40%  
Risk free Rate: 5%  
Asset Beta: 0.8  
Risk Premium: 8%  
Indebtedness rate: average

Fill in the spaces and click on check.

D/(D+E)  % WACC  %

[check](#)



SI2-107-I-M

Big Data

## BIG DATA

Authors: José Esteves & Josep Curto Díaz

WHY BIG DATA?

### DEFINING BIG DATA

In a 2001 research report, Gartner analyst, Doug Laney, defines challenges and opportunities as being three-dimensional: in terms of (amount of data), velocity (speed of data in and out), and variety (data types and sources). This definition is the precursor of what we now call Big Data.

Since Big Data is a novel concept, there is not yet a formal definition. It is easy to find many slightly different opinions, but all of them are common and highlight the generation of value from complex data.

*The image to the right is interactive. For more information on the different spheres and their overlapping areas.*

DEFINING BIG DATA

ECOSYSTEM

USES

TRENDS

Disney amazon.com

WHY BIG DATA?

DEFINING BIG DATA

ECOSYSTEM

USES

TRENDS

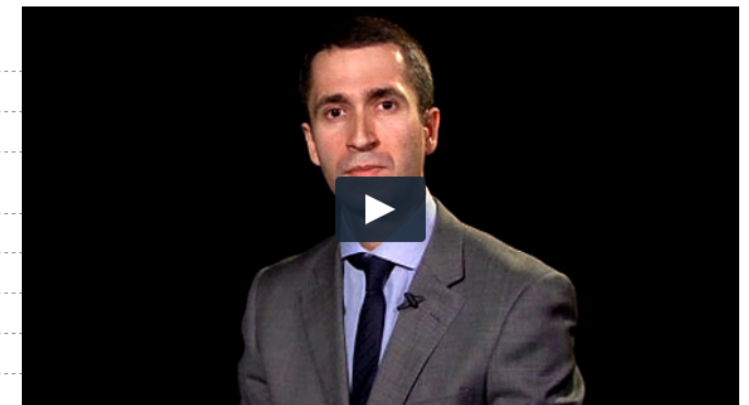
TRENDS

### TRENDS

Big Data is a new technology which is constantly evolving. In the following video you can see Professor Josep Curto Díaz (data consultant and expert) discussing the topics listed below.

*To jump to a specific topic in the video just click on any of the items on the list. If you wish to watch the whole video just click on play.*

- > Big Data Trends
- > Big Data Maturity
- > Beyond Hadoop
- > Big Data / Business Intelligence / Business Analytics Convergence
- > Analytics Everywhere
- > Analytic App Stores
- > Data Visualization & Storytelling
- > Conclusions



Josep Curto Díaz, IE Professor; Information Systems & Technologies

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## Interactive graphs

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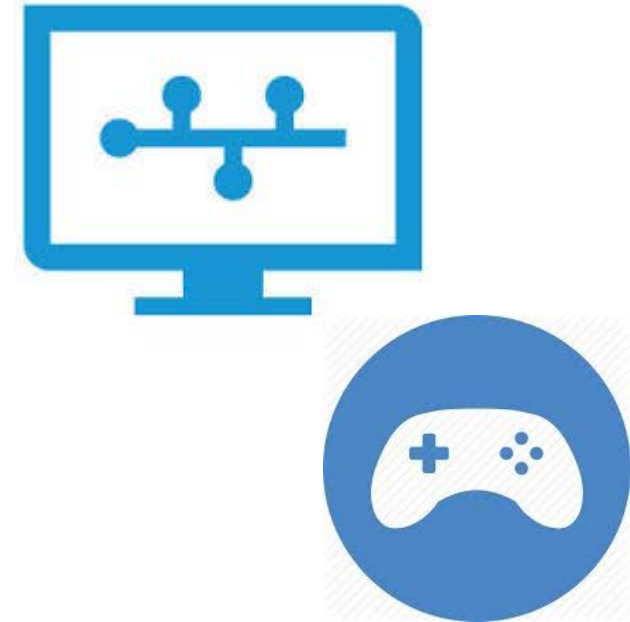


## Simulations & Games

- Single-player or multi-player
- Encouraging decision making and risk taking in a controlled environment
- Using different elements such as Interaction, rounds and rankings
- Collaboration and competition
- Have fun while learning!

¡Fostering the active learning approach in business education!

Tell me and I'll forget, teach me and I may remember, involve me and I will learn."





D01-111-I-M

**masters series madrid**



**MUTUA MADRILEÑA**  
**MASTERS MADRID**

D01-111-I-M

**Authors: Ángel Díaz, Jesús**



*masters series madrid*

[HOME](#) | [HELP](#)

## MANAGEMENT

## BUDGET

CURRENT BALANCE € 2,500,000    LOANS € 0    COLLECTIONS € 0    PAYMENTS € 0

LOANS € 0

COLLECTIONS € 0

PAYMENTS € 0

BUDGET AVAILABLE € 1,750,000

1,750,000

NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	MASTERS	Months
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	---------	--------

Support for the sale of boxes	[f]
Support for the sale of sponsorship	[f]
Support for the sale of stands	[f]
Ad. campaign. Creativity and design	[f]
Press Advertisement	[f]
TV. Advertisement	[f]
Radio Advertisement	[f]
Outdoor Advertisement	[f]
Ad. in specialized magazines and webs	[f]
Press conference to introduce the tournament	[f]
Actions to guarantee presence in TV news	[f]
Actions to guarantee presence in the press	[f]
Actions to guarantee presence in radio news	[f]
Invitation to sports, cinema and TV stars	[f]

[illegible]

NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP MASTERS Months

Sale of tickets	[f]
Sale of boxes	[f]
Sale of stands	[f]
Sale of public sponsorship	[f]
Sale of private sponsorship	[f]

[illegible]

In this chapter you will find the construction of the different series that constitute the Masters Series.

- Main court
- VIP area
- Master Town

# Simulations & Games (single – player)

## World Oil Prices. An economic approach



### WORLD OIL PRICES: an economic approach

EC1-115-I-M

This case is designed to introduce students to the basic tools of supply and demand, and to observe and predict how they operate in a real market that is constantly grabbing headlines: the global petroleum market. The movements of world oil prices between 1970 and 2013, depicted in this case, reflect shifts in the supply and demand curve for oil that were produced by historical events.

Please remember as you move through the case that some events may cause only one of the two curves to shift, but that other events may affect both of them, sometimes in opposite directions.

As you read each event, analyze carefully what its impact could be on tastes, expectations or related prices for consumers (demand); and how it could affect production costs, technology, expectations and the number of sellers (supply). Once you predict the curve shift, you can forecast the impact of the event on the market equilibrium price.

Author: Gayle Allard

© IE 2013

© IE 2009

enter

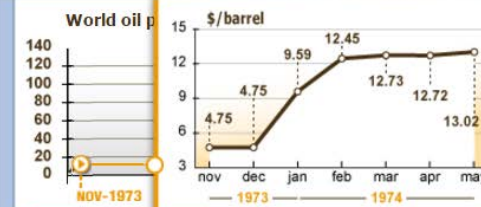
Estimated time of mu  
case: 45 minutes



### WORLD OIL PRICES: an economic approach

Help Home

see all events



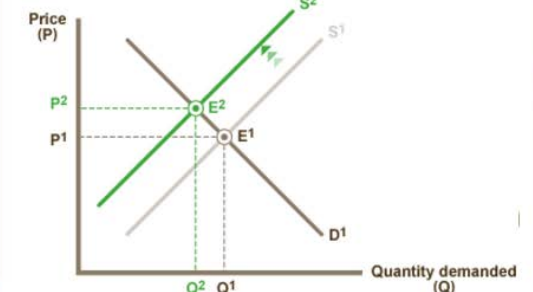
#### Correct!

By not selling to major economies such as the United States, the U.K. and Japan, effectively OPEC reduced world supply, causing a shift in the supply curve to the left ( $S_1$  to  $S_2$ ).

The equilibrium price rose as a result from  $P_1$  to  $P_2$ . The cut in production in November, of approximately 25%, led to an increase of more than 100% in average prices, raising them from under the \$5 mark in 1973 to over \$13 by May 1974. Since OPEC countries at the time represented most of world output, a common strategy by all members gave them a huge influence over world markets.

To reduce their reliance on petroleum-based products, many developed countries began implementing energy saving initiatives and investigating alternate energy sources after this first oil price shock.

#### Supply and demand analysis (World oil market)



# *Simulations & Games (multi – player)*



*Using a number of devices in the classroom!*



# Simulations & Games (multi – player)

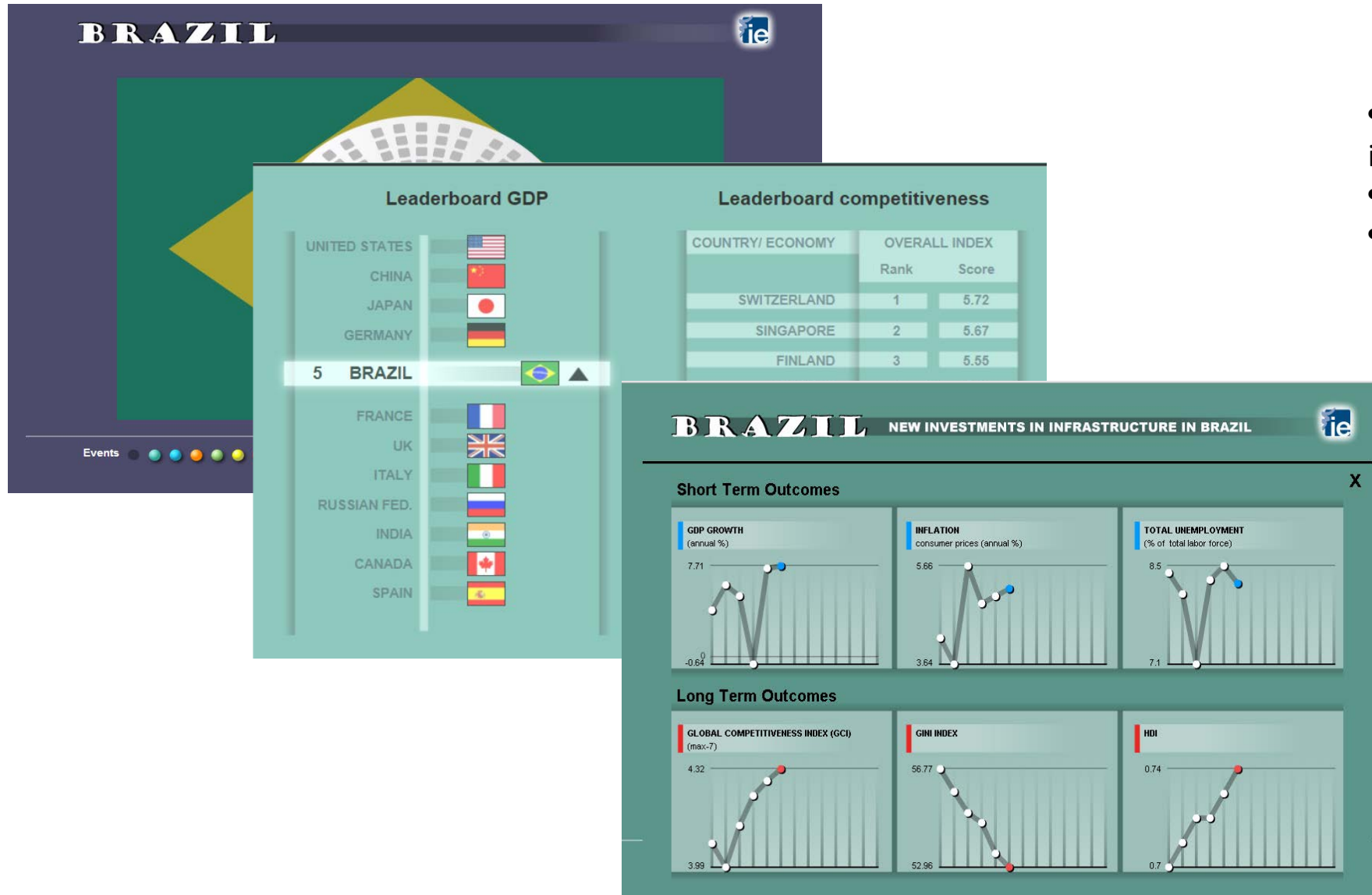
## 10 Downing Street

The screenshot displays the '10 Downing Street' simulation interface. At the top, the 'ie business school' logo is on the left, the title 'The Dilemma' is in the center, and '10 Downing Street' is on the right. Below this, the username 'usuario\_prueba' is shown. The main section is titled 'TURN 1' with a progress bar showing turns 1 through 6. A 'QUESTION' box states: 'A leading U.K. bank is suffering major liquidity problems and is close to collapse. Such a collapse could have severe repercussions for the U.K. banking systems.' Below the question, three options are presented, each with a large letter, a portrait, a name, and a description:

- A** Harriet Montgomery: Do nothing. Select ☐
- B** Tom Edwards: Quietly lend money to the bank to cover up the incident. Select ☐
- C** Sarah Reynolds: Act transparently - inform the public and provide an immediate bailout. Create a government fund to help other banks in trouble. Select ☐

A red 'vote' button is located at the bottom center of the interface.

# Simulations & Games (multi – player)



## The Brazil Simulation

- Short term and long term indicators.
- Economic Country Analysis.
- Trade off – long term / short term:
  - NEW INVESTMENTS IN INFRASTRUCTURE IN BRAZIL.
  - INDEPENDENCE OF THE CENTRAL BANK.

# Simulations & Games (multi – player)

## The Pricing Simulation

Alliance Airlines vs European Wings:  
Playing the Pricing Game

ie Alliance Airlines vs. European Wings  
Playing the Pricing Game

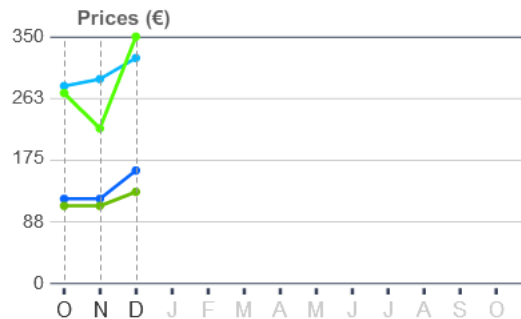
Martin Rodriguez Simulation: DEMO OEB 2011

Logout JAN Instructions Analysis Decisions

Overview Prices Demand Market Share Revenues Capacity Utilization Financials

Choose one of the categories: ☒ Weekday ☐ Weekend

→ MADRID - LONDON



ie Alliance Airlines vs. European Wings  
Playing the Pricing Game

Martin Rodriguez Simulation: Prueba Marzo 2011

Logout JAN Instructions Analysis Decisions

You have 8 planes.  
You have to set the price in every text box. Once you have made your decisions, click on 'Next month'.

→ MADRID - LONDON

	Economy class	Business class
Weekday	130	350
Weekend	150	350

Planes \* 3

→ MADRID - IBIZA

	Economy class	Business class
Weekday	120	160
Weekend	120	165

Planes \* 2

→ MADRID - BRUSSELS

	Economy class	Business class
Weekday	160	220

→ MADRID - LONDON



Prices in December

	Alliance Airlines	European Wings
Economy class		
Weekday	130 €	160 €
Weekend	150 €	180 €
Business class		
Weekday	350 €	320 €
Weekend	350 €	320 €

[Demand distribution](#)





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