



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



STRATEGIZING IN **FIERCELY** COMPETITIVE MARKETS

SUCCESS at the Intersection of Leadership and Strategy

INTRODUCTION

In today's fast-paced business environment, leaders and professionals find themselves at the forefront of navigating challenges brought about by technological advancements, global interconnectedness, and ever-changing consumer behaviors. The marketplace is marked by intense competition, disruptive business models, and the constant merging of industries, necessitating a rethinking of traditional approaches.

In the face of rapid innovation and digitalization, a fundamental shift in strategic thinking is imperative. Leaders must embrace an agile and innovative mindset, enabling them to promptly respond to changes and seamlessly convert disruptions into competitive advantages. Navigating the challenges of the modern business landscape necessitates a nuanced understanding of strategic frameworks. Moreover, leaders must possess the capability to execute strategies that foster sustainable growth, drive innovation, and ensure organizational adaptability.

In response to this imperative, the CII Centre of Excellence for Leadership is delighted to announce the flagship learning to address the urgency for strategic evolution by providing insights from industry experts and fostering a holistic learning experience.



OBJECTIVES

The programme aims to achieve the following objectives:

1

Provide participants with a comprehensive understanding of strategic management principles, tailored to the dynamics of fiercely competitive markets.

2

Foster an ecosystem of collaborative learning, enabling participants to interact with industry practitioners, share insights, and co-create innovative strategies.

3

Cultivate a mindset of strategic agility, enabling participants to respond proactively to disruptions, embrace innovation, and drive organizational excellence.

4

Equip participants with a repertoire of strategic tools and frameworks that empower them to make informed decisions that create a sustainable competitive advantage.



PROGRAMME COVERAGE

The programme is structured into modules that comprehensively cover various aspects of strategic management and leadership in fiercely competitive markets:

Module I :

Changing World of Business and Introduction to Strategy

1. Characteristics of fiercely competitive markets and necessity of strategic thinking in competitive markets
2. Introduction to the concept of strategy and different types

Module I :

Analytical Frameworks for Competitive Markets

1. Industry Analysis - I: Economics and nature of competition
2. Industry Analysis - II: Evolution of industries
3. Industry Analysis - III: High-performing organizations and strategy groups
4. Re-segmenting markets and targeting competition
5. Competitive and transient advantages
6. Resources and capability analysis for competitive markets
7. Analytical frameworks-I: BCG, Directional Policy Matrix, 3-horizon growth portfolio, and more
8. Analytical frameworks-II: BCG, Directional Policy Matrix, 3-horizon growth portfolio, and more



Module III :

Different Strategic Moves in Competitive Markets

1. Customer value in B2B and B2C settings
2. Crafting customer-centric strategies
3. Multi-channel engagement and customer experience
4. Strategic pricing and application of game theory
5. Strategies during the recession and economic downturns
6. Competing against low-cost rivals
7. Market-busting strategies and pathways to extraordinary growth and strategic options evaluation
8. Faculty Lounge – I: Q&A Session

Module IV :

Implementing Competitive Strategies and Leadership Challenges

1. [A] Best practices in strategy execution, [B] Execution and change management in competitive markets, [C] Leadership roles in execution
2. Balanced scorecard as an execution tool
3. Strategic leadership – [A] Concept, [B] Three dimensions of strategic leadership, [C] Transitioning from a manager to a strategic leader to run entire business

Module V :

Contemporary Strategic Issues and Managerial Choices

1. Blue Ocean Strategy
2. Disruptive innovation for competitive markets
3. Strategic principles for the digital age
4. Impact of AI, ML and Generative AI on future of work
5. Faculty Lounge – II: Q&A Session



WHO SHOULD ATTEND

This programme on strategic management is tailored to mid-level management professionals who play a pivotal role in driving organizational success. Targeted delegates for this programme are individuals with a strong foundation of practical experience and a desire to enhance their strategic acumen. Participants may include:

1

Middle Managers

Those currently holding middle management positions responsible for overseeing teams, projects, and operational functions.

2

Department Heads

Professionals leading specific departments or functional areas, seeking to align their strategies with broader organizational goals.

3

Project Managers

Individuals responsible for project execution and seeking to understand how strategic decisions impact project outcomes.

4

Team Leaders

Professionals leading cross-functional teams and looking to align team objectives with overall strategic direction.

5

Functional Experts

Those with expertise in specific areas (e.g., marketing, finance, operations) aiming to understand how their specialized knowledge fits into the larger strategic picture.

6

Emerging Leaders

High-potential employees identified for leadership development, looking to gain a comprehensive understanding of strategic thinking and execution.

7

Entrepreneurs and Business Owners

Individuals leading their own businesses or startups, wanting to refine their strategic approaches for growth and sustainability.



THE LEARNING JOURNEY

Online Registration

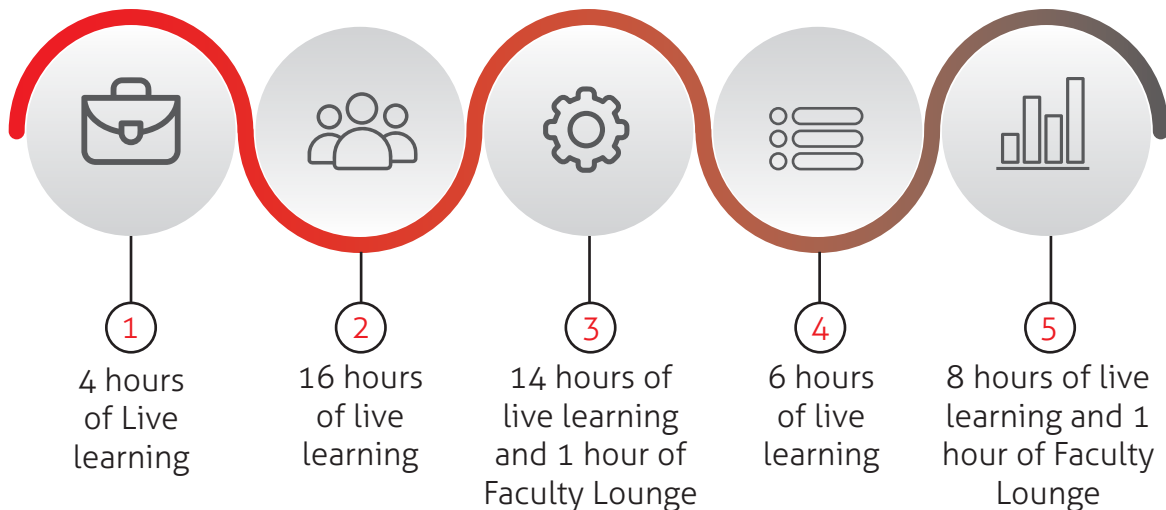
Participants initiate the journey by completing a seamless online registration process, ensuring a quick and hassle-free enrollment.



Launch Call

Following registration, participants embark on a launch call that sets clear expectations, outlines the program structure, and addresses any queries. This interactive session serves as a pivotal starting point for the learning journey.

Module



End-Programme Examination

Evaluation and Certification: Based on the attendance, engagement, individual and group assignment and performance in the programme-end examination.

UNIQUE LEARNING DIFFERENTIATORS

Cutting-Edge Content

Acquire advanced concepts and practices in Strategic Management, finely tuned for navigating fierce markets.

Industry Perspective Sharing

Engage in extensive sharing of perspectives with industry practitioners, bringing valuable insights and real-world relevance to the learning experience.

Recorded Sessions

Access recorded versions of live sessions for flexibility, allowing participants to revisit content at their convenience.

Comprehensive Pedagogy

Experience a robust pedagogical approach, encompassing conceptual frameworks, case analysis, discussions, and industry best practices. Develop practical skills for strategic analysis, selection, and execution.

Seamless Learning

Attend 100% live, interactive sessions from any location using standard devices. This eliminates the need for office hours and travel, providing flexibility and cost savings.

Online, Open-Book Examinations

Experience assessments aligned with real-world decision-making through online, open-book examinations.

PARTICIPATION FEES

For CII Members : Rs. 60000/- + GST per participant

For Non-Members : Rs. 65000/- + GST per participant

10% discount available on the applicable rates for nomination of more than 3 participants from the same organization.



Confederation of Indian Industry



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About CII

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.

About SNCEL

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 10 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.

About The Strategy Academy

The Strategy Academy, set up in 2008, is a knowledge-based Professional Service Organization. The Academy was born out of a conviction. A conviction, that individuals and organizations can create and control their futures and destinies, irrespective of what they are up against, provided they are dissatisfied and impatient with what they are doing currently and possess a clear point of view and ambition to do something big and different in whatever space they choose to be in. The Academy is conceived and created by ProfRanjanDas.

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