



# Executive Perspectives Innovating Beyond the Status Quo

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## Articles

### Paving the Way for India to Become a Global Leader in Manufacturing

From semiconductors, pharmaceuticals, and textiles to automobiles and electronics, Indian manufacturers are increasingly capturing global market share. We delve into the key drivers of this transformation, highlighting the challenges and opportunities ahead as India embarks on its journey to become a global manufacturing leader.



### 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.



## Decoding Growth

### The Future of Digital Public Infrastructure in India

Sanjay Anandaram, Executive Board Member, MOSIP and Ambassador, iSPIRT, talks about the future of Digital Public Infrastructure (DPI) in India, in conversation with Prakash Bagri, Associate Professor (Practice), Marketing. They explore the drivers of success for DPI such as Aadhaar in India, the benefits of digital infrastructure at scale, and the significance of having a digital identity in today's evolving landscape.

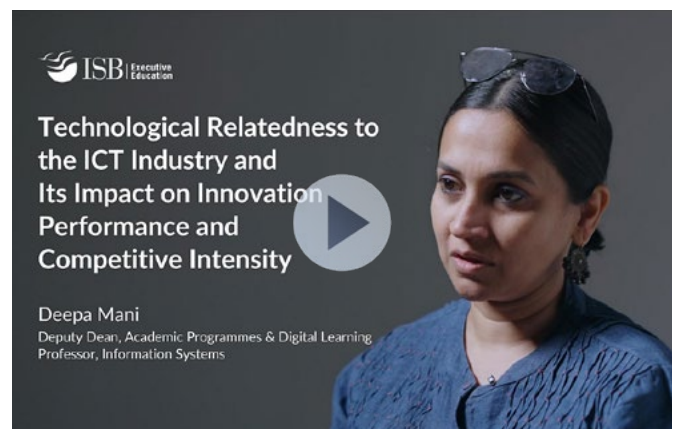




## Knowledge in Practice

### Strategic Social Media Marketing

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



### How ICT Adoption Impacts Industry Innovation

Deepa Mani, Professor of Information Systems, ISB, explains how “ICT-Closeness” has transformed sectors by boosting tech adoption and reshaping competitive dynamics, based on an analysis of 1.3 million patents from 1981 to 2010, impacting efficiency, products, and industry competition.

## #Viewpoint



### Union Budget 2024

From labour welfare to fiscal consolidation and tax reform, this year’s Union Budget had it all. Apoorva Javadekar, Assistant Professor, Finance, sums up the key highlights from the budget announcement, in our latest #Viewpoint.

### What ULI Means for Fintech Innovation

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



# Industry Bytes

## Championing Industry 4.0 in India

Explore how Industry 4.0 is reshaping manufacturing with Radhakrishnan Kodakkal, VP & Head, Global Technology & Engineering Center, Whirlpool. From automation to digital twins, discover the technologies driving change, the skills needed for the future, and strategies for balancing innovation with sustainability.



# Infographics

## Efficient Evolution and Scaling of Global Capability Centers in India

The opportunity for GCC growth in India is huge, not just in terms of numbers but also the value add (GCC 1.0 to GCC 3.0) they are capable of. What does it take to successfully make that transition?

Featuring insights from 'Evolution of Global Capability Centers (GCCs) in India: Lessons for Setting Up, Scaling, and Transforming Businesses' by Prakash Bagri, Yajna Prakash, Anushi Ray, and Prince Khandelwal.

With insights from Prakash Bagri, Associate Professor (Practice), Marketing, our latest 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.

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 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

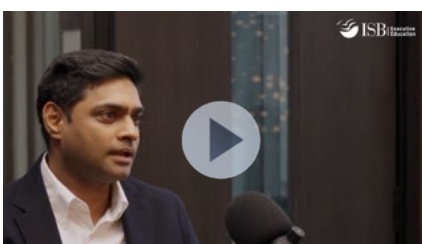
Insights from 'The CEO's Guide to Costs and Growth' by BCG Executive Perspectives.

# Podcasts



## Blending Perspectives: Exploring Traditional Leadership Wisdom

R Balasubramaniam, development activist, public policy advocate, and author, on the sidelines of the Hyderabad launch of his book ‘Power Within: The Leadership Legacy of Narendra Modi’ spoke with Professor Deepa Mani, exploring how ancient principles can shape effective leadership and drive public service.



## The Impact of R&D on India’s GCC Ecosystem

Over the past few decades, GCCs in India have 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, and the global impact of India’s GCCs.

## Events



### Vision 2030 Roundtable | Delhi

Our second Vision 2030 roundtable was organised in New Delhi recently, with the aim of identifying pathways to transfer job-ready skills to the incoming workforce. Leaders from academia and higher education institutions across India discussed the need for multidisciplinary curricula and teacher training to upskill India's youth.

### CMO Roundtable | Mumbai

ISB Executive Education convened marketing leaders of leading companies at the "CMOs as Architects of Global Growth" roundtable in Mumbai to discuss how CMOs must adeptly navigate the complex and competitive market to ensure brand relevance, drive excellence and achieve sustained growth, led by Pranav Jindal, Associate Professor, Marketing, ISB.



### Executive Alumni Chapter Meet | Mumbai

The recent Executive Alumni Chapter Meet hosted by ISB Executive Education in Mumbai marked a significant milestone as our first gathering in the city, bringing together alumni from various programmes over the years. It was an enriching evening, with alumni exchanging insights on how their personal and professional journeys have evolved.





# Upcoming Learning Interventions

## Advanced Leadership Programmes

### ISB-NUS Global Advanced Management Programme



October 18, 2024 - January 16, 2025

The **Global Advanced Management Programme** offers a unique blend of leadership development, strategic insights across data, AI and tech, sustainable value creation and regulatory frameworks intersecting with business realities necessary to make the right investments for maximum return on capital and build distinctive competitive strength. The programme has been meticulously designed along four dimensions critical to excel as a leader – 1) Leader as a decision architect, 2) leader as a strategist, 3) leader as a motivator, 4) leading in the business environment.

### Pathway to Chief Marketing Officer



October 19, 2024 - March 23, 2025

The **Pathway to Chief Marketing Officer** programme transforms participants into marketing thought leaders by developing critical skills and leveraging insights from behavioural science, economics, and analytics. Participants will master customer-centricity, understand evolving customer preferences, and excel in the dynamic CMO role. They will learn how to enhance performance across marketing channels, harness AI and emerging technologies, lead digital transformation, and manage brands in domestic and global markets.

### Pathway to Chief Strategy Officer



November 3, 2024 - March 18, 2025

The **Pathway to Chief Strategy Officer** programme delves into the intricate nature of strategic decisions, uncovering the underlying reasons why certain firms achieve superior performance. The programme equips Chief Strategy Officers and aspiring CSOs with an in-depth understanding of strategic management. It enables them with the tools and frameworks to effectively navigate disruptions, consistently outperform competitors, and achieve enduring success over time.

## Comprehensive Leadership Programmes



October 30, 2024 - February 23, 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.

### General Management Programme

December 07, 2024 - August 24, 2025

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

### Emerging Leaders Programme

December 13, 2024 - July 20, 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.

## Topic Focused Programmes



November 6 - 10, 2024

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.

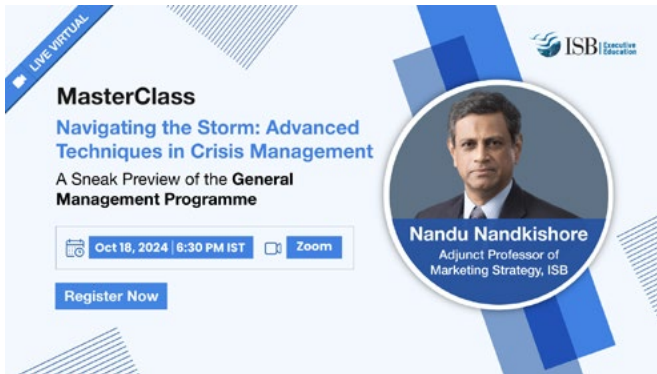
### Business Storytelling and Executive Presence

December 17 - 18, 2024

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.



# Upcoming Events



**MasterClass**  
**Navigating the Storm: Advanced Techniques in Crisis Management**  
 A Sneak Preview of the **General Management Programme**

Oct 18, 2024 | 6:30 PM IST Zoom

[Register Now](#)

**Nandu Nandkishore**  
 Adjunct Professor of Marketing Strategy, ISB

## Navigating the Storm: Advanced Techniques in Crisis Management

October 18, 2024

Join us for a MasterClass on “Navigating the Storm: Advanced Techniques in Crisis Management” led by Professor Nandu Nandkishore, and equip yourself with the advanced tools and strategies needed to navigate the complexities of modern crises.

## Marketing in the Age of AI

October 24, 2024

Join Professor Sudhir Voleti for a MasterClass on ‘Marketing in the Age of AI’ and delve into the profound impact of AI on modern marketing strategies. It will cover cutting-edge AI applications in customer segmentation, predictive analytics, personalised marketing, and dynamic pricing.



**MasterClass**  
**Marketing in the Age of AI**  
 A Sneak Preview of the **Emerging Leaders Programme**

Oct 24, 2024 | 6:30 PM IST Zoom

[Register Now](#)

**Sudhir Voleti**  
 Associate Professor of Marketing, ISB

## Leveraging Storytelling for Leadership Success

October 25, 2024

Join us for a MasterClass on ‘Leveraging Storytelling for Leadership Success’ led by Professor Rajesh Pandit and unpack the powerful intersection of storytelling and leadership. It will reveal how stories can serve as a dynamic tool for driving organisational vision, fostering collaboration, and overcoming challenges.



**MasterClass**  
**Leveraging Storytelling for Leadership Success**  
 A Sneak Preview of the **Business Storytelling and Executive Presence Programme**

Oct 25, 2024 | 6:30 PM IST Zoom

[Register Now](#)

**Rajesh Pandit**  
 Visiting Faculty, ISB

# ISB Online

Access world-class, research-backed business education through a state-of-the-art, immersive, digital learning experience that empowers you with essential business acumen to excel in today's dynamic workplace.

## Business Technology & Innovation With AI

November 24, 2024 [24 weeks]

Effective business management demands both a solid grasp of traditional principles and an understanding of emerging technologies. This programme provides key insights into technologies like Blockchain, IoT, Cybersecurity, AI, and ML, and how they are applied in business operations.



## Certificate Programme in Fintech

December 22, 2024

The Certificate Programme in Fintech equips learners with essential skills in Fintech innovation to navigate and excel in the rapidly evolving Fintech landscape.

Registrations to open soon.



# Roundup of the Past Quarter

## Custom Solutions for Enterprises

### Stryker

#### Commercial Leadership Programme

July 4, 2024 - April 7, 2025

We recently kicked off this bespoke programme, curated for Stryker, a global leader in medical technologies. The learning intervention will equip the organisation's high-potential talent with advanced competencies in strategy, finance, and management to help make prudent decisions to elevate business impact and improve patient outcomes.



### Boeing

#### 2024 India Executive Prestige Programme

July 29, 2024 - August 2, 2024

Amid rapid advancements in aerospace technology and infrastructure, this bespoke programme was delivered to the third cohort of Boeing leaders from airlines and government aviation agencies. The programme combined classroom sessions, workshops, and simulations to offer perspectives on advanced leadership concepts, equipping participants with transformative skills to inspire excellence and drive value across stakeholders.



**Bennett Coleman & Co. Ltd.**  
**(The Times of India)**  
**Leadership Development Programme on**  
**Business Strategy & Innovation**  
 August 7- 8, 2024

We recently concluded a bespoke leadership programme tailored for two cohorts of senior leaders across editorial, advertising, supply chain, and operations functions at Bennett Coleman & Co. Ltd. (The Times of India). The programme offered participants perspectives on strategic thinking and leadership, while also providing insights into building organisational capabilities for sustained innovation.



**Amazon**  
**UDAAN Leadership Programme**  
 August 23, 2024 - September 22, 2024  
 3 Cohorts

In alignment with Amazon's leadership principles, a bespoke leadership programme was completed by three cohorts of first-line managers from the assisted online shopping service. The learning intervention equipped participants with a roadmap for individual and organisational success by helping them develop unique leadership styles, build high-performing teams, and embrace a growth mindset.



**BNP Paribas**  
**Global Leadership Development**  
 September 2 - 4, 2024

In line with our efforts to effect meaningful change for the industry, we designed a Global Leadership Development Programme for leaders from BNP Paribas to equip them with the tools they need to lead with purpose and excellence. By diving into advanced strategic management tools and frameworks, participants gained the insights necessary to elevate team performance and build critical global partnerships.

## Knowledge Tables



### Embedding a Learning Culture in Your Organisation's DNA

For L&D Leaders

September 13, 2024 | Ahmedabad

At our latest L&D Knowledge Table, led by Ramnarayan Subramaniam, Professor of Organisational Behaviour (Practice), industry leaders from pharma, healthcare, manufacturing, technology, among others, exchanged insights on building progressive, multi-tiered learning pathways that enhance psychological safety amongst employees and empower teams to identify and seize opportunities for individual and organisational growth.

### Creating Transformational Hubs: Accelerating GCCs' Evolution and Value For GCC Leaders

August 30, 2024 | Mumbai

Our latest GCC Knowledge Table gathered leaders across diverse sectors to discuss India's evolving role as the epicentre of GCCs. The panel addressed the challenges of advancing up the value chain, highlighting the need for Indian talent to become subject matter experts and develop advanced capabilities. The discussion culminated with Professor Bagri outlining the roadmap for Indian GCCs to evolve into integrated ecosystems. Outcomes through long-term, multilevel learning pathways.



### Signing of MoU with AIG Hospitals

August 2, 2024 | Mumbai

We are pleased to announce our partnership with AIG Hospitals, one of the world's top-ranked gastroenterology institutions, in collaboration with the Max Institute of Healthcare Management (MIHM), to usher in a new era of excellence in healthcare delivery through AI-led innovations. A one-of-a-kind initiative in India, it merges AI technology with clinical expertise equipping healthcare leaders and practitioners with competencies essential to drive AI advancements to improve patient outcomes.



## Custom Solutions for Government

### Indian Banks' Association (IBA)

Multiple programmes

September 9, 2024 - December 13, 2024

We have designed tailored interventions with the IBA for C-suite and next-generation leaders in nationalised banks across technology, information security, human resources, finance, and risk management. Each programme is bespoke to the participants' domain and leadership level, building on their expertise while enhancing strategic thinking and leadership competencies to champion a progressive banking system.



### Government of Telangana

Healthcare Management Programme

August 17, 2024 - August 12, 2025

Launched in collaboration with the GoT and the National Health Mission and designed for senior leaders in Commissionerate of Health and Family Welfare, this transformative one-year programme aims to equip learners with essential tools and frameworks to elevate patient-centric service delivery to new heights within the state, setting a benchmark for the nation. The programme has been co-created with ISB's Max Institute of Healthcare Management

### Reserve Bank of India

Leadership Development Programme

July 29, 2024 - August 2, 2024

We partnered with India's central bank and regulatory body, Reserve Bank of India, to deliver a bespoke leadership programme tailored for its senior leadership. This comprehensive programme addressed their unique needs in the face of digital disruption, combining essential knowledge with practical leadership development techniques.







## Executive Education, Indian School of Business

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