

Creating the Future: Leveraging the Power of “Strategy and Innovation” A Master-Class for CEOs and Senior Executives

Program Overview

In an era of accelerating change, the future belongs to those companies which position themselves as the master of their destinies. Doing so requires being smart about company strategy and a commitment to innovate constantly along every aspect of the value chain. In this program, Professor Anil K. Gupta will share leading-edge ideas about “strategy” and “innovation” by laying out the underlying logic and illustrating it via concrete examples and case studies. As one of the world’s foremost experts on Chinese and Indian companies, he’ll also discuss the lessons from several path-breaking companies from these two economies.

Program Outline

8:30-9:00 Registration and Networking

9:00-9:15 Welcome and Introductory Remarks

9:15-11:00 *Session One - Creating and Sustaining Competitive Advantage*

From the perspective of any company, the ideal situation is to create, discover and lead a market opportunity in such a way that competitors don’t exist or don’t matter. This is the situation that Microsoft enjoyed with Windows in 1995 and Apple enjoyed with its iPhone in 2007. We call this type of situation a “blue ocean” strategy. However, sooner or later, every blue ocean becomes a “red ocean” as competitors smell the new opportunity and enter the market. Thus, companies need to be smart not just at how to discover and occupy blue oceans but also at how to fight and win red ocean battles. Looking at examples from companies such as Apple, Dell, Ikea, Tata Motors, Toyota and others, in this session, we will go deeper into the following topics:

- Discovering and capturing blue oceans
- Fighting and winning red oceans battles

11:00-11:30 Tea and Coffee Break

11:30-12:30 *Session Two - Developing Growth Strategies*

With the exception of very small family-run businesses (such as a dry cleaning shop), companies have no choice but to grow. Without growth, it is impossible to hire and retain top talent. Also, if competitors are growing but your company is not, then your competitive advantage will erode and your company will die. Further, without growth, it is all but impossible to create or increase shareholder value. Notwithstanding the criticality of growth, developing a strategy to grow profitably is extremely hard. Thus,

many companies tend to grow in a haphazard and suboptimal rather than systematic manner. Looking at examples of companies such as Starbucks, Honda, Nike, Philip Morris, Coca-Cola and others, in this session, we will go deeper into the following topics:

- Identifying growth options
- Assessing the growth options
- Implementing the chosen growth strategy

12:30-1:30 Lunch Break

1:30-3:00 ***Session Three - Mastering Innovation***

The half life of technologies, product concepts, and business strategies continues to decline rapidly. At least two major factors are at work. First, new technologies are emerging at an exponential pace. Second, the ubiquity of the internet is making it easier for competitors to monitor, imitate and thereby neutralize the uniqueness that a company may enjoy. As a result, companies need to keep innovating at an ever-faster pace in order to merely stay in the same place. Looking at examples of how leading edge companies such as Google, Apple, Toyota, Nucor Steel and India's ICICI Bank have become masters of innovation, in this session, we will examine the following topics:

- Discovering the opportunities for innovation
- Becoming an innovation factory
- Leveraging open innovation

3:00-3:30 Tea and Coffee Break

3:30-5:00 ***Session Four - Going Global***

In an increasingly interconnected global economy, companies are expanding their wings outside their home markets at an increasingly earlier stage in their lives. These days, many companies are even "born global." In any case, in many industries, even purely domestic companies find themselves competing with multinational companies. Thus, it's important for business leaders to understand the logic of global expansion i.e., how to cultivate a global mindset and how to build and leverage presence in multinational markets. Looking at case studies of companies such as Huawei, Haier, Bharti Airtel, Mahindra Group and others, this session will focus on the following topics:

- Cultivating a global mindset
- Lessons from Chinese and Indian globalizers