

Beyond the Bottom Line



EXECUTIVE PERSPECTIVES

Vol III Issue IV

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Articles



How Channel Choice Can Maximise Sales on Online Retail Platforms

How do supplier strategies shape e-commerce dynamics? Our article, based on research by Parshuram Hotkar, Assistant Professor, Operations Management, ISB, reveals that opting for a reselling contract over an agency channel — or vice versa — can affect supply chains and sales margins.

From Robots to Reality

Discover how Large Language Models (LLMs) are revolutionising consumer experiences, as we delve into real-world examples and studies that highlight how LLMs create human-like interactions, boost satisfaction, and drive business growth.

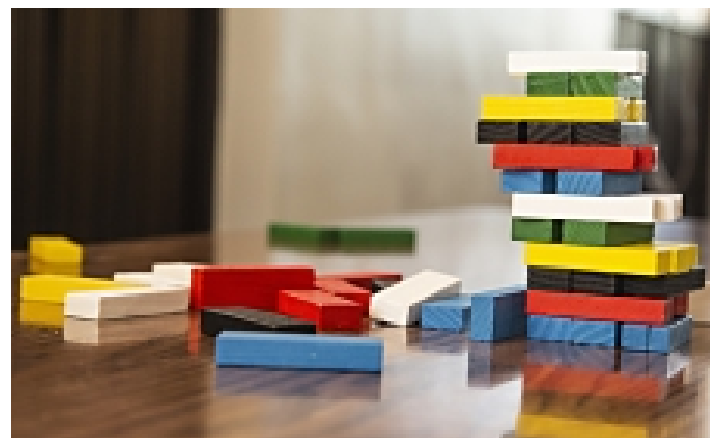


Steering India's Public Transport System Towards Sustainability

Road transportation is one of the most visible and fastest-growing sources of air pollution or carbon emissions. Within this, on-demand cabs are a burgeoning category that adds to pollution and congestion. Our article explores sustainability in India's public transport and the adoption of shared or pooled transportation services as a viable alternative.

Under the Rug: India's Complicated Relationship with Regulatory Forbearance

As unhealthy lending practices threaten financial stability, India's policymakers must act to tighten oversight, ensure adequate provisioning, and promote transparency in its loan restructuring processes. Read more about regulatory forbearance and its impact on the Indian financial system.



Classroom to Boardroom



Design Thinking

Vishal Karungulam, Clinical Assistant Professor (Teaching), Information Systems shows you how his Design Thinking module helps leaders creatively look for solutions to business challenges, on this episode of Classroom to Boardroom.

Operational Excellence

Vijaya Sunder M., Assistant Professor of Operations Management (Practice), ISB shares how focussing on operational excellence helps leaders drive efficiency, agility, and sustained growth for their organisations, on this episode of Classroom to Boardroom.



Decoding Growth



Exploring the Essence of Brand India

How does one encapsulate India into a single brand? What does the country need to do to leverage its rapidly growing economy and define its brand? Harish Bijoor, Founder, Harish Bijoor Consults Inc. and Visiting Faculty, ISB, and Prakash Bagri, Founder and Principal, PRB Partners and Visiting Faculty, ISB discuss these questions and more.

Aadhaar - The Ultimate Marketing Challenge

How do you convince millions to adopt a biometric technology that could lay the foundation for digital public infrastructure for years to come? Shankar Maruwada, Co-Founder and CEO at EkStep Foundation shares what went into building the Aadhaar brand, in conversation with Prakash Bagri.



Industry Bytes



How India's GCCs Can Achieve Strategic Maturity - Part 1

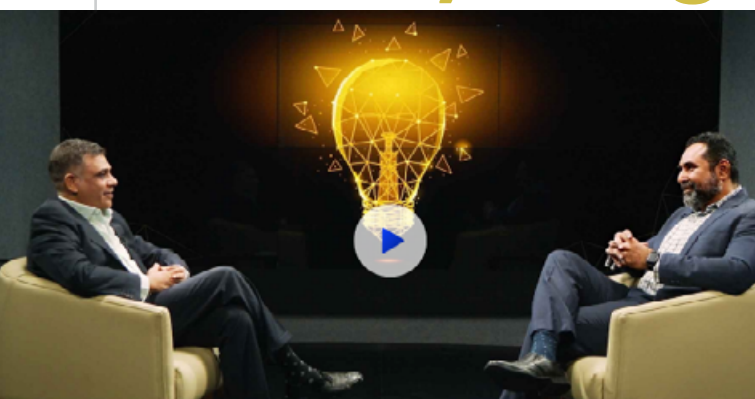
Satish Sundaresan, Vice President, Automotive Electronics, Elektrobit, highlights how organisations require strategic intent, not just operational presence, when setting up successful global centres around the world, by identifying specific value drivers that create measurable differentiation and sustainable growth opportunities for such global capability centres.

Leadership's Role in Creating an Inclusive Workplace

What's a leader's role in promoting diversity and inclusion? Anuradha A, Executive Partner & Hyderabad Location Leader for a leading U.S.-based IT MNC, discusses the importance of open communication and frequent interactions within a team to promote equal opportunities, foster an inclusive environment, and drive innovation.



Industry Insights



The India Opportunity for the World

In this episode of Industry Insights, Karthik Padmanabhan, Managing Partner – GCC, Zinnov and Prakash Bagri, Founder and Principal, PRB Partners and Visiting Faculty, ISB, discuss the key levers driving this growth, as well as the opportunities, emerging trends, and integrated GBS models shaping GCCs today.

Tenets of Entrepreneurship

Ajai Chowdhry, Cofounder, HCLTech and Chairman, Mission Governing Board, National Quantum Mission of India, shares learnings from his storied journey as a pioneer in the global technology industry, and on what it takes for startups to succeed, in conversation with Deepak Jena, Assistant Professor, Strategy, ISB.



Infographics



Efficient Evolution and Scaling of Global Capability Centres in India

The opportunity for GCC growth in India is huge, not just in terms of numbers but also

Facing volatility in global economic challenges, businesses are seeing the need to build resilience and growth strategies. Here's what organisational leaders need to do, to prioritise cost management and reinvestment in key areas like AI, digital, and sustainability, while still pushing for growth targets.

How do competency-driven strategies and market-driven approaches contribute to a Global Capability Centre's (GCC) value growth? This infographic shows how these strategies — combined with strong internal partnerships and diverse leadership teams — can accelerate an organisation's evolution into the next phase of GCC growth, cultivating a vibrant ecosystem.



How to Walk the Tightrope between Growth and Cost

Cost management is a top priority for executives this year, with a key focus on strategic reinvestment to drive growth

Insight Edge

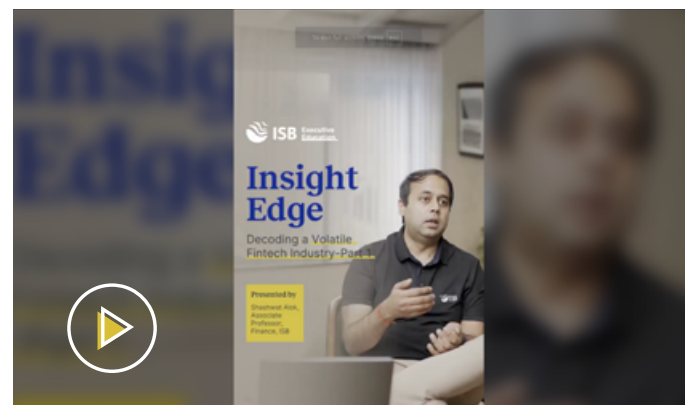


How Data Insights Help Founders Succeed

How does academic research help entrepreneurs? In the second part of his conversation with us on Insight Edge, J. Daniel Kim, Assistant Professor of Management, The Wharton School, explains how entrepreneurship can be taught, and the trends we should be looking out for in the startup ecosystem.

Decoding a Volatile Fintech Industry

Shashwat Alok, Associate Professor, Finance, Indian School of Business, explores discusses the challenges and opportunities in India's booming fintech industry, from cybersecurity risks to tech disruptions. Watch, to learn how innovation and regulation are shaping the sector.



Knowledge in Practice



Strategic Social Media Marketing

This episode of Knowledge in Practice explores the advantages of sequential advertising in social media, revealing how it could increase ad clicks by 23% while cutting costs by 18.7%. Parshuram Hotkar, Assistant Professor, Operations Management, shares empirical and theoretical insights for marketers optimising their social media campaigns.

Financial Inclusion and Alternate Credit Scoring

Shashwat Alok, Associate Professor, Finance explores how machine learning techniques could help redefine traditional scoring methods in credit risk assessment, enhancing financial inclusion while mitigating default risks, through the efficacy of alternative data derived from mobile phones.



LeaderCast



The Impact of R&D on India's GCC Ecosystem

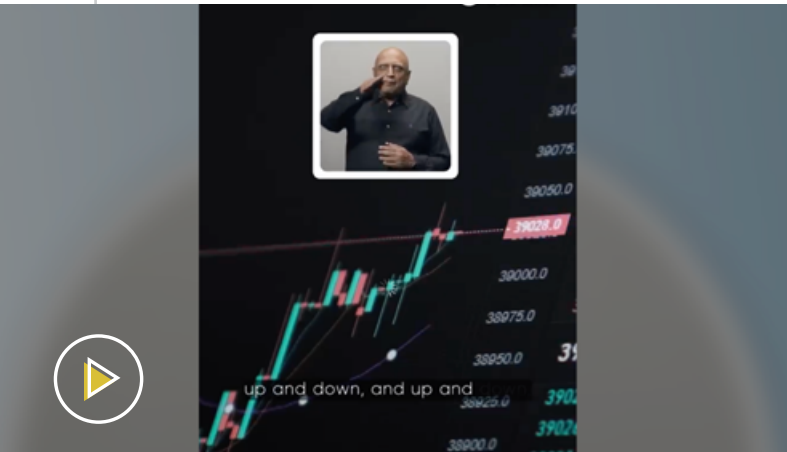
Over the past few decades, India's GCCs have significantly evolved, from cost arbitrage centres to R&D and innovation hubs. Sidhant Rastogi, President, Zinnov, explores the current landscape and challenges of commercialising innovative technologies, the global impact of India's GCCs, and the effect they've had on the country's workforce.

Why Organisations Need to Prioritise Innovation - Part 2

Corporate innovation leader Abhay Tandon, and Co-founder and General Partner, 3to1 Capital, shares how organisations can leverage global innovation trends and adapt them to the local context to stay ahead of the curve.



#Viewpoint

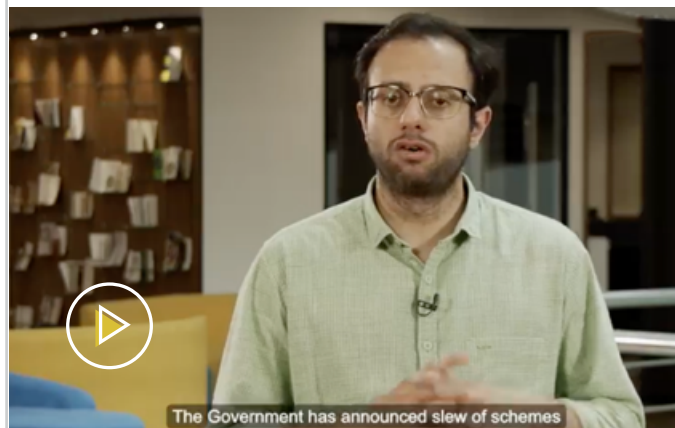


Are Cryptocurrencies Back?

Bhagwan Chowdhry, Professor, Finance, sharing his #Viewpoint on the dynamic crypto landscape, with Bitcoin hitting an all-time record value of around \$73,000 last year. From volatility risks for investors to the viability of Central Bank Digital Currencies such as the Digital Rupee, watch this to know how the cryptocurrency and blockchain ecosystems are faring.

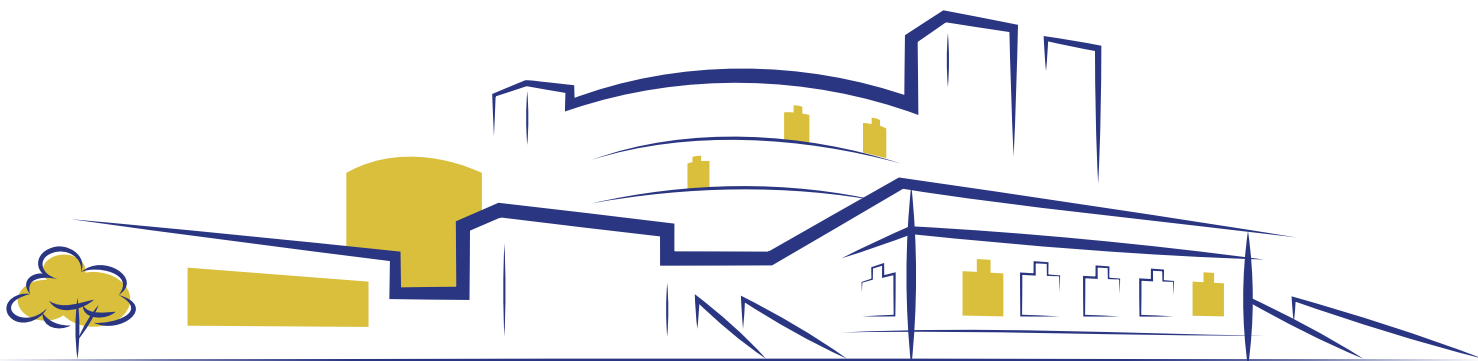
What ULI Means for Fintech Innovation

Shashwat Alok, Associate Professor, Finance, ISB shares his #Viewpoint on the RBI's Unified Lending Interface (ULI) and its potential to streamline lending and expand credit access in India, as well as its implications on the future of fintech innovation.



Union Budget 2024

From labour welfare to fiscal consolidation and tax reform, 2024's Union Budget had it all. Apoorva Javadekar, Assistant Professor, Finance, summed up key highlights from the post-election budget announcement, in this #Viewpoint.



UPCOMING LEARNING INTERVENTIONS

Comprehensive Leadership Programmes



Women's Leadership Programme

MAY 17 - SEP 20, 2025

The Women's Leadership Programme (WLP) addresses the persistent underrepresentation of women in leadership positions, providing them with the necessary competencies to overcome unique challenges.

Emerging Leaders Programme

JUN 1 - NOV 29, 2025

The Emerging Leaders Programme (ELP) is designed to develop a new generation of leaders equipped with technical proficiency and exceptional interpersonal skills to thrive in the rapidly evolving digital landscape.

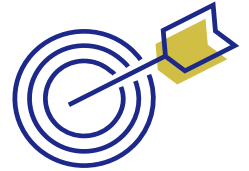
General Management Programme

JUN 14, 2025 - MAR 15, 2026

The General Management Programme (GMP) offers a comprehensive and transformative learning journey, enabling leaders to dissect and navigate complex business challenges.

UPCOMING LEARNING INTERVENTIONS

Topic-Focused Programmes



Essentials of Leadership

MAY 24 - 28, 2025

The Essentials of Leadership programme is meticulously crafted to unlock the latent leadership potential within high-potential executives. This programme lays the foundation for assuming pivotal leadership roles, equipping leaders to seize the opportunities that accompany heightened responsibility.

Mastering Negotiation and Influence

JUN 21 - 22, 2025

The Mastering Negotiation and Influence programme helps participants hone the art of persuasion, empowering individuals to influence stakeholders effectively and ensuring their strategic vision is articulated, embraced, and actualised with consensus and commitment.

Business Storytelling and Executive Presence

JUN 7 - 8, 2025

The Business Storytelling and Executive Presence programme is crafted to empower executives and leaders with the art of storytelling, enabling you to build connections, inspire action, and establish a leadership presence that stands out. Through this programme, you will master the art of conveying powerful messages that engage stakeholders, drive organisational change, and lead with an impact.

Strategy Formulation and Execution

JUN 26 - 28, 2025

The Strategy Formulation & Execution programme empowers leaders to craft and implement resilient strategies, enabling them to anticipate market shifts, align organisational resources, and navigate complexity effectively. Participants will refine their strategic acumen, ensuring their vision is embraced, executed with clarity, and drives sustainable competitive advantage with commitment.

UPCOMING LEARNING INTERVENTIONS

ISB Online

Mastering Executive Presence

APR 27, 2025 | 7 WEEKS

Enhance leadership potential by mastering self-awareness, storytelling, and personal branding. This programme equips executives to project influence, inspire stakeholders, and navigate complex business settings with confidence.



Business Technology & Innovation With AI

MAY 25, 2025 | 25 WEEKS

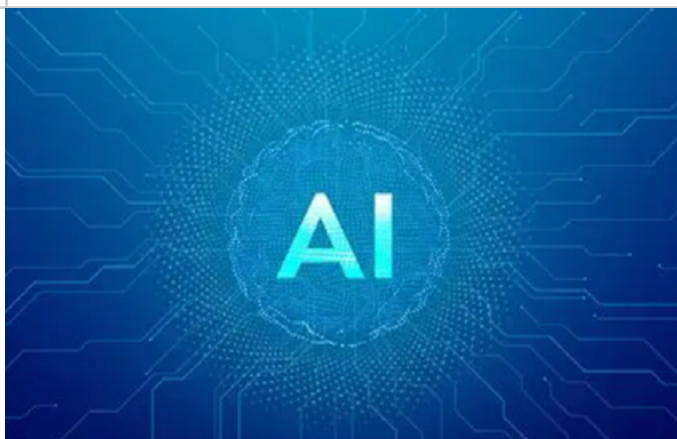
Gain expertise in emerging technologies like AI, Blockchain, IoT, and Cybersecurity. This programme equips you with the knowledge to integrate these innovations into business operations effectively.

Leadership Essentials

JUN 01, 2025 | 15 WEEKS

Develop a dynamic leadership style to lead decisively. This programme enhances self-leadership, stakeholder engagement, team performance, and agility, equipping you to navigate workplace challenges effectively.





AI in Business: Fundamentals to Applications

JUN 01, 2025 | 17 WEEKS

Learn AI fundamentals, generative AI, and ethical AI practices. Gain hands-on experience with tools like GPT, Llama, and DALL-E to enhance decision-making, streamline processes, and drive innovation.

Fintech Innovations: From Blockchain to AI

JUN 22, 2025 | 25 WEEKS

Explore fintech's evolution, global impact, and key innovations like AI, blockchain, digital payments, and open banking. Understand how these technologies reshape financial systems and disrupt traditional models.



Management Essentials

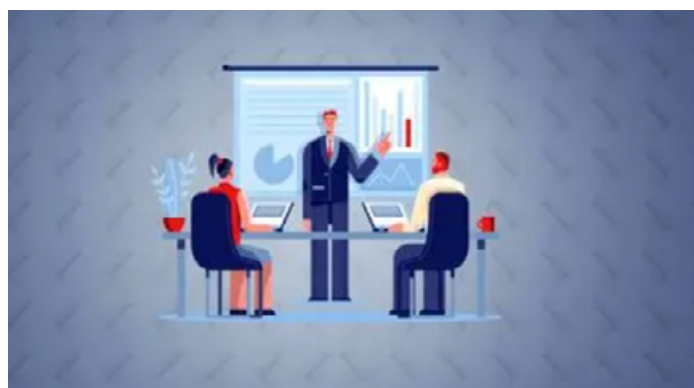
JUN 29, 2025 | 25 WEEKS

Master executive presence, decision-making, and implementation. This programme provides a strong foundation in management principles, using real-world examples to develop skills for driving business success.

Business Strategy

JUN 29, 2025 | 30 WEEKS

Strengthen strategic acumen and innovative thinking. This programme equips you with tools to formulate and execute business strategies, navigate disruptions, and drive long-term success.



ISB Online's Perspectives provides the career insights you need to achieve your goals and gain confidence in your business skills.

Articles



Thriving in the Gig Economy: A Blueprint for Business Talent Management

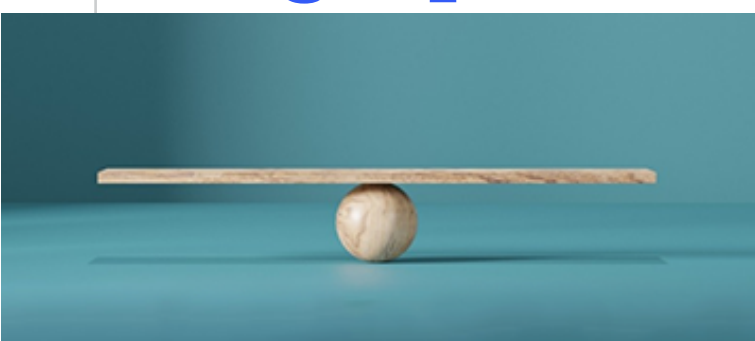
By 2030, India will have 23.5 million gig workers, transforming the workforce landscape. For hiring managers, this shift demands a complete rethink of talent management strategies.

Navigating Digital Transformation: A 7-Step Roadmap for Leaders

Digital transformation is crucial for business survival, yet only 48% of enterprise-wide digital initiatives achieve their intended outcomes, according to a study by Gartner. Here's a strategic roadmap to help leaders navigate the complexities of digital change.



Infographics



The Power of Persuasive Negotiation

Persuasive negotiation transforms challenges into opportunities by blending influence with expertise. Mastering this skill enables professionals to drive impactful decisions and build lasting partnerships.

Unlocking Team Potential

Collaboration, innovation, and results define high-performing teams—but how can organisations foster these qualities? Explore the key elements that drive team success in this insightful infographic, designed to help leaders build cohesive, results-driven teams.



ROUNDUP OF THE PAST QUARTER

Custom Solutions for Enterprises



Reliance Industries Limited



CAPitalize Group Learning Track

Multiple Cohorts - 8 Months

As learning partners for Reliance Industries Limited's Career Acceleration Programme, we delivered a bespoke multi-phase intervention designed to develop high-potential talent into future leaders. Participants gained strategic insights and growth frameworks to strengthen leadership capabilities at individual, team and organisational levels.

Moglix



Moglix Leadership Excellence Programme

7-8 Jan - 2 Days

We delivered a tailored Leadership Excellence Programme for senior leaders at Moglix, enhancing their leadership communication and negotiation strategies. This intervention enabled leaders to inspire teams and strategically influence stakeholders to drive improved business outcomes. We wish the participants success as they apply these insights to position the organisation as a global industry leader.





Gemini Edibles & Fats India Limited (GEF India)

Leadership Excellence Summit

23-24 Jan - 2 Days

The leadership programme designed for GEF India's C-suite executives provided advanced competencies to drive substantial business results. The summit offered strategic decision-making frameworks, enhanced emotional intelligence techniques, and cultivated a growth mindset to navigate dynamic market conditions.

IDFC First Bank



IDFC FIRST
Bank

Leadership Stack Programme

Multiple Cohorts - 8 Months

We developed a customised 'Leadership Stack' for 100 senior executives from IDFC FIRST Bank's retail banking portfolio. The programme focused on strategic execution, entrepreneurial thinking, and digital humanism, empowering participants in strategic decision-making and value creation within the organisation.



Amara Raja



AMARA RAJA
Gotta be a better way

ProPEL - Senior Leadership Development Programme

19 Aug, 2024- 2 Oct, 2025 - 1 year

We delivered a tailored Senior Leadership Development Programme (ProPEL) for Amara Raja, equipping leaders with strategic agility, resilience, and an innovation mindset. The programme prepared participants to drive impact in an evolving business landscape and create lasting value within the organisation.

ROUNDUP OF THE PAST QUARTER

Custom Solutions for Government

Comptroller and Auditor General (CAG)

Advanced Management Development Programme

24 Feb, 2025- 3 July, 2025- 4 Months

We partnered with the Comptroller and Auditor General (CAG) of India to deliver a bespoke Senior Leadership Development Programme for senior officers from the Indian Audit and Accounts Department. With a cohort comprising Directors General of Audit, Administration, and Accounts, the intervention strengthened strategic thinking, cross-functional collaboration, and leadership capabilities.



The Institute of Chartered Accountants of India



Management Development Programmes for CA Rank Holders

17 - 27 Jan, 10 Day Residential Programme

To develop future-ready CA leaders, we collaborated with ICAI to deliver a 10-day residential MDP for top 50 rank-holders and an online Leadership Masterclass for members nationwide. These interventions enhanced management skills, strategic thinking, and decision-making—preparing participants to lead with impact.

Indian Banks' Association



Leadership Programmes for Domain Leaders

9 Sep - 11 Nov, Multiple 2 day cohorts

We partnered with the Indian Banks' Association (IBA) to deliver tailored leadership interventions for the C-suite and their deputies from IBA's partner banks. Designed to strengthen strategic decision-making, the programme equipped senior leaders to navigate industry shifts, foster innovation, and lead effectively.





Executive Education & Digital Learning, ISB

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