

**JEAN-CLAUDE LARRECHE**  
**Alfred H. Heineken Professor of Marketing, INSEAD**

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**AREAS OF EXPERTISE**

Professor Jean-Claude Larreche's current work is concentrating on "Momentum Leadership", aiming at the creation of sustainable growth through the integration of three capabilities: customer focus, innovation and marketing excellence. It is described in his latest book entitled *The Momentum Effect: How to Ignite Unlimited Growth*. Various aspects of his contributions have been described by others in the following articles and book chapters:

- *Conversations With Marketing Masters*, "Marketing Strategy Master", Laura Mazur and Louella Miles, John Wiley & Sons, Chichester, West Sussex, England, 2007, pages 45-61.
- *Horizon Magazine*, "Professor of Professionals", Andrew Bergman, Heineken International, April 2007, pages 15-16.
- *The Marketer*, "Set the Pace", Laura Mazur, March 2007, pages 15-19.
- *Profit*, "The Tao of Jean-Claude", Blair Campbell, February 2002, pp 44-47

**EDUCATION AND MAIN PROFESSIONAL ACTIVITIES**

1993- present Alfred H. Heineken Professor of Marketing, INSEAD  
1989-1990 Visiting Professor of Marketing, London Business School  
1985-1989 Director of the European Strategic Marketing Institute, INSEAD  
1982- Professor of Marketing, INSEAD  
1977-1982 Associate Professor of Marketing, INSEAD  
1979-1980 Visiting Scholar, Graduate School of Business, Stanford University  
1974-1977 Assistant Professor of Marketing, INSEAD  
1971-1974 Ph.D., Graduate School of Business, Stanford University.  
Major areas of study : Marketing and Information Systems  
1970-1971 Teaching Assistant INSEAD, Management Science  
1969-1970 MBA, INSEAD - With Distinction  
1968-1969 Master of Science, Institute of Computer Science  
University of London - With Distinction  
1964-1968 Ingénieur en électronique, INSA, Lyon

## **DIRECTORSHIPS AND ADVISORY BOARDS**

- 2008 - present Non-Executive Director, Smartpool, London
- 2007- 2010 INSEAD Board, Faculty representative  
1992 -2005  
1983 -1986
- 1984 - present Founder and Chairman, StratX SA
- 1983 - 2001 Non-Executive Director, Reckitt Benckiser plc, London  
(Reckitt & Colman until the merger with Benckiser in 1999)
- 1986 -1990 Member of the Board, The MAC Group, Cambridge USA

## **AWARDS**

- 2008 "4<sup>th</sup> Best Book of 2008", Amazon USA, Business and Investing category
- 2005 Winner, The European Foundation for Management Development (efmd) 2005 Case Writing Competition Category: Entrepreneurship for the 2005 INSEAD case "Arpège: Creative Dining in Paris".
- 2000 "Overall European Case of the Year" Award for the First Direct: Branchless Banking Case Clearing House)
- 1997 "Best Case of the Year" Award for the First Direct case study in Relationship Marketing category, EFMD (European Foundation for Management Development)
- 1996 "Overall European Case of the Year" Award for the Virgin Atlantic Airways case study, ECCH (European Case Clearing House)
- 1995 "Best Case of the Year" Award for the Virgin Atlantic Airways case study in Relationship Marketing category, EFMD (European Foundation for Management Development)
- 1995 "Marketing Educator of the Year" Award, Club 55, the European Community of Marketing Experts
- 1991 "Best Elective" Award, INSEAD
- 1989 "Alumni of the Year" Award, INSEAD
- 1971 -1974 Ford Foundation Fellow
- 1968 -1969 British Council Research Fellow
- 1968 Air France Fellowship

## **MAIN ACADEMIC RESPONSIBILITIES**

2002 - present	Founder and Director of the Customer Focus programme, INSEAD
1996 - present	Director of the HIMAC programme, INSEAD
2001- 2002	Founder and Director of the Competitive Fitness of Global Firms Initiative, INSEAD
1993- 2002	Founder and Director of the Strategic Management of Services (SMS) programme, INSEAD
1993 -1995 1983 -1984 1978 -1979	Coordinator of the Marketing Department, INSEAD
1985 -1989	Founder and Director of the European Strategic Marketing Institute (ESMI), INSEAD
1984 -1988	Founder and Director of the Advanced Industrial Marketing Strategy (AIMS) programme, INSEAD.

## **OTHER PROFESSIONAL ACTIVITIES**

- Chairman, The Marketing Forum Europe, June 2001
- Chairman, The Global Conference on Marketing, MCE, for eight years (1991-1998)
- Chairman, The Sixth International Marketing Conference, Brussels, June 1990
- Member of the Editorial Board of the *Journal of Marketing* (1990-1994)
- Editor, *The Markstrat Educators' Newsletter* (1987-1989)
- Member of the Editorial Board of the *Journal of Experiential Learning and Simulation* (1978-82)
- Member of the Editorial Board of the *Journal of Marketing Research* (1975-79)
- Co-editor of the *Encyclopédie du Marketing*, Editions Techniques (1977-79)

## **EXTERNAL CONSULTING OR MANAGEMENT DEVELOPMENT ACTIVITIES**

**Main area of specialty:** "Momentum leadership", creation of sustainable growth, customer focus and strategic marketing.

**Clients have included:** Alcan, Boeing, British Broadcasting Corporation, British Telecom, Cemig, Christian Salvesen, Citibank, Digital Equipment, General Electric, Heineken, Hewlett Packard, IBM, ICI, ICL, MDM Bank, Merck, Nestle, Nordea, Novartis, Novo Nordisk, Oracle, Partner Re, Pfizer, Polaroid, Randstad, Rank Xerox, Remploy, UBS, Volvo, Zambon, Zeneca.

## **SELECTED RECENT INTERVIEWS AND REVIEWS:**

“Vers la conquête de nouveaux espaces de croissance”, article by O. Du., *Les Echos*, 22 February 2010.

“Nu gælder det om at komme først”, article by Anders Morbak Bruun, *Jyllandsposten*, 21 February 2010, pages 4-5.

“Pour trouver des idées, sortez de votre bureau”, *Management*, December 2009.

“La potion magique de la croissance efficace”, article by Yann Le Galès, 2 novembre 2009.

“Forsta forbrugeren og overvink krisen”, article by Jens Bertelsen, *Borsen*, 21 October 2009, page 6.

“Kunden er kilden til varig vækst”, article by Jens Reiermann, *Mandagmorgen*, 20 April 2009, pages 29-31.

“Crescita continua cavalcando l’onda”, article by Alessio Odi, *Marketing Oggi*, 01 April 2009, page 17.

“Hi-tech e clienti trainano l’innovazione”, article by Franco Vergnano, *il Sole 24 Ore*, 29 March, 2009, page 16.

“Momentum Effect” per innescare i profitti”, *Finanza Mercati*, 25 March 2009, page 8.

“Gilding Lily”, Joanna Breitstein, *Pharmaceutical Executive*, November 2008, Vol. 28 Issue 11, pages 76-86.

“La crise selon Branson”, article The New York Times Syndicate, *Trends Tendances*, 27 November 2008, page 32.

“Creative entrepreneurs can survive the crisis”, article Insead Knowledge, *Economist Intelligence Unit*, 19 November 2008, page 4.

“Governments must allow firms to go bust”, article by The New York Times Syndicate, *Business 24/7*, 19 November 2008.

“Kreativ overlevelse”, *Ukeavisen Ledelse*, article by The New York Times Syndicate, 17 November 2008.

“Lose the Dead Wood”, in *Square Mile*, October 2008, Page 95.

“Doing the right things right”, article by Judie Lannon, *Market Leaders*, Autumn 2008, page 60.

“The Power of Momentum: Companies That Build Their Wave and Ride It”, *Khaleej Times*, 18 September 2008

“Maintaining business success and becoming risk literate reviewed”, John Ling, *The Marketer*, September 2008, page 49.

“The Momentum Effect”, *Soundview Executive Book Summaries*, September 2008, pages 1-8.

“Seminal work in the making”, *Professional manager*, September 2008.

“The Power of Momentum”, *China Daily*, 29 September 2008.

“The Power of Momentum : Companies That Build Their Wave and Ride it”, *Knowledge @Wharton*, 20 August 2008.

“Donnez de l’élán à votre croissance”, *Trends-Tendances*, 21 August 2008, pages 54-55.

“From Markstrat to Momentum Strategy”, *News 90*, INSEAD Alumni Association France, July-August 2008, page 12.

“A downturn is no time to compensate”, article by Andrew Walmsley, *Marketing*, 23 July 2008, Page 13.

“Gaining momentum and new consumers”, Business Book Review, *Boston Sunday Globe*, 6 July 2008, page G9.

“Surviving a Recession”, article published in *Contact*, July 2008, pages 44-45

“Getting the ball rolling and keeping it going”, article by Stefan Stern in *the Los Angeles Times*, 26 May 2008.

“Have the courage to say ‘no’ because less is definitely more”, article by Alan Mitchell in *Marketing Week*, 1 May 2008, pages 24-25.

“An elusive concept for staying on a roll”, article by Stephan Stern in *Financial Times*, Book Review, 1 May 2008.

“Matter of Momentum”, article by Alan Mitchell, *Brand Strategy*, April 2008, page 9.

“Pioneers win profit”, article by Jane Simms, *Marketing*, 26 March 2008, page 16

## **VIDEOS AND PODCASTS**

- The Momentum Effect Series, SoftSkills, USA, October 2008

The Growth Dilemma (3’ 42’’)

Marketing Efficiency (4’ 40’’)

Momentum Strategy (4’ 12’’)

Key Drivers of Momentum Growth (3’ 55’’)

Customer Engagement (3’ 53’’)

Leadership and Internal Momentum (4’ 44’’)

The Insights Pipeline (5’ 52’’)

Power Offers for Momentum Growth (4’ 58’’)

- The Momentum Effect: mobilising brainpower for efficient growth, INSEAD, June 25th, 2008

- Customer Focus: From Promise to Action, INSEAD Podcast N° 16, May 5, 2007

- Is Marketing Malpractice a Crime?, INSEAD Podcast N° 4, October 13, 2006

- Winning Together With Services, Brussels, Video Management, 1995, versions produced in English, French and Dutch

- Winning Together With Services II, Brussels, Video Management, 1997, versions produced in English, French and Dutch

## CASES

- In preparation (completion in 2010): Hyundai USA, Netflix, QlickTech
- “First Direct 2005”, INSEAD, 2006
- “Arpège: Creative Dining in Paris”, INSEAD 2005
- “First Direct: Branchless Banking”, INSEAD, 1997
- “Virgin Atlantic Airways - Ten Years After”, INSEAD, 1995

## BOOKS & REPORTS

- The Momentum Effect: How to Ignite Unlimited Growth, Wharton School Publishing Pearson, London, 2008 (translated in French, Russian, Korean, Portuguese...)
- Marketing Strategy : A Decision-Focused Approach, McGraw-Hill/Irwin, Fourth edition, 2006, with Orville Walker, Harper Boyd, and John Mullins.
- Marketing Management: A Strategic Decision-Making Approach, McGraw-Hill/Irwin, Fifth edition, 2004, with John Mullins, Orville Walker and Harper Boyd.
- Markstrat On Line, StratX, Paris, 2004, with Hubert Gatignon
- Measuring the Competitive Fitness of Global Firms 2002, London, Financial Times Prentice Hall, 2002
- Measuring the Competitive Fitness of Global Firms 2001, London, Financial Times Prentice Hall, 2001
- The Report on the Competitive Fitness of Global Firms 2000, London, Financial Times Prentice Hall, 2000
- The Report on the Competitive Fitness of Global Firms 1999, London, Financial Times Management, 1999
- The MECA Report on the Competitive Fitness of Global Firms, London, Pitman Publishing, 1998.
- MARKSTRAT 3, The Strategic Marketing Simulation, 3rd edition, Southwestern, 1997, with Hubert Gatignon
- MARKOPS : The Simulation for Marketing Training (student edition), New York: McGraw-Hill, 1988. New Edition, Irwin, 1991.
- Readings in Strategic Marketing, Redwood City, California : The Scientific Press, 1989, edited with Victor J. Cook, Jr. and Edward C. Strong. (Completely revised edition of Readings in Marketing Strategy, published in 1982).
- MARKSTRAT2 : A Simulation for Marketing Strategy, Redwood City, California: The Scientific Press, 1989, with H. Gatignon. (Completely revised edition of MARKSTRAT : A Marketing Strategy Game, published in 1977).
- MARKOPS : La Simulation pour la Formation en Marketing (professional and academic editions), Veneux: StratX, 1989. (French translation of the English edition published in 1988).

- MARKOPS : The Simulation for Marketing Training (professional edition), Veneux: StratX, 1988.
- Key Strategic Marketing Issues for the 1990s, Fontainebleau: INSEAD, 1987, with William W. Powell and Hardy Deutz Ebeling.
- INDUSTRAT: The Strategic Industrial Marketing Simulation, Englewood Cliffs, N.J.: Prentice-Hall, 1987, with David Weinstein.
- Marketing Management and Administrative Action, New York : McGraw-Hill, 1983, edited with Harper W. Boyd Jr., and Robert T. Davis.
- MARKSTRAT : A Marketing Strategy Game, Redwood City, California: The Scientific Press, 1977, with H. Gatignon.
- Le Basic: Une Introduction à la Programmation, Paris : Les Editions Eyrolles et les Editions d'Organisation, 1972, 7ème edition 1981.

### **LEADING ACADEMIC ARTICLES (Type “A” journals)**

- “Managerial Judgement in Marketing: The Concept of Expertise”, Journal of Marketing Research, Vol.20, May 1983, pages 101-121, with Reza Moïnpour.
- “STRATPORT : A Model for the Evaluation and Formulation of Business Portfolio Strategies”, Management Science, Vol. 28, No. 9, September 1982, pages 979-1001, with V. Srinivasan.
- “STRATPORT : A Decision Support System for Strategic Planning”, Journal of Marketing, Vol. 45, No. 4, Fall 1981, with V. Srinivasan.
- “A Supportive Application of Management Science to Marketing Strategy Formulation”, Omega, Vol. 7, No. 3, 1979, pages 207-218, with E.C. Strong.
- “Integrative Complexity and the Implementation of Marketing Models”, in R. Doktor, R.L. Schultz and D.P. Slevin, eds., The Implementation of Management Sciences, Special issue of Management Science, Vol. 13, New York : North Holland, 1979, pages 171-188.
- “Constrained Optimization of a University Preference Function”, Management Science, Vol. 24, No. 4, December, 1977, pages 365-377, with D.S.P. Hopkins and W.F. Massy.
- “A Framework for the Evaluation of Marketing Models”, Journal of Marketing Research, Vol. 14, November 1977, pages 487-498, with D.B. Montgomery.
- “Integrating the Computer into a Business School Curriculum”, Decision Sciences, Vol. 5, No. 2, (April 1974), with H.C. Lucas and D.B. Montgomery.

### **OTHER ARTICLES**

- “Momentum strategy for efficient growth: when the sumo meets the surfer”, International Commerce Review, Autumn 2008, pages 22-34.
- “Customer discovery is essential to rebuild Momentum”, Pharmaceutical Commerce, 30 October 2008.
- “Can Advertising cuts start a new momentum for growth?”, The Edge Singapore, 21 July 2008.

- “Gap lacked momentum, so rightly cut TV”, Advertising Age, 23 June 2008.
- “Momentum Strategy”, Strategy, Issue 16 June 2008, pages 12-16.
- “Building Marketing Excellence”, with Mario Castaneda, and Zohra Jan Mamod, Pfeiffer Leadership Annual 2008, Pfeiffer, 2008.
- “Momentum”, World Business, issue n°14, October 2007, pages 12-18
- “Beyond Strategy: Market-based Capabilities”, in Business: The Ultimate Resource, Cambridge USA: Perseus Publishing; London, Bloomsbury Publishing, 2002, pages 87-88.
- “Corporate Leadership in the New Economy”, The Salamander Link, the Magazine of the Insead Alumni Association, France, January 2000.
- “Pan-European Marketing : Combining Product Strength and Geographical Coverage”, in Spyros G. Makridakis, ed., Single Market Europe, San Francisco, Jossey-Bass, pages 99-118 (revised version of “The Battlefield for 1992”).
- “The Battlefield for 1992: Product Strength and Geographic Coverage”, European Management Journal, Vol. 7, No. 2, June 1989, pages 132-140, with Robert Gogel.
- “Le Marketing Stratégique”, in P. Joffre and Y. Simon, eds., Encyclopédie de Gestion, Paris : Economica, 1989, pages 1833-1848.
- “Europe's Key Marketing Issues for the '90s”, International Advertiser, Vol. 1, No. 2, May-June 1988, pages 20-23.
- “On Simulations in Business Education and Research”, Journal of Business Research, Vol. 15, No. 6, December 1987, pages 559-571.
- “Le Marketing Stratégique”, in René Chatain, ed., Marketing Pharmaceutique, Paris : Lavoisier, 1986, pages 562-575.
- “Strategic Astigmatism”, ISSUES, Vol. 2, No. 1, 1985, pages 3-7, with Nick Hamel-Smith.
- “Setting Marketing Objectives”, in Steuart Henderson Britt and Norman F. Guess, eds., Marketing Manager's Handbook, Chicago: Dartnell, 1983, pages 197-211, with Harper W. Boyd Jr.
- “Anticipatory Analysis for New Entry Strategies”, in Spyros Makridakis and Steven C. Wheelwright, eds., Handbook of Forecasting, New York, John Wiley, 1982, pages 387-412.
- “On Limitations of Positive Market Share - Profitability Relationships: The Case of the French Banking Industry”, in Richard P. Bagozzi et al., eds., Marketing in the 80's: Changes and Challenges, Chicago: American Marketing Association, 1980.
- “The International Product-Market Portfolio”, in S.C.Jain, ed., Research Frontiers in Marketing : Dialogues and Directions, 1978, Educators' Proceedings, Chicago : American Marketing Association, pages 276-281, reprinted in Hans Thorelli and Helmut Becker, eds., International Marketing Strategy, New York, Pergamon Press, 1980).
- “The Foundations of Marketing Strategy”, in G. Zaltman and T.V. Bonoma, eds., Review of Marketing 1978, Chicago : American Marketing Association, 1978, pages 41-72, with H.W. Boyd Jr., (reprinted in Sveriges Marknads Förbund, No. 4, 1977, and in Roger A. Kerin and

Robert A. Peterson, eds., Perspectives on Strategic Marketing Management, Boston : Allyn and Bacon, 1980).

- “Les Modèles Quantitatifs de Comportement du Marché”, in C. Pinson, ed., Encyclopédie du Marketing, Paris : Editions Techniques, 1978, with H. Gatignon.
- “Markstrat: A New Approach for Teaching Marketing Strategy”, in B.A. Greenberg and D.N. Greenberg, eds., Contemporary Marketing Thought, 1977, Educators' Proceedings, Chicago: American Marketing Association, 1977, pages 257-279.
- “Multiattribute Functions for University Top Management”, in Recherches en Marketing des Services, Proceedings of an FNEGE Conference, Aix, 1975, with D.S.P. Hopkins and W.F. Massy.
- “Multiattribute Preference Functions of University Administrators”, in Milan Zeleny (ed.), Multiple Criteria Decision-Making : Kyoto 1975, Berlin: Springer Verlag, 1976, with D.S.P. Hopkins and W.F. Massy.
- “A Study of Computer Use in a Graduate School of Business”, Communications of the ACM, Vol. 17, No. 4, (April 1974), with H.C. Lucas and D.B. Montgomery.
- L'Entreprise Moderne, edited by H. Dougier, Paris : Hachette, 1972, author of the Marketing Section of the Encyclopedia.

#### **UNPUBLISHED WORK**

- The Strategic Planning of Financial Institutions, Phase I : A Conceptual Framework, report submitted to the FNEGE, August 1980, with N.O. Brito.
- “La Modélisation en Marketing”, review of main marketing decision models, 1978.
- Outil d'Auto-Diagnostic pour les PMI, work prepared for the Groupement General Interprofessionnel et Inter-Entreprise de Seine et Marne, author of Marketing Chapter, 1977.
- “International Differences Affecting Management Science Implementation”, paper presented at the Institute of Management Science Meeting in Athens, July 1977, with E.C. Strong.
- “The Markstrat Game: Positioning and Segmentation in the Design of a Marketing Strategy”, 5th Annual Meeting of the European Academy for Advanced Research in Marketing, CEDEP, April 1976.

#### **PAST PROFESSIONAL MEMBERSHIPS**

- Fellow, Institute of Directors
- Member, American Marketing Association
- Member, Institute of Management Science
- Member, European Marketing Academy
- Member, Association Française du Marketing