



**Executive Perspectives**  
**Driving Innovation,**  
**Shaping the Future**

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# Knowledge

## Articles

### Steering India's Public Transport System Towards Sustainability

As an-demand cabs significantly impact pollution and congestion, we delve into sustainable public transport solutions in India, emphasising shared mobility and strategies to address adoption challenges for a cleaner, sustainable future.



### Hyderabad's HYDRAA: An Exercise in Urban Water Body Reclamation

The HYDRAA initiative reclaims water bodies to tackle urban flooding and encroachment in the Indian city of Hyderabad. Our article explores the challenges of balancing ecological preservation, urban development, and social inclusion.

## Classroom to Boardroom

### Design Thinking

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





## Industry Insights

### Technology for the Future

Ajai Chowdhry, Co-founder, HCL and Chairman, Mission Governing Board, National Quantum Mission of India, talks about the need for India to move away from services to products, the quantum computing opportunity for the country, and the importance of balancing hard work with your own passions, in the second part of his conversation with Deepak Jena, Assistant Professor, Strategy, ISB.



### The Rise of Global Leadership Roles from India

In the second part of their conversation, Jaideep Agarwal, India GBS Leader, Warner Bros. Discovery and Himanshu Tambe, Visiting Faculty, ISB, dive into the nuances of diversity in leadership, how communication is key in helping GCCs in India scale up the value chain, and much more.

## Insight Edge



### Marketing Strategies for CMOs in a Disruptive Era

Ron Berman, Associate Professor of Marketing, The Wharton School, University of Pennsylvania, talks to us about leveraging academic research to measure marketing's value proposition, drive business growth, and adapt to convergent disruptions in a rapidly changing marketing landscape.

## Podcasts

### Leadercast | Sustainable Transformation Through Tech, Design, and Governance

Thakuur Pherwani, Chief Sustainability Officer, TVS Motor Company explores the intersection of technology, design, and governance in sustainable automobile industry transformation, sharing expertise on integrating AI, circular economy practices, sustainable product design, and transparent ESG reporting.



### Industry Insights Podcast | The Convergence of Innovation Ecosystems

Abhishek Kathuria, Assistant Professor of Information Systems, sits down with Venkat Narsi Varadarajan, Global Account Director - GSI at Intel India, to discuss the intersection of AI, cloud, and data centres, and the future of semiconductor innovation.

## Industry Bytes



### Leading Strategic Transformation: From Vision to Execution

Gain exclusive insights on how to articulate a compelling vision, balance operational needs with strategic objectives, and overcome resistance to change, to help organisations grow, from Dr Anantharaman Subramanian, Vice President - Head of Strategy, Sustainability, and CSR at Siemens Limited.

# Upcoming Learning Interventions

## Advanced Leadership Programmes

### ISB-NUS Global Advanced Management Programme

Feb 6 - Jun 7, 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 Growth and Marketing Officer

Feb 1 - Jun 22, 2025

The **Pathway to Chief Growth and Marketing Officer programme** transforms participants into marketing and growth 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 role of growth and marketing leader. 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

Jan 28 - Jun 13, 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 indepth 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



Mar 13 - Jun 25, 2025

The Strategic Digital Leadership Programme offers key insights and skills vital for thriving in an era of digital transformation. It reinforces the critical demand for leaders who can actively shape the digital narrative, ensuring their organisations remain competitive and innovative in a world where digital prowess dictates market leadership. This comprehensive programme is structured around four foundational pillars: Digital Business Models, Business Analytics and Artificial Intelligence (AI), Digital Innovation, and Leading Digital Strategies spread over three transformational phases.

### General Management Programme

Mar 15 - Nov 14, 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

Mar 15 - Sep 14, 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.

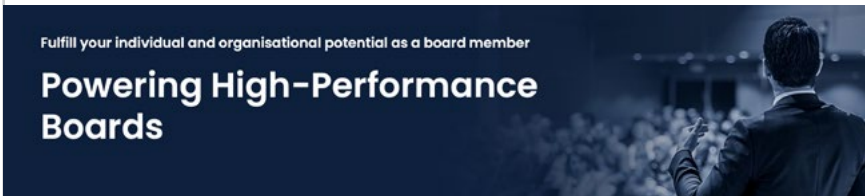
### The Future CHRO

Feb 12 - Sep 7, 2025

The Future CHRO programme is a comprehensive 6-month blended learning experience tailored for experienced HR professionals aspiring to become future Chief Human Resources Officers (CHROs).



## Topic Focused Programmes



Feb 28 - Mar 2, 2025

Amidst increasing uncertainty, regulations, and ESG demands, board roles have transformed to navigate intricate business models, risk, and sustainability. The Powering High-Performance Boards programme combines academic rigour and practical insights to address these challenges effectively. Explore board issues, best practices, and legal frameworks, and gain crucial insights into strategic alignment, collaboration, and digital transformation.

### Mastering Negotiation and Influence

Feb 3 - 4, 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.

### Operational Excellence for Leaders

Feb 27 - 28, 2025

The Operational Excellence for Leaders programme empowers leaders to elevate customer-defined value, surpass competition, and optimise revenue, costs, and risk management. It champions a culture of relentless improvement, consistently refining processes and systems to exceed customer expectations.

### Essentials of Leadership

Mar 16 - 20, 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.



# Upcoming Events



## Role of Accounting in Business Valuation Jan 16, 2025

Join us for a virtual MasterClass led by Hariom Manchiraju, Associate Professor of Accounting, ISB and explore how accounting frameworks shape valuation models, influence decision-making, and impact stakeholder engagement.

Learn to interpret financial metrics, analyse accounting policies, and drive strategies that decode business value.



## Crisis Management: Thriving Through Adversity Jan 17, 2025

Join us for a MasterClass led by Nandu Nandkishore, Adjunct Professor of Marketing Strategy, ISB and learn to navigate crises with resilience and agility, transforming challenges into growth opportunities.

Gain insights into crisis preparedness, adaptive strategies, and building organisational resilience to thrive in uncertain times.



## Driving Performance in Corporate Boards Jan 22, 2025

Join us for the exclusive fireside chat with Amit Raj Sinha, MD and CEO, Sigachi Industries, and Atul Juvle, Consulting GC and Senior GRC Advisor and explore actionable strategies to navigate boardroom dynamics, foster accountability, and future-proof corporate boards for innovation and resilience.

Gain insights into risk management, leadership dynamics, and integrating diversity and digital fluency to drive organisational excellence.

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**

Feb 23, 2025

This programme is designed to help you sharpen your strategic acumen, develop an innovative mindset, and equip you with the essential tools and knowledge to make the right decisions towards creating an effective strategy.

## **Fintech Innovations: From Blockchain to AI**

Mar 9, 2025

Learners will delve into the technologies, policies, and innovations reshaping financial systems, with a focus on AI, blockchain, digital payments, and open banking. The course covers key topics such as global fintech trends, digital lending, and insuretech, highlighting how these advancements are disrupting traditional financial models.



## **AI in Business: Fundamentals to Applications**

Mar 2, 2025

Explore foundational concepts, generative AI, and ethical AI practices while gaining hands-on experience with widely popular and accessible models and tools like GPT, Llama, DALL-E, Perplexity AI and more to drive impactful business outcomes.





## Business Strategy

Mar 15, 2025

This programme is designed to help you sharpen your strategic acumen, develop an innovative mindset, and equip you with the essential tools and knowledge to make the right decisions towards creating an effective strategy.

## Mastering Executive Presence

Feb 2, 2025

The programme on Mastering Executive Presence helps executives gain skills to build their leadership potential by gaining self-awareness, mastering storytelling and building a distinctive brand for themselves, enabling them to confidently navigate complex settings.



## Management Essentials

Feb 2, 2025

This programme empowers you with a strong foundation in management principles required to create business impact. Through a distinctive pedagogical approach that emphasises diverse real-world examples, you will master the tools and techniques needed to excel in three key managerial capabilities: Executive Presence, Decision-making and Implementation.

## Leadership Essentials

Mar 9, 2025

This comprehensive programme aims to cultivate a dynamic leadership style, enabling you to lead yourself effectively, excel in stakeholder engagement, boost team performance, and increase agility and responsiveness to change.





# Roundup of the Past Quarter

## Custom Solutions for Enterprises

**TVS Motors**  
**Emerging Leaders Programme**  
 Mar 19, 2024 - Jul 30, 2024

We delivered a custom leadership development programme for TVS Motors' emerging leaders, providing them with critical insights needed to deepen their impact, drive innovation, and create lasting value for the organisation.



**Indigo**  
**IndiGoLD Leadership Catalyst Programme**  
 Sep 12, 2024 - Dec 31, 2024

We recently collaborated with IndiGo on the IndiGoLD Leadership Catalyst immersive learning experience, designed to develop the leaders of tomorrow. Through this focused learning intervention, the leaders were immersed in advanced frameworks of People Leadership, Customer Centricity, and the integration of Data and Digital mindsets.

**Synchrony**  
**Leadership Accelerator Programme**  
 Multiple cohorts - 3 days

We delivered a bespoke leadership programme for senior leaders at Synchrony, equipping them to navigate and shape the organisation's future in an evolving global landscape. The programme focused on fostering agile leadership, enabling participants to drive high-performance teams and inspire transformative change.

This collaboration aligns with our ongoing efforts to support GCCs in enhancing their capabilities and creating value for the global economy.







**ABB**  
**MO Leaders Programme**  
 Multiple cohorts - 2 days

We collaborated with ABB India to deliver the Motion Leader Programme, a comprehensive leadership learning intervention designed to support its growth objectives and develop its next-generation leaders. This bespoke programme prepared future-ready leaders with essential skills in self and team leadership and strategy execution, enhancing organisational talent through impactful leadership practices.



**RPG**  
**Global Leadership Development Programme- Leading in a Global Economy and Financial Value Creation**  
 Multiple cohorts - 3 days

We delivered two high-impact learning interventions designed for the senior leadership of RPG Group’s businesses. These programmes equipped participants with advanced global insights and frameworks to drive financial value creation while enhancing their strategic acumen.



**Interglobe**  
**Executive Development Programme**  
 Sep 23 - 25, 2024

To equip InterGlobe’s business and functional leaders with the skills to craft effective strategies, drive sustainable growth, foster adaptive cultures, and leverage digital technologies, we delivered a bespoke programme on strategy, organisational culture , and digital leadership, empowering them to navigate today’s fast-paced digital landscape and build agile, innovation-ready organisations.

**Signing of MoUs**

**Hyundai Motor India Limited (HMIL)**  
 Oct 4, 2024

We signed a Memorandum of Understanding with Hyundai Motor India Limited (HMIL) to serve as their strategic learning partner. Designed to deepen the leadership team’s capabilities in enhancing Hyundai’s product portfolio and strategic roadmap, this bespoke programme aims to build core competencies in strategy, digitaltransformation, finance, data, and digitalisation.



# Custom Solutions for Government

## AJNIFM

### Mid Career Training Programme Phase

Dec 2 - 6, 2024

As part of our collaboration with Arun Jaitley National Institute of Financial Management (AJNIFM), we delivered a Mid-Career Training Programme for Indian Defense Accounts Service (IDAS) officers, aimed at strengthening their capabilities in strategic decision-making and leadership excellence. The programme equips participants with advanced insights into public governance, data-driven approaches, and transformative technologies.



## NeGD

### Managing Large Digital Transformative Projects

Dec 2 - 6, 2024

We recently launched the bespoke digital transformation programme for the first cohort of officials from Central and State Governments as part of our partnership with the National e-Governance Division, Ministry of Electronics & Information Technology (MeitY), Government of India. The programme aims to deliver critical insights into leadership and data-driven strategies to multiple cohorts, enabling them to leverage emerging technologies for e-governance and implement transformative digital projects that improve public services and enhance efficiency.

## LIC

### Leadership Development Programme

Multiple cohorts - 4 days

A bespoke programme, designed to meet the evolving needs of technology adoption and consumer demands within India's insurance ecosystem, was delivered to senior leaders from LIC. This learning intervention integrated emerging concepts in finance and technology with strategies to understand the shifting behaviour of the Indian population, enabling participants to drive innovation within the organisation. The programme also equipped leaders with the mindset shifts necessary to become purposeful, impactful leaders.





## GRID India

### Leadership Development Programme

Multiple cohorts - 2 days

We delivered bespoke leadership programmes for heads of State Load Dispatch Centres (SLDCs) at Grid India, bringing together these leaders from across the country to foster innovation, resilience, and leadership potential. The programmes equipped participants with global insights and sustainability practices to enhance operational excellence.

This collaboration aligns with our commitment to empowering organisations that play a critical role in the nation's development.



## Samhita CGF

### Certificate Programme in Business Essentials

As an initiative to boost entrepreneurship at the grassroots level, we delivered a bespoke digital intervention for 500 women from rural areas, focusing on foundational business, financial, and digital competencies, in partnership with Samhita's Collective Good Foundation (CGF). Through a multilingual, user-friendly learning system, the programme equipped participants with the tools to scale their businesses, create sustainable income, and navigate modern business challenges.

This effort aligns with our commitment to driving impactful change at the grassroots level and contributing to national growth by fostering inclusive, sustainable entrepreneurship.

## Executive Education & Digital Learning, ISB

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