



# Creative & Cultural Businesses Programme

August 18, 2019 - February 4, 2020



Executive Education  
Indian Institute of Management Ahmedabad

## The Programme

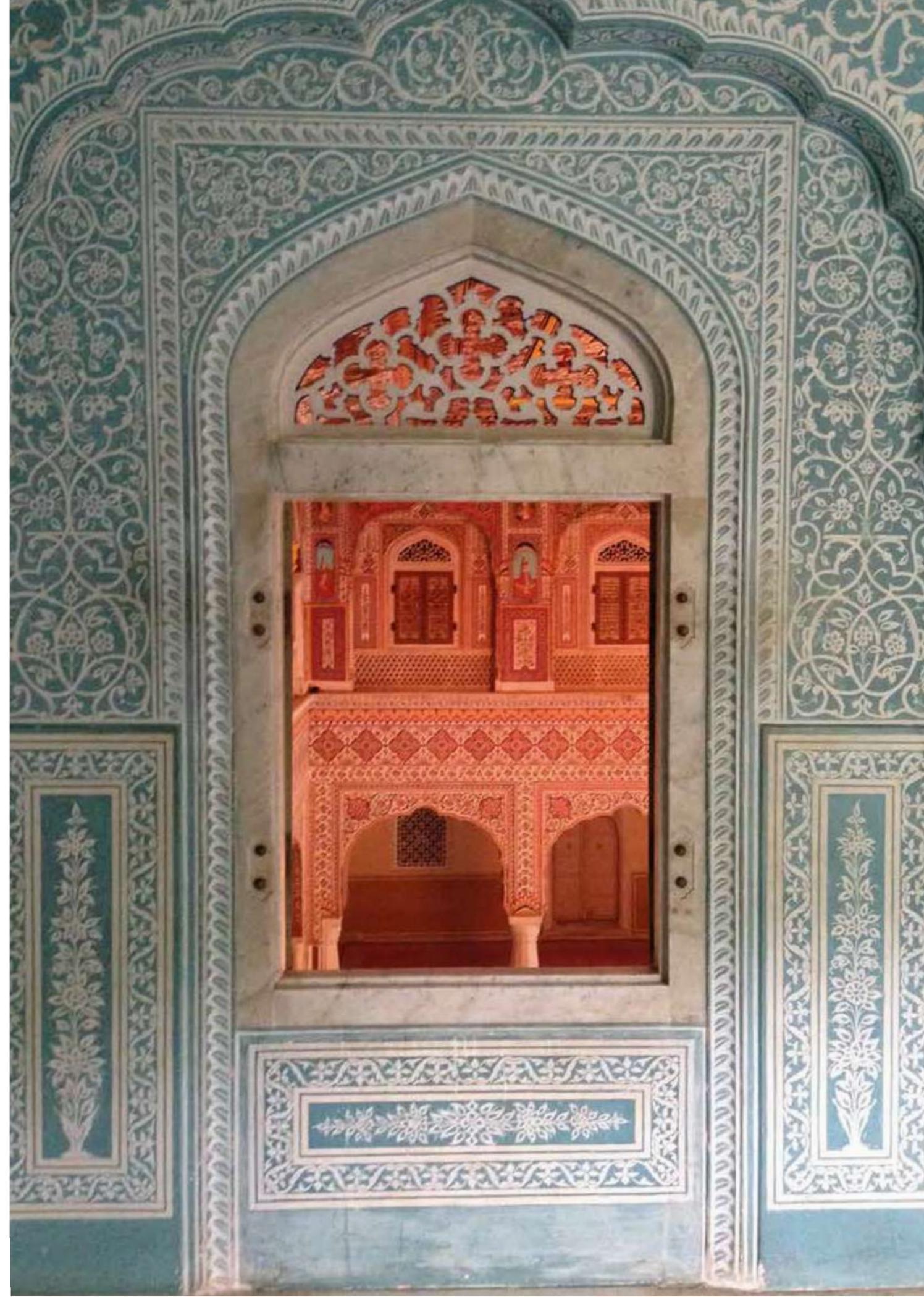
A six-month specialized programme for the entrepreneurs in creative and cultural industries.

The Creative and Cultural domain has long been neglected in India. However, with the coming of age of a new generation of entrepreneurs with evolved aesthetics and creative training, this is rapidly changing. Even in more established businesses, the young management is eager to look at things afresh.

Many visionary initiatives have been launched in recent years and there is a need for academically rooted training in management and entrepreneurship to understand the deep nuances of this industry in order to build meaningful ventures at a global scale.

To satisfy this need, IIMA has been offering a unique workshop series called, 'Crafting Luxury and Lifestyle Businesses' (CLLB). This has now become a benchmark in entrepreneurial thinking and learning in Creative and Cultural Industries. In order to better define the outcomes and more accurately reflect its objectives, CLLB will now be replaced by Creative & Cultural Businesses Programme. The programme will retain the essence of the CLLB structure and content but, keeping the new objectives in mind, it will be made more robust in training of entrepreneurial mindset and venture planning.

**CCB Programme will focus on domain knowledge and management frameworks as well as financial and commercial aspects of the business. The end of the programme will be marked by a launch pad event where the final business plans and products will be presented to the industry and investment veterans.**



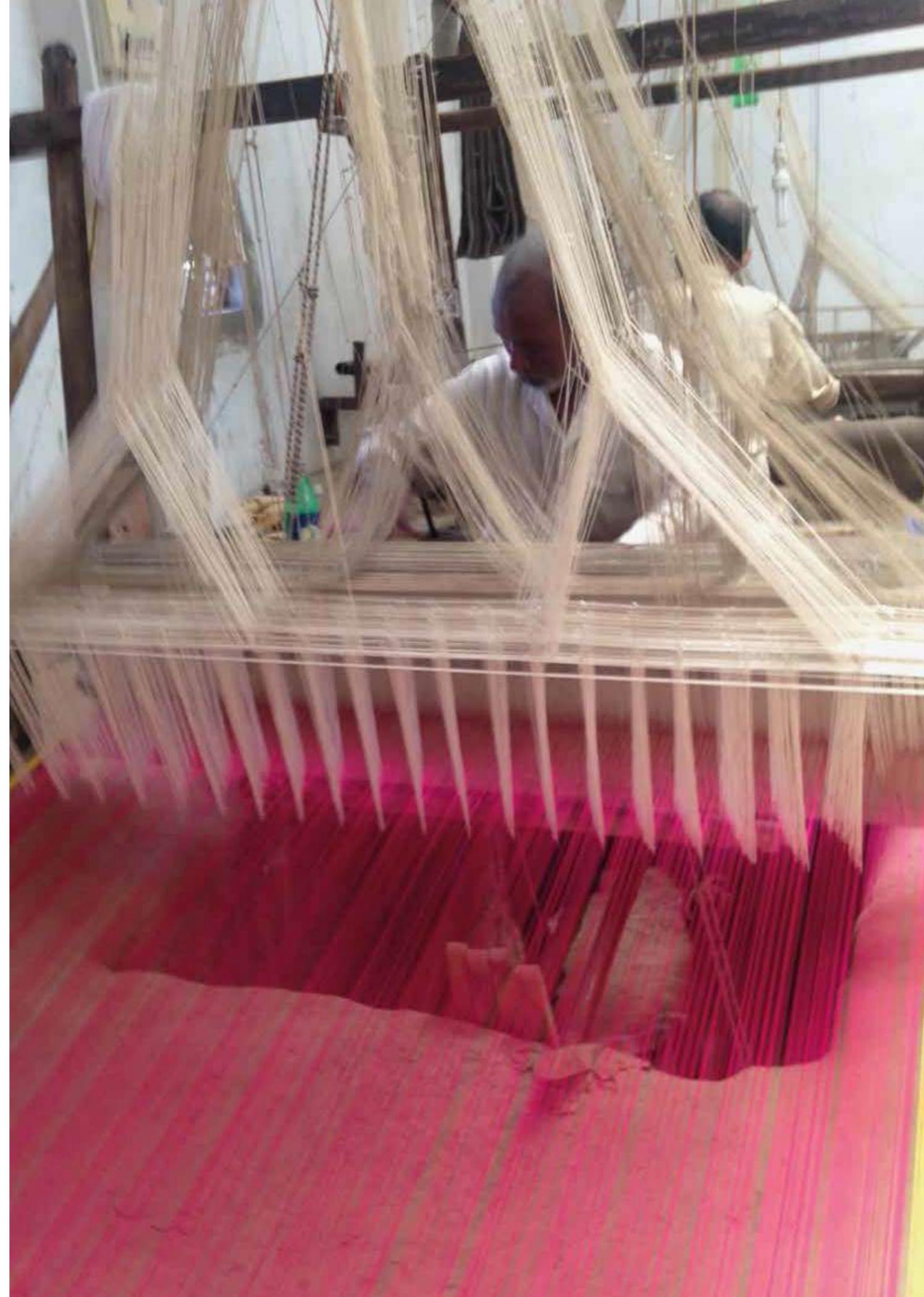
## Creative & Cultural Industries

“Cultural Industries are defined as those industries which produce tangible or intangible artistic and creative outputs, and which have a potential for wealth creation and income generation through the utilization of cultural assets and production of knowledge based goods and services (both traditional and contemporary). What cultural industries have in common is that they all use creativity, cultural knowledge and intellectual property to produce products and services with social and cultural meaning.” The Jodhpur Consensus – UNESCO, February 2005

In India, more than 30 Million craftspersons are involved in the sector but despite several interventions, it suffers from a number of challenges that inhibit large-scale investment from the corporate houses.

However, the same provides a unique opportunity to Indian businesses in harnessing these varied artisanal skills and build strong business propositions to address the Indian and Global markets by adding significant design and brand value.

**In 2011, the GDP potential of the Creative and Cultural Industries was estimated at \$4.3 Trillion contributing roughly about 6.1% to the world economy.**



## Objective

The programme aims at providing to the students, a specialized understanding of the nuances of the industry and an appreciation for the fresh approach to strategic thinking that is warranted by the sector

- Encourage, prepare and train students in the domain knowledge
- Adapt modern aesthetics, management skills, production methods to grass root levels in order to catalyze rural artisanal transformation and enhance more equitable value distribution across the value chain.
- Create relevance and market value for creative and cultural products
- Drive brand-led business investments in the sector
- Foster 'The Golden Thread' alignment of brand values to business processes and value chain management
- Accelerate building and scaling of creative ventures.

If you have an experienced eye and a flair for lifestyle businesses, a desire and motivation to go global, and belief in Indian heritage, this learning experience will help you fortify yourself with management skills and a frame of mind to take on the challenges of scalability in creative and cultural industries.



# WHAT SETS CCB PROGRAMME APART

## CASE DISCUSSIONS

CCB Programme uses the case study method engaging each participant to think outside the box. Challenging students to immerse themselves in real world business situations and think like leaders.

## INDUSTRY MENTORS

CCB Programme hand picks the most relevant thought leaders from the creative and cultural industry for one-on-one mentoring with each student. Every participant is paired with a mentor to guide them through their 6 month journey.

## ACTION LEARNING

Through the course of the programme, students are able to leverage classroom learnings to build on their business projects and use the available resources to deliver a powerful business plan for India and global markets.

## FOUR PILLARS

1. The true meaning of luxury
2. Conscious and inclusive businesses
3. Unique Indianness with global relevance
4. Value of Indian artisanal arts and crafts heritage

## LAUNCH PAD

The last camp of the programme will bring the participants face-to-face with industry jury comprising investors, retailers, influencers and curators. They will have an opportunity to present their business cases to different stakeholders in the industry.

# Pedagogy

The six-month programme will be delivered primarily through 15 days in-class interactions and a continued interaction online over the period.

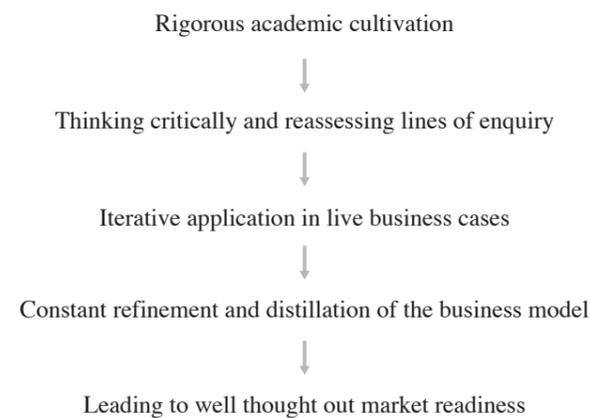
It will involve (i) three camps at IIMA, (ii) presentations and discussions led by faculty and experts, (iii) project critiques, (iv) mentor engagement (v) webinars, (vi) brainstorm and network with contemporary thought leaders in the design space and (vii) launch pad for a showcase to the industry and investors.

In each classroom session, participants are expected to analyze, discuss, and suggest a suitable course of action for the identified dimensions of the business case. Equally important will be the task of understanding concepts and ideas from the readings and articles given to participants. The participants will be required to build on their respective business cases and prepare for the final launch pad.

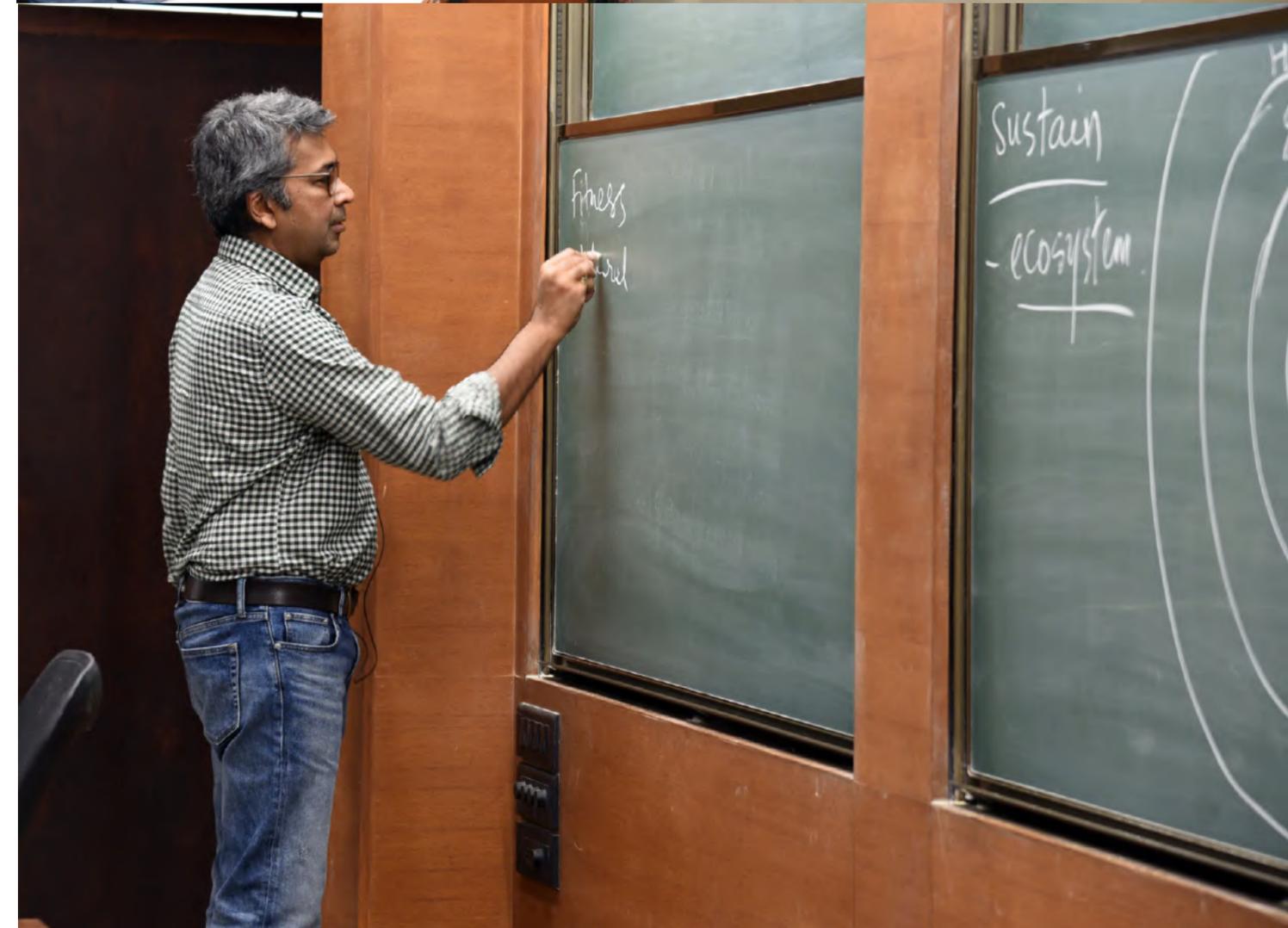
**Each participant will be provided with a mentor. A continuous contact programme would keep the participants, faculty and mentors connected and excited throughout the duration of the programme.**

CCB Programme is designed to provoke and challenge the participants so as to deliver a learning outcome that blends the science of management with an understanding of the intangible variables of the industry.

## The CCB Programme Pedagogy



The above process involves case studies from best in class Indian and Global businesses, mentors, critiques, research, artisanal connect and product development.





## Faculty



Prof Amit Karna  
Co-Chair



Anchal Jain  
Co-Chair



Prof Ankur Sinha



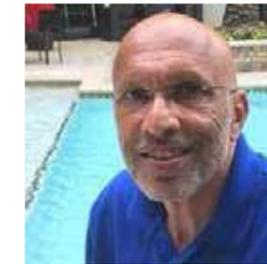
Prof Arvind Sahay



Prof Joshy Jacob



Margie Parikh  
Visiting Faculty



Prof Mukesh Sud



Prof Neharika Vohra



Prof Saral Mukherjee



Prof Vaibhavi Kulkarni



## Mentors



**Ajoy Chawla**



**Arjun Uppal**



**Deepa Krishnan**



**G Ravindran**  
Visiting Faculty



**Gopinath Parayil**



**Karan Bhandari**



**Manoj Kumar**  
Visiting Faculty



**Nandita Lakshmanan**



**Nayan Parikh**

## Mentors



**Prasad Subramaniam**  
Visiting Faculty



**Rajat Jain**



**Shabby Jacob**  
Visiting Faculty



**Shilpa Sharma**  
Visiting Faculty



**Shivthilak Tallam**



**SM Sundaram**

## Modules & Content

	MODULES	OBJECTIVE	TOPICS COVERED
<b>MODULE 1</b>	<b>Camp 1, August 18-24, 2019 IIMA (On-Campus, 7 days)</b> <i>(Participants are required to check-in a day earlier)</i>	The participants will develop a strategic perspective towards creative and cultural businesses. Mentors will be assigned to each participant to offer guidance and support for the duration of the programme.	<ul style="list-style-type: none"> <li>• Understanding Creative and Cultural Businesses</li> <li>• Consumer Understanding</li> <li>• Developing Products and Services</li> <li>• Building Global Brands</li> <li>• Managing the Creative Process</li> <li>• Building Human Supply Chains</li> <li>• Retailing Challenges</li> <li>• Managing Customer Experiences</li> <li>• Design Thinking</li> <li>• Unit Economics and Costing</li> <li>• Art of Persuasion with the Right Message</li> <li>• Leadership and Innovation</li> </ul>
<b>MODULE 2</b>	<b>Off-Campus, August 25–October 10, 2019</b>	In this module, the participants will be mentored by the programme faculty from IIMA as well as selected industry experts. The interaction will be through video/telephonic conferences and e-mails or in-person meetings, coordinated by participants and mentors. The participants will submit regular progress reports on their product and business concepts. The faculty and experts will review through an online interactive dialogue.	<ul style="list-style-type: none"> <li>• Development of Product Concepts and Value Proposition</li> <li>• Assignments and Special Projects</li> <li>• Mid-Module Review (VC/Online)</li> </ul>
<b>MODULE 3</b>	<b>Camp 2, October 11–16, 2019 IIMA (On-Campus, 5 days)</b> <i>(Participants are required to check-in a day earlier)</i>	The participants will undergo a critical review of their work in Module 3. Feedback and comments will help them refine their business proposition. In this module, they will study more practical aspects of entrepreneurship and venture management while consolidating on domain understanding. During Camp 2, CCBP hosts an intimate session with inspirational conversations, Creative Jamming is based on the belief that the future of creative outcomes will largely depend on collaborations, collective engagement and holistically building inclusiveness in brand culture. The event will bring together an interesting mix of industry experts, creative professionals, class participants, faculty and alumni representing an incredibly large gamut of creative abilities and thinking.	<ul style="list-style-type: none"> <li>• Understanding Financial Statements and Valuation</li> <li>• Scaling of Businesses</li> <li>• Value Chain Management</li> <li>• Sustainability and Business</li> <li>• Marketing and Social Media</li> <li>• Creative Jamming and Networking</li> <li>• Industry Guest Lectures</li> <li>• Problem Solving with Creative Thinking</li> </ul>

## Modules & Content

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<b>MODULE 4</b>	<b>Off-Campus, October 17, 2019–February 2, 2020</b>	Through video conferences and webinars with a global expert panel, this module will be instrumental in finalizing the product prototypes of the participants and consolidation of the processes. The participants will also develop business plans for taking their products and services to market. Mentors will continue to be available for support and guidance.	<ul style="list-style-type: none"> <li>• Prototype Development</li> <li>• Go-to-Market and Business Plan Development</li> <li>• Alignment of the Golden Thread</li> <li>• One day Webinar with Experts</li> <li>• Mid-Module Review (VC/Online)</li> <li>• An optional off</li> </ul>
<b>MODULE 5</b>	<b>Camp 3, February 3-4, 2020 IIMA (On-Campus, 2 days)</b> <b>This module will be a Launch Pad for the participants.</b> <i>(Participants are required to check-in a day earlier)</i>	CCB Programme expects very clear outcomes from the participants at the end of the six-month programme. The last camp of the programme will serve as a 'Launch Pad' for the participants. It will bring them face-to-face with industry jury comprising investors, retailers, influencers and curators. They will have an opportunity to present their business cases to different stakeholders in the industry. The 'Launch Pad' will be coupled with an Industry Talk event.	<ul style="list-style-type: none"> <li>• Alignment of the value proposition</li> <li>• Sharply articulated and defensible business plan</li> <li>• Go-to-Market product range and plan</li> <li>• Visible and manageable value chain</li> <li>• A comprehensive sales and marketing plan</li> <li>• Venture presentations to jury composed of investors, retailers and curators</li> <li>• Industry event and showcase of the participant journeys</li> <li>• Review and Valedictory</li> </ul>

## Live Business Cases

In this innovative programme, built to explore the synergies of passionate business aspirations and creative talent, participants have their hands full in developing a go-to-market business plan.

Each participant will build on their business cases of a unique product or service opportunity and use the available resources to deliver a powerful business model for india and global markets.

Each case will need to be reflective of a new direction in shaping and propelling India's rich artisanal craftsmanship in being the origin of outstanding creative and lifestyle products and services for the world markets. They can leverage their learning experience from industry experts, programme faculty, mentors and creative entrepreneurs.

Business cases that have been felicitated for their stellar performance, in previous editions, demonstrated the following values:

Reflect values of authenticity & originality

The desire to build conscious businesses

Deep understanding of markets and competition

Traveled the furthest distance in their learning journey

Alignment of the value proposition in the whole value chain



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by  
sphere



"CLLB course gave me insights with cutting-edge classroom learning, from critical thinking, decision-making process and finances to understanding different perspectives. Peer learning was also great amongst the participants who I continue to keep in touch with. Coffee Ideas! has grown in profits and has increased revenue of more than 50%. Master classes by the faculty were inspirational and eye-opening."

- Marc Tormo, Marc's Coffees, Class of 2017

# Participants

## For Whom

The programme is best suited for those with experience in creative and cultural businesses and also those who wish to enter these segments.

These could be:

[A] **Entrepreneurs with an existing business, now ready to scale or diversify**

[B] **'Want-to-be Entrepreneurs' with a very well defined idea with legs**

The ventures could be in any creative or cultural sector such as:

• Visual Arts: Painting, Sculpture, Photography, Antiques • Publishing and Print Media: Books, Press, other publications • Design: Architecture, Interior, Graphic, Fashion, Jewelry & Watches, Toys, Accessories • Creative Services: Advertising, Branding, Communication Design, Creative R&D, Cultural & Recreational • Hospitality: Travel, Food & Beverage, Health & Wellness, Real Estate • New Media: Software, Video Games, Digitized Creative Content • Audiovisuals: Film, Television, Radio, Other Broadcasting • Performing Arts: Live Music, Theatre, Dance, Opera, Circus, Puppetry • Traditional Cultural Expressions: Arts and Crafts, Festivals, Celebrations • Cultural Sites: Archeological Sites, Museums, Libraries, Exhibitions

## How To Apply

Interested candidates can fill and submit the nomination form online by following the link given below. **Candidates will be shortlisted based on their nomination form and will then be required to send in a statement of purpose of not more than 200 words at this stage before the interview.**

**Apply Now:** <https://web.iima.ac.in/exed/programme-details.php?id=NjY1>

**Early decision applications close on April 30, 2019.**

*Early decision applicants have a higher chance of a secured seat.*

## Programme Fees

**Rs. 5 Lakh plus taxes (inclusive of boarding, lodging and course material for all three camps).** This does not include the material cost of prototype development, travel costs and personal expenses of participants.

## Contact Information:

**Shailee Patel**

Programme Coordinator, IIM Ahmedabad

Vastrapur, Ahmedabad – 380015. Gujarat, India

E-mail: [ccbpat@iima.ac.in](mailto:ccbpat@iima.ac.in)

Phone: 079 66324465

<https://ccbpat.iima.ac.in>



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## CCB Networking

### Connect. Open Days

CCBP will be conducting Open Days in multiple cities hosted by our alumni. This will allow prospective applicants and anyone curious to learn more about the programme through our alumni community. It will serve as an opportunity to experience the outcomes of the programme and address any questions regarding programme participation and delivery.

We will be confirming the dates of our upcoming Open Days on the website and on our social handles. Please follow us to receive the notifications in time. Registration will be required to attend an Open Day and we will be limiting the seats to only 20 participants.

### Engage. Creative Jamming

An intimate session with inspirational conversations, Creative Jamming is based on the belief that the future of creative outcomes will largely depend on collaborations, collective engagement and holistically building inclusiveness in brand culture.

The event will bring together an interesting mix of industry experts, creative professionals, class participants, faculty and alumni representing an incredibly large gamut of creative abilities and thinking.

### Accelerate. Launch Pad

To help propel the class business projects forward, the last camp of the programme will serve as a 'Launch Pad' for the participants. It will bring them face-to-face with industry jury comprising investors, retailers, influencers and curators. The participants will have an opportunity to present their business cases to different stakeholders in the industry.



## CCB Events

Creative & Cultural Businesses Programme at IIM Ahmedabad culminated on January 29, 2019 with a Launch Pad event, showcasing the outcomes of the graduating cohort - the journeys of 30 creative entrepreneurs, handloom weavers and artisans.

The valedictory ceremony for the graduating class of 2019, was marked with a meaningful deliberation on one of the programme's fundamental convictions, Indianness. It was carefully chosen to signify the importance of bringing our unique Indianness to the world.

**A panel deliberation on 'Global Economic Value of Indianness' exploring our soft cultural power as a vital influencer in building sustainable global brands.**

Indianness is one of the fundamental values of the programme and no better time than the Launch Pad to voice and deliberate what this unique scent of our country can bring to the global creative and cultural ecosystem. While Indianness has personal, emotional and spiritual dimensions, its economic significance has the potential to unplug India's worldly influence and catalyse transformation in the local, magnificent artisanal industry. We were fortunate to have Bandana Tewari, Shefalee Vasudev, Aman Nath, Hari Nair and Richard Mascarenhas join us in our endeavours to challenge the minds of creative entrepreneurs as they get ready to launch their business ideas.



## CCB Events

The last two editions of CLLB (the previous version of the programme) saw the final camp closing with landmark industry events. These events were curated to bring together a relevant cross-section of the industry around an iconic global figure.

These industry icons reflected:

- Unique global position and recognition
- Exemplary reflection of CLLB manifesto
- Rallying point for the creative and cultural ecosystem

### 'In Search of Indianness' with Shri Rajeev Sethi

'The creatively skilled are caught in a hiatus between learning, imagination and application. IIM Ahmedabad, with appropriate trans-disciplinary collaboration, can incubate thousands of ideas into enterprises with the potential to employ millions'- Shri Rajeev Sethi

The fourth edition of CLLB drew to a worthy close on June 7, 2017. The Guest of Honour was Shri Rajeev Sethi who has served as an inspiration to many generations of creative and cultural initiatives in the country. **Bestowed with Padma Bhushan award, Rajeev has been the torchbearer of Indian aesthetics in the world and singularly responsible for demanding attention from designers and critics to India's artisanal skills.**

Through his valedictory lecture at the closing event, Rajeev once again demonstrated why he is the most important fountainhead to be inspired by.

**A full house, comprising the who's who of the Indian creative and cultural diaspora was overawed by his take on 'The Musk Deer', a metaphor to describe how much we have within our own heritage to be influenced by and create brands and products for the world to consume and love.**

### 'In conversation with Gildo' with Ermenegildo Zegna

The fifth edition of CLLB found itself in company of **Gildo Zegna, the third generation CEO of the iconic brand. Founded in 1910, Ermenegildo Zegna is the world's largest Italian luxury menswear brand with 513 stores across 100 countries.**

Ermenegildo Zegna did not become one of the most desirable luxury brands overnight nor was it born with the right to be called a 'LUXURY BRAND'. It is a position earned in the minds of its patrons through an uncompromising pursuit of crafting impeccable products and experiences. It is not about building marketing stories, but letting its compelling story build its marketing.

**We could not have hoped for a person better than Gildo Zegna to make us appreciate this, to talk to us about the often forgotten story of what it takes to nurture businesses in their infancy and then guide them into iconic status.**

Also, to understand why most of the iconic luxury brands in the world have been built with family management and ownership. In his words, "My grandfather used to say 'Big families make big companies and big companies make big families.'"



## IIMA

Indian Institute of Management, Ahmedabad (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.

### The Institute conducts the following major programmes:

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX, equivalent to MBA)
- Management Development Programmes (MDPs) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population. In the last 50 years, over 47,450 managers have participated in various MDPs
- Faculty Development Programme for teachers in universities and colleges

The institute has about 90 faculty members working in the following management areas and sectors:

**Disciplinary Areas** • Business Policy • Communication • Economics • Finance and Accounting • Marketing • Organizational Behaviour • Personnel and Industrial Relations • Production and Quantitative Methods • Interdisciplinary Centres and Groups • Centre for Innovation, Incubation, and Entrepreneurship • Centre for Infrastructure Policy and Regulation • Centre for Management in Agriculture • Centre for Management of Health Services • Centre for Retailing • Computer and Information Systems Group • Faculty Development Centre • Gender Resource Centre • IIMA-Idea Telecom Centre of Excellence • Insurance Research Centre • Public Systems Group • Ravi J. Matthai Centre for Educational Innovation

## CIIE

Centre for Innovation Incubation and Entrepreneurship (CIIE), the technology business incubator at IIM Ahmedabad, helps entrepreneurs turn ideas into viable businesses. In partnership with their mentors, corporates, development agencies, IIMA community and investors, CIIE cultivates a rare breed of entrepreneurs by incubating, accelerating, mentoring and funding innovative start-ups. CIIE has, over the years, played a multi-dimensional role in the entrepreneurial landscape of India. Their deep understanding of the evolving gaps, needs, and opportunities in the markets and the entrepreneurial ecosystem has enabled it to design initiatives that have attracted and supported the best entrepreneurs in various sectors.



## Nominations & Inquiries

Nominations should reach the Executive Education Office latest by **June 17, 2019**. The last date for early bird discount is **July 8, 2019**.

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 (ExEd)/2630 6896 (General)  
Email: [exed@iima.ac.in](mailto:exed@iima.ac.in)  
Website: [www.iima.ac.in/exed](http://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 or at a hotel nearby incase Institute accommodation is full. IIMA norms do not allow participants to have guests staying with them during the programme.

### Programme Fee and Payment

**INR 5,00,000 Fee 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 **July 31, 2019**. 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.

## Nominations & Inquiries

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: YESB0000007, SWIFT Code: YESBINBB)
  3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)
  4. Purpose of Remittance: **Creative and Cultural Businesses Programme**
  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](http://www.iima.ac.in/exed)).

### Discount

**Early Bird Discount:** Nominations received with payments on or before **July 8, 2019** 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 the 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.



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद

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**EXECUTIVE EDUCATION**  
**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**

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