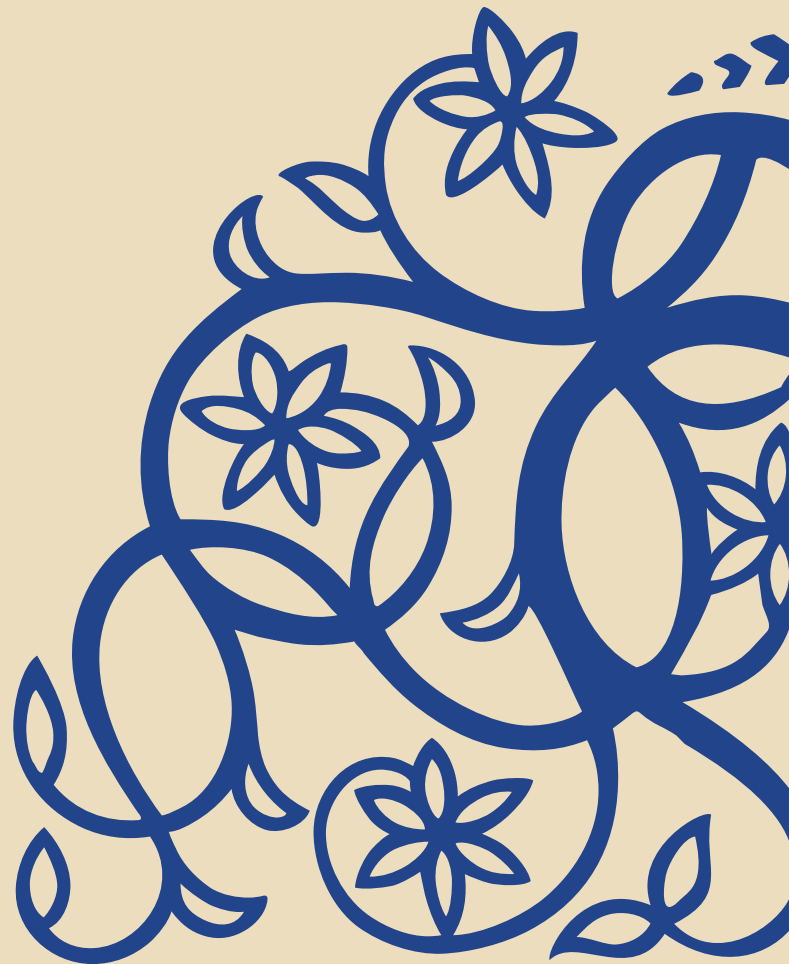


Customer Based Business Strategy

July 28-30, 2016



Executive Education
Indian Institute of Management, Ahmedabad

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It is becoming much harder for businesses in India to meet their growth aspirations in spite of continued real GDP growth, though somewhat volatile, of 6.5% to 8%. However, the nature of the opportunity has changed and has become far more challenging. In the first two decades after liberalisation, companies were able to grow by just "being there" with modern products and services, wide distribution and operational efficiency as the key to driving profitability. Today this is no longer good enough and a lot of companies are stuck for improved top line growth as efficiency gains have started diminishing and "muscle" driven growth is proving to be costly with declining effectiveness.

Companies are struggling to cope with many sources of disruption like changing consumer expectations, their behaviour and what they value and do not value, caused by changing consumer demographics, lifestyles and also supplier activity in general. As supply choices explode and many totally new products and services are on offer, what happens in one category is re-shaping consumer expectations in other categories as well. Regulatory changes are having frequent and far reaching impact on products, distribution, pricing, customer service norms, etc., reshaping competitive advantage in a big way. There is a lot of competitive disruption too ranging from 'old game' new entrants to 'game changing small upstart new age companies' who use technology innovatively to create new kinds of business models offering discontinuously better value to customers.

This environment is proving very stressful for companies and forcing them to think seriously about their business-market game, i.e., ***where in the market they are best off playing with what intensity and a carefully crafted way of how they will play to win*** in different segments/market and/or against different forms of competition. Companies who ***do not have*** a clear business-market game end up with a business which has no strategic coherence with increased cost of complexity as they respond to every disruption individually and "follow the market". Also are in trouble those companies who ***have*** a clear business-market game but who define their markets in a supply sided way as a collection of current and future products/technologies/competitors and not in terms of customers' needs, perceptions and what they value. They end up having to change their business market game frequently as competitive activity increases. Thus competing within a product or service category is becoming obsolete when customers have many more radically different options from very different types of suppliers to satisfy their needs.

The need of the hour and of the future is for companies to craft their business strategy in a customer centred way with the philosophy that

"The heart of strategy is not about beating the competitor but about creating value for the customer" (Kenichi Ohmae) and we add "and by creating value for the customer, generate wealth for the business."

Such a strategy has to have at the "front end" a business-market strategy that defines exactly what game the company will play in the market in order to win, and "at the back end" how it will align the rest of its activities to play this game.

Objective

This course is designed to:

- Enable companies to read all external changes (including environmental and competitive), assess how these will impact customers and in turn how they all will shape the business strategy
- Understand customer centricity and embed it into the strategy development process itself and not just into the downstream functional marketing and sales activity of executing the strategy in the market
- Provide with frameworks, tools and methodologies to include the customer in whatever strategy development process the company uses
- Clarity across business domains about frequently used but fuzzy ideas like customer's role in business strategy, value proposition, market segment and competitive advantage

Target Audience

- 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.

Organizations would benefit more from the programme if they sponsor a team of top and senior executives.

Content

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

Pedagogy

- Faculty presentations designed for active participant discussions will anchor the programme
- Case study discussions will form the backbone of the learning
- Group work by participants where they apply the concepts and frameworks, etc., in the current context with active peer learning and critique and support by faculty.

Faculty Co- Chairs

- Rama Bijapurkar
- Mukund R Dixit
- Abhinandan K Jain (E-mail: akjain@iima.ac.in)

Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **July 14, 2016**. The last date for early bird discount is **July 07, 2016**.

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:

Officer - Executive Education

Indian Institute of Management, Ahmedabad
Vastrapur, Ahmedabad 380 015.
Phone: +91-79-6632 4472-76
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)
E-mail: exed@iima.ac.in
Website: www.iimahd.ernet.in/exed

Venue and Accommodation

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

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

Programme Fee and Payment

INR 115,000 (+15% service tax) 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 14, 2016**. 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 three 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:
Customer Based Business Strategy
5. IIMA Permanent Account Number (PAN):
AAAT11247F
6. IIMA Tax Deduction Account Number (TAN):
AHMI00189A
7. IIMA Service Tax Registration Number:
AAAT11247FST001

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

[B] Payment Gateway Please visit the IIMA website (www.iimahd.ernet.in/exed) for more information.

[C] Demand draft/cheque payable at par at Ahmedabad

The cheque/draft should be in favour of "**Indian Institute of Management, Ahmedabad**" and sent directly to Executive Education Office through courier or speed post.

Discount

Early Bird Discount: Nominations received with payments on or before **July 07, 2016** 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 4 or more participants will be entitled to a discount of 7% on total fee payable provided that at least 4 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 Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges

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

Disciplinary Areas and Groups

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

Interdisciplinary Centres

- 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
- Gender Resource Centre
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research 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.



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