



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



BULL'S EYE HABIT

Ne*x*t Generation Strategies for Success
with live Implementation Sessions

Start Date: 2 November 2022

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**The
Strategy
Academy**

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A Strategic Management Intervention for Hi-Impact Leaders

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BACKGROUND

Success begets success. Traversing the journey between leadership at the “individual” level to that of the “organisation” through programmes like the “**Order of the Phoenix**” and “**PINNACLE**”, the CII Centre of Excellence for Leadership (COEL) has realized the need to sharpen the delivery skills of people in leadership positions, at mid to senior levels, especially in the current context of extreme uncertainties on all fronts caused by the pandemic. The pandemic has accentuated the need to redefine the leadership priorities, where leaders are called upon to get answers to challenges under severe stress in a fast pace.

Enabling deliveries and better strike rates consistently in challenging times requires a very strong strategic orientation. The challenge is to orient the mindset from doing the things right to doing the right things. Improved success rate adds to their confidence to innovate and broadens their perspectives considerably. It allows them to confront never-before situations without hesitation and deliver quickly. This broadens the leadership pipeline of organisations, adding both to their visioning, analytic and execution prowess significantly.

However, adopting and implementing a strategic approach is better said than done.

The key challenges faced by Managers in this regard are :

- Understanding the “concept” of strategy in practical and implementable terms
- Have a full view of the emerging thoughts in strategic management to be able to identify the one that best suits specific organisations
- Full understanding of the “tools” available for analysing various situations and identifying alternative strategic approaches, including available and emerging digital tools and their optimization in application
- The best processes and techniques for “implementation” of the identified strategies

This 8 weeks’ immersive programme titled the “**Bull’s Eye Habit- Next Generation Strategies for Success with live Implementation Sessions**” is designed to help Senior Managers strengthen their strategic management skills required for leading businesses and organizations in a highly competitive and uncertain environment. This programme adds another dimension in the suite of leadership capability interventions being offered by the COEL.

OBJECTIVES

The programme envisages to:

- Improve the effectiveness of Senior Managers to capitalize on the opportunities, while minimizing risk, that has emerged in the present context.
- Encourages Hi-Potential leaders to think differently and act smartly to re-position their businesses and organizations through strategic thinking, making right choices and ensuring laser-precision, accurate execution.
- Help leaders to bring in convergence and adoption of evolving technologies such as AI & ML, Robotics Process Automation, IoT, Cloud services etc, all changing the way business was done even in the recent past.

On successful completion of this programme, the participants are expected to:

1. Understand the concept of strategy and different types of strategy, against the backdrop fast changing environment triggered by COVID 19, geo-political issues, convergence and digitalisation and adoption of emerging technologies.
2. Learn different types of analytical frameworks and concepts required to do strategic analysis and make choices.
3. Appreciate challenges involved in achieving success in strategy implementation.
4. Be up to date in the areas of contemporary thoughts in Strategic Management.
5. Develop a business tool kit with implementation ready ideas for improving their strike rates considerably.



TARGET DELEGATES



SUCCESS

Senior managers with the following profile will find the programme most useful:

- Minimum experience of 12 years.
- Senior Managers with SBU and P&L responsibility, including Regional and Branch Managers.
- Brand and Product Managers.
- Heads, HIPos and Senior Managers of various functions such as Marketing and Sales, Manufacturing, Finance and Accounting, Supply chain management, R&D etc.

PROGRAMME ELEMENTS

This Course design includes:

- a. 18 hours of faculty conducted digital sessions. 12 hours of in- person practical sessions under faculty guidance plus 2 hours of programme end examination.
- b. 32 hours for studying of reading materials to be provided and completion of various take home assignments outside faculty conducted sessions (to be guided and monitored by the Strategy Academy on a regular basis). Various activities under these include study of core and additional reading materials, preparation and submission of individual and group assignments, individual presentations over LIVE Digital platform and virtual syndicate room group discussions outside faculty conducted sessions on cases to be discussed by faculty.
- c. Extensive perspectives from practioners (CEOs and CXOs).
- d. Evaluation, assessment and performance based Certification.

This will imply a total involvement of 64 hours which will take place over a period of 8 weeks.

PROGRAMME DELIVERY

The programme will be delivered using the Smart Learning & Transformation Solution [SLTS], a platform that enables 100% LIVE and 2 Way INTERACTIVE Communication (with LIVE Audio and Video streaming) including conduct of examinations, which is accessible from ANYWHERE on REALTIME basis OUTSIDE working hours. In person sessions would be held at the center.



VALUE PROPOSITIONS



1. Become a Strategic Leader capable of leading and driving change against the backdrop of unfolding emerging future.
2. Acquire State-of-the-Art concepts and practices in the field of Strategic Management.
3. Appropriate pedagogy – comprising concepts and frameworks, case analysis and discussions and sharing of industry practices—all helping participants acquire skills required to analyze, select, and execute strategic choices made.
4. Opportunity for extensive perspective sharing by and with practitioners.
5. In addition to the concepts and practices covered, following additional advantages will accrue to each participant:
 - No use of office time will be needed to attend faculty conducted 100% LIVE and 2-way interactive sessions. These sessions can be attended from ANYWHERE including from homes of participants or from the hotel room (if someone is on outstation visit) except for Module III & IV. (in person).
 - Faculty conducted 100% LIVE sessions can be attended through PC/ Laptop/ Smartphone/ Tab. No special training or IT infra will be needed to attend these sessions.
 - Recording of all faculty conducted 100% LIVE sessions will be available to all participants.
 - All examinations will be online and open book type.
6. Opportunity to apply the learned concepts in real life in company situations under the tutelage and guidance of one of the top Strategy experts of the country.

PROGRAMME SCOPE & COVERAGE

MODULE I (100% LIVE Digital)

Changing world of business and introduction to Strategy

- Changing world of business and why we need to be strategic
- Concept of strategy and different types of strategy
- Strategies for turnaround, consolidation, and growth [2 sessions]

MODULE II (100% LIVE Digital)

Analytical frameworks and concepts

- Industry analysis including industry evolution
- Value chain, resources and capability analysis, organization and culture, and Stakeholders expectation analysis
- Various analytical frameworks – BCG, Directional Policy Matrix
- 3 horizon growth portfolios, understanding uncertainties
- Strategic options, evaluation, and choice, considering suitability, feasibility and acceptability criteria

MODULE III (Face to face in Kolkata)

Contemporary thoughts in strategic management

- Blue Ocean Strategy
- Implications of convergence and digitalization and deployment of emerging technologies
- Different types of Innovation including Disruptive innovation

MODULE IV (Face to face in Kolkata)

Strategy Implementation

- Balanced score card as a tool for execution
- Execution and Change management
- Leadership for achieving outstanding performance

NOTE ON PROGRAMME SCOPE AND COVERAGE

1. programme will provide deep insights on strategy & will be implementation oriented.
2. Use of contemporary cases and examples, specially from the sectors/industry the participants are drawn from.
3. There will be 15 sessions each @ 2 hours divided into 4 Modules as follows:
 - Modules I & II will be delivered over 100% LIVE Digital platform, accessible from ANYWHERE on real-time and Direct2Participant basis (9 sessions).
 - Modules III & IV will be held face to face in Kolkata over 2 days (6 sessions).

Please note -The associated cost of travel and accommodation is not included in the programme fee and hence will be incurred by each nominating company.
4. Group assignments - 3 number.
5. Action Learning Project (ALP) – Individual, around specific topic to be assigned by The Strategy Academy, and company specific.
6. **Walk the Talk**
 - i. Two faculty lounge sessions @ 1 hour each—one in Module I and one in Module II – with Prof Ranjan Das, PhD in Strategic Management from Indian Institute of Management Ahmedabad (IIMA) and a Prof of Strategy at Indian Institute of Management Kolkata (IIMC).
 - ii. **Company specific** and application focused **one special faculty lounge @ 1 hour** per company around one or two core concepts discussed by faculty (**provided the concerned company has nominated 5+ participants**). Such a faculty lounge will also be conducted by Prof Ranjan Das.
7. programme-end Examination.

PROGRAMME EVALUATION & CERTIFICATION

1. A key feature is continuous evaluation of participants based on their attendance, engagement, individual & group assignment in addition to a programme end examination.
2. A joint certification issued by CII-SNCEL and The Strategy Academy Centre for Advanced Studies would be awarded on successful completion.



PROGRAMME DESIGN AND DIRECTION



Prof Ranjan Das has a PhD in Management with specialization in Strategic Management from Indian Institute of Management Ahmedabad (IIMA); he also holds a Master of Science (Applied Mathematics) from Kolkata University.

- Prof Das had written **6 books** and many articles and case studies. He has presented papers in International conferences.
- Prof Das has a total **47 years of experience** (as at January 2022) comprising.
 - ▶ **20 years in industry** during which Prof Das had held such senior positions as General Manager of an MNC and Managing Director of a Joint Sector Company in India.
 - ▶ **27 years in teaching, training, research and consulting** as a Professor of Strategic Management at **Indian Institute of Management Kolkata (IIMC)** (Full time: 1994-2014; Visiting: 2014 onwards) and other business schools.
 - ▶ **14 years** (beginning January 2008 and overlapping with the assignment with IIM Kolkata) as an **Academic and Social Entrepreneur** engaged in developing a Design and Delivery Solution called **Smart Learning & Transformation Solution (SLTS)**, The Complete Transformation Solution and leading **The Strategy Academy**, India's FIRST and only of its kind 100% LIVE and 2 Way Interactive DIGITAL knowledge Delivery Platform {Prof Das is the **Founder Chairperson** of the Academy which deploys SLTS).
- Prof Das has been associated with several academic Institutions of repute: **IIM Kolkata** (Full time: 1994-2014; Visiting: 2014 onwards), The Strategy Academy (2008 onwards), IIM Jammu (2020-23), XIM, Bhubaneswar (Visiting:2020-23), IIM Ranchi (Visiting: 2014-15), IIM Trichy (Visiting: 2015-17), UPH University, Jakarta (Visiting 2015-17) Indian School of Business, Hyderabad (Visiting: 2008-09), Hong Kong University of Science and Technology, Hong Kong (Visiting: 2005-06).
- He served as an **independent director** of several companies in India and currently advises many companies in India and overseas in the areas of Strategy, Entrepreneurship and Leadership.

FACULTY

- Business school faculty knowledgeable about the latest developments in specific areas.
- Subject matter experts from industry sharing their experiences while making strategic choices and driving strategy implementation.

INVESTMENT REQUIRED

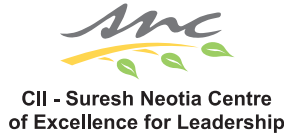
- For **CII Members** : Rs 46,000 +GST per participant
- For **CII Non-Members** : Rs 49,500 +GST per participant

Cost of Case Studies is extra as applicable (they can either be bought for future reference or viewing during the course).

10% discount available on the applicable rates for nomination of more than **3 people** from the same organisation.

Live the Novelty | Feel the Difference | Make an Impact





The **Confederation of Indian Industry (CII)** works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes. Founded in 1895, India's premier business association has around 9100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from around 288 national and regional sectoral industry bodies. With 68 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community. With the theme for 2020-21 as “Building India for a New World: Lives, Livelihood, Growth”, CII will work with Government and industry to bring back growth to the economy and mitigate the enormous human cost of the pandemic by protecting jobs and livelihoods.

The **CII Suresh Neotia Centre of Excellence for leadership (CII-SNCEL)** is part of CII's Integrated agenda of building competitiveness through Centres of Excellence. CII-SNCEL is one of the 9 COEs set up for enhancing development and progress through a diverse range of services. Established in 2009, Centre was initiated with the purpose of serving as a key facilitator of leadership development across various segments of business and socio cultural demographics. CII-SNCEL was conceived on the core belief that the quality of leadership will play a vital role in enabling the 'new India' to succeed in its mission for inclusive growth and competitiveness, and thereby becoming a frontrunner in the global economy. Grooming current and future leadership is top priority for the 'new India' which is characterized by start-ups, first generation enterprises, family run businesses, digital revolution, disruptive business practices, global headwinds and growth of new institutions.

The **Strategy Academy Centre For Advanced Studies (TSACAS)** was set up 15 years ago to act as a catalyst for transforming individuals and organizations to exploit their full potential and assisting them to achieve SUCCESS. The Academy was conceived as a part of an Action Research done by Prof Ranjan Das, Professor of Strategic Management at IIM Kolkata. Prof Das is the current Chairman and Chief Mentor of the Academy. The Academy is India's FIRST Academy that deploys a Smart Learning & Transformation Solution [SLTS] ..The Complete Transformation Solution, that uses the principles of Convergence and Digitalization and delivers on One2One basis faculty-led 100% LIVE classes over 2 Way Interactive Platform [with streaming audio and video feeds] to ANY WHERE in India and the World **More than 50 Indian companies, one University, One MHRD Institute and India's largest industry association** have used the resources and capabilities of the Academy.

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