

Coordinating Marketplaces and Platform Businesses

January 16 - 18, 2020



Executive Education
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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Introduction

Coordination is an important function in both Hierarchies and Markets. The coordination function assumes greater importance as e-commerce firms move from an inventory-model to a marketplace model. Additionally, increasing smartphone penetration has led to proliferation of platform operators experimenting with On-Demand services like ride-hailing and home services, which require coordination between large crowds of customers and service providers. The need for coordination increases even more sharply in Sharing Economy with peer-to-peer interactions for collaborative sourcing, collaborative production and collaborative consumption.

A common construct in all these diverse platforms and markets is the need to coordinate a large number of individuals with varying needs, capabilities and motivations. Instead of a “Command and Control” orientation in Hierarchies, managers need to adopt a “Coordinate and Cultivate” (*Malone, T.W., "The Future of Work", Harvard Business School Press, Boston, 2004.*) orientation in dealing with the Crowd. The role of the coordinator potentially allows access to sensitive information about individual members of the Crowd and hence there are needs for designing safeguards and self-regulation for sustainability of the business model.

The MDP “Coordinating Marketplaces and Platform Businesses” aims to build an understanding of the different strategic choices inherent in coordinating the diverse business models.

Objectives

- Examine the strategic choices inherent in design of business models in matchmaking.
- Examine how firms differentiate in the marketplace on competitive dimensions of time, cost, quality, convenience etc.
- Build efficiency and effectiveness in operations while dealing with large number of service providers.
- Coordinate effectively with different stakeholders and ensure governance and regulation of the marketplace.

Content

- Coordinating in Physical and Electronic Marketplaces
- Competing on Cost and Time responsiveness
- Managing Growth and Scaling the Company
- Handling Competition, M&A and Exit
- Coordination Challenges in Sharing Economy
- Preventing Disintermediation
- Quality in Matchmaking
- Designing Feedback and Review System
- Self-regulation and Governance

Pedagogy

The teaching methodology for this programme will be case discussions.

Faculty

Professor Saral Mukherjee (Faculty Chair)
Indian Institute of Management Ahmedabad
Mr. G. Raghunandan
Co-Founder and Ex-CEO TaxiForSure, Angel Investor

Participants' Profile

The programme is intended for entrepreneurs and senior/middle managers of all firms which are operating marketplaces or multi-sided platforms. This includes ecommerce firms as well as firms offering on-demand services like ride-hailing, hyperlocal services, food-delivery services and firms in the sharing economy.



Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **January 2, 2020**. The last date for early bird discount is **December 26, 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

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 80,000 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 **January 2, 2020**. 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: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: _____ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance:
Coordinating Marketplaces and platform Businesses
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 **December 26, 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.

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 (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA-Food and Agri-business Management)
- Fellow Programme in Management (Ph.D.)
- One-Year Full- Time Post Graduate Programme in Management for Executives-PGPX (MBA)
- 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 e-Mode (online + campus) Post Graduate Programme in Management (ePGP)

The Institute has 103 faculty members working in the following management areas and centres:

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.

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



कार्यकारी शिक्षा
भारतीय प्रबंध संस्थान अहमदाबाद

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