

Customer Based Business Strategy

September 6-8, 2018



Executive Education
Indian Institute of Management Ahmedabad

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It is getting harder in today's environment for companies to meet their growth and profitability goals in the absence of an effective business strategy, i.e., a well deliberated choice of paths to get to where they want to. Competitors, both traditional and new age, are disrupting the market, regulators are constantly making new rules of the game and customer expectations are being shaped and reshaped by the choices available to them as well as by their life journeys.

At the heart of an effective business strategy is a clear **“business-market game”**, i.e., a set of integrated and coherent choices of **“Where the business wants to play”** in the market (i.e. choices of which parts of the market to compete in and with what intensity), **“How it wants to play”** (how to play the game to win, taking into account the competitive advantages and dis-advantages the company has) and **“When to play what game”** (sequencing or staging of strategic moves).

Companies who do not have a clear **business-market game** respond to every disruption individually and “follow the market” ending up with pulling themselves in many different directions and incurring increased costs of complexity that eat into profitability. Also in trouble are those companies who have a clear **business-market game which is not customer centred**, but developed around products, technologies and competitors. They end up having to change their business market game frequently as product category boundaries get blurred or newer technology or business models emerge, thereby adversely affecting their ability to compete.

In order to do well in this environment, companies need to have a clear customer centered business-market game and ensure that all the other elements of the business strategy are aligned with it. This is the key area of focus of this programme and it is built around the philosophy that -

“The heart of strategy is not about beating the competitor but about creating value for the customer” (Kenichi Ohmae), and by creating value for the customer, generating wealth for the business.

Objectives

- Enable companies to read all external changes and assess their impact on customers and business strategy.
- Help understand customer centricity and embed it into the strategy development process itself and not just in the downstream execution of functional marketing strategy and sales activity.
- Provide frameworks, tools and methodologies to include the customer in whatever strategy development process the company uses.
- Provide clarity across business domains about frequently used but fuzzy ideas like the customer's role in business strategy, value proposition, market segment and competitive advantage.

Programme Highlights

- Understanding “disruption” and increased competition in terms of changes in customer behaviour, customer-demand structure and implications for business.
- Understanding the business-market game, its link with business strategy and frameworks, tools and methodologies for developing a company's business-market game.
- Customer Based Business Strategy framework, its advantages and how it is different from other supply side or microeconomic strategy development frameworks.
- How can customer centricity be embedded into business strategy frameworks.

Participants' Profile

- CXOs and CMOs, who participate at senior levels in driving the strategy and business planning exercises
- Heads of business units

In B2B as well as B2C organizations. Companies would benefit more from the programme by sponsoring a team of top and senior executives.

Pedagogy

- Faculty led interactive sessions to introduce and explain concepts, tools and frameworks.
- Case study discussions across sectors and contexts to deepen the learning through peer discussion.
- Group work for active peer learning by participants to apply the concepts and frameworks, etc., with, and critique and support by faculty.

Faculty Chairs

- Bijapurkar, Rama
- Dixit, Mukund R.
- Jain, Abhinandan K. (Email: akjain@iima.ac.in)
- Karna, Amit (Email: karna@iima.ac.in)



Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **August 23, 2018**. The last date for Early Bird discount is **August 16, 2018**.

Organizational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

Executive Education

Indian Institute of Management Ahmedabad

Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4461 to 69 and 4472 to 77

Fax: +91-79-2630 0352 (Ex Ed)/2630 6896 (General)

Email: exed@iima.ac.in

Website: www.iima.ac.in/exed

Certificate

A certificate of participation will be issued to the participants at the end, subject to their having attended all the sessions of the programme.

Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests staying with them during the programme.

Programme Fee and Payment

INR 1,15,000 plus 18% GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **August 23, 2018**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organization concerned.

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer:

1. Name of Beneficiary:
Indian Institute of Management Ahmedabad
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad
(IFSC: YESB00000007, SWIFT Code: YESBINBB)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance:
Customer Based Business Strategy
5. IIMA Permanent Account Number (PAN):
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA GST Registration Number:
24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway:

For more information, please visit the respective programmes listed on our website www.iima.ac.in/exed.

Discount

Early Bird Discount: Nominations received with payments on or before **August 16, 2018** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not, however, guarantee acceptance of the application.

Group Discount: Any organization sponsoring four or more participants will be entitled to a discount of 7% on total fee payable provided that at least four participants actually attend the programme. Organizations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organization sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.



Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (equivalent to MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-Year Post Graduate Programme in Management for Executives
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme for teachers in universities and colleges
- Two-Year Online Post Graduate Programme in Management (ePGP)

The Institute has 97 faculty members working in the following management areas and centres:

Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organizational Behaviour
- Production and Quantitative Methods
- Public Systems Group

Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Management in Agriculture
- Centre for Management of Health Services
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Ravi J. Matthai Centre for Educational Innovation

Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा
भारतीय प्रबंध संस्थान अहमदाबाद

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