



Unlocking Scale

Seamlessly Achieve Escape Velocity

Faculty:



Prof. Ravi Bapna

Chair Professor of Business Analytics and IS, Associate Dean of Executive Education, & Academic Director of the Carlson Analytics Lab



Ajay Kavan

Senior Advisor KKR & Piper Equity | E-commerce & retail veteran



Lucian Schönefelder

Partner at KKR and leads KKR's technology investing activities across Asia

Scaling Up: The State of Play



Businesses that use technology to scale up experienced a 12% increase in revenue growth



AI & Data Driven scaling up of large companies has led to an increase in their customer base by an average of 30%



Businesses need to achieve an efficiency rate of 80% when scaling up to maximise their ROI



When scaling up, businesses that partner with the right investor tend to experience a 20% cost reduction

- Scaling Up: Strategies for Sustainable Growth by M.J. Klein, 2021
- Scaling Up Businesses: Leveraging the Power of Technology* by S. Gopalakrishnan, 2021
- The Role of Leadership in Scaling Up Large Companies* by K.K. Mishra, published in 2021
- The Challenges of Scaling Up Large Companies* by A. Sharma 2021

Programme Overview

Whether you are an entrepreneur poised on the cusp of growth or a CEO striving to make a more profound impact on organisational growth, the most formidable challenge you will confront is spreading and multiplying your success and organisational effectiveness. After the initial stages of organisational growth, the ability to scale effectively can be the difference between an enterprise struggling to succeed and one that seamlessly achieves escape velocity. Further, although their contexts vary significantly, the key choices that leaders face and the principles that help organisations scale and grow effectively are consistent across these very varied contexts. In this programme, we go beyond platitudes of understanding consumer demands and willingness to adapt to provide insights into key decisions around technology, data, culture, decision-making and financing that help organisations navigate the modern business landscape and execute a comprehensive scaling strategy that is a catalyst for tremendous growth and success.

Enterprises today operate in an environment of ambiguity and discontinuous change in technologies, work models and consumer behaviours. While growth efforts in such an environment demand perseverance and grit, knowing how and where to focus such perseverance is equally important as your organisation strives to scale. What are the strategies of organisations that not only weather the storm but flourish, expand, and achieve unprecedented success in a dynamic business environment?

Aspirational organisations that have succeeded in exponentially scaling their revenue, operations, customer base and workforce have done so by cultivating mindsets, strategies, capabilities and cultures that enable rapid and effective expansion of their footprint. They organise people, processes and culture for growth, harness next-gen technological capabilities and "assetise" data for competitive dominance.

The "Unlocking Scale" programme will empower business leaders with the acumen, strategies, decision frameworks and organisational structures needed to effect expansion by delving into the tactical strategies and psychological proclivities required to achieve unprecedented scale.

Participants will glean insights into effectively communicating a compelling vision and galvanising their team to pursue it in unison. Additionally, they will gain a deeper appreciation for the role of technology in augmenting growth, including AI and advanced analytics. They will also gain an understanding of business models in the digital economy and the underlying process of digital transformation. Finally, the value of data-driven decision-making and its potential to elevate organisational growth will be explored in different business contexts by globally acclaimed growth experts, industry practitioners and academics.

"Unlocking Scale" is a two-day executive workshop for senior business leaders who intend to scale their businesses dramatically. You will learn from world-renowned industry experts in leading growth businesses (Ajay Kavan), a PE growth leader (Lucian Schoenefelder), and a leading AI and digital transformation academic (Ravi Bapna)

Who Should Attend?

The programme is best suited for

- CXOs, founders and senior leaders who wish to discover avenues for achieving the next phase of growth
- This programme will also be particularly useful for senior executives from start-ups looking to move into the next exponential growth phase.
- Mid-senior to senior executives from mature companies who are looking to solve a business growth challenge for their verticals or business units will also find this useful

Programme Impact

“Unlocking Scale” is a two-day executive workshop for senior business leaders who intend to scale their businesses dramatically. It is an imperative for companies that have found product market fit but are now looking to get their organisations ready to achieve escape velocity. The programme will also be relevant for leaders of more mature companies keen to learn from businesses that deliver high growth over long periods. We will cover industry-leading principles covering strategy, AI-enabled digital transformation, organisational culture, operating model design, investor savvy, and inspiring people. You will learn from world-renowned industry experts in leading growth businesses (Ajay Kavan), a PE growth leader (Lucian Schoenefelder), and a leading AI and digital transformation academic (Ravi Bapna)

Dates and Programme Fees

Start date:

May 13-14, 2023

Duration:

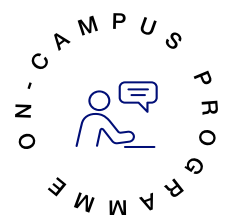
2 Days

Programme Fees:

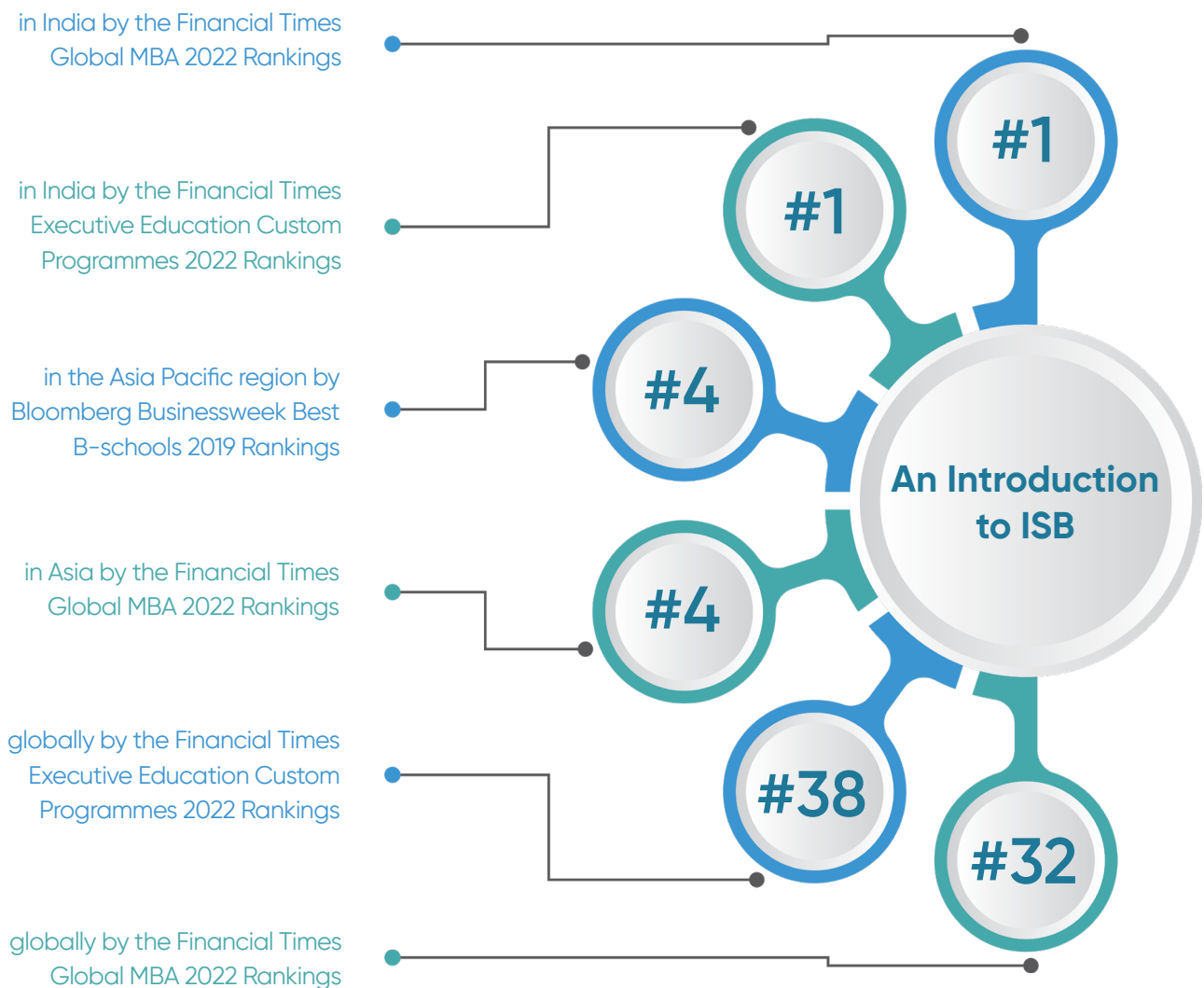
INR 1,30,000 + taxes

Location:

Hyderabad



The Indian School of Business (ISB) is a research-oriented independent management institution that grooms future leaders for India and the world. The school has proliferated over the 20 years since its inception and has several notable accomplishments. It is the youngest school to rank among the top Global MBA programmes consistently, the first institution in South Asia to receive the prestigious AACSB accreditation, one of the largest providers of Executive Education in Asia, and the most research-productive Indian management institution. ISB is also in the league of just about a hundred elite business schools worldwide with AACSB and EQUIS accreditations. A vibrant and deep pool of research-oriented resident faculty, strong academic associations with leading global B-schools and the backing of an influential Board have helped ISB Executive Education emerge as a premier international business school. For details, visit www.isb.edu





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Today, leaders and organisations must continually reinvent themselves to navigate complex, disruptive environments and create and renew their competitive advantage over time.

ISB Executive Education empowers executives with the skills, mindsets, and vibrant networks required to manage and lead in this new world and achieve their unique personal and professional goals.

Globally Renowned Faculty

ISB faculty includes leading academics with solid domain expertise that draws on extensive research, real-world engagements, and rich teaching experience in top global business schools. The faculty also includes accomplished industry practitioners at the helm of international businesses. These experts will challenge your current thinking, broaden your horizons to include new perspectives on complex problems and their solutions, and empower you to effect innovative ideas and change in your organisations.

Research Leadership

ISB is ranked #1 amongst all business schools in India for research. At our research centres and institutes, faculty collaborate with top minds in industry and government to develop groundbreaking thought leadership. Participants and their learning journeys will benefit from this rich expertise and its applications in the classroom through novel instructional content and assessments, extensive coaching, and a diverse selection of case studies.

Expertise in Emerging Markets

Emerging economies in the East and South are slated to grow twice as fast as the more established, advanced economies in North America, Western Europe, and Japan. Asia is at the centre of this growth story, with India and China poised to contribute 50% of global economic output by 2050. Immense opportunities await companies that can navigate these markets' unique and formidable challenges. Unlike most leading international business schools,

ISB has developed rigorous intellectual capital and many case studies that explore critical challenges facing organisations and leaders in these markets. Further, embeddedness in a rich ecosystem of business, government, and think tanks allows ISB to deliver practical knowledge and craft holistic learning experiences to local and global companies looking to compete and succeed in emerging markets.

Some of the industries that we have extensively worked on include:

- Oil and Gas
- Banking, Financial Services and Insurance
- Manufacturing
- Diversified Conglomerates
- Information Technology
- Professional Services
- Telecommunications
- The Government and the Public sector enterprises

Future-ready Perspectives

ISB Executive Education programmes speak to modern work and businesses' new and continually evolving realities, including heightened connectivity, lower barriers to entry and scale, unprecedented automation, and shifting demographics. Our learning interventions will help you discover organisational "unlocks" and create future-ready companies that are aware, nimble, and continually learning and innovating to thrive in the next normal.

Transformational Learning Experience

ISB Executive Education programmes are replete with distinctive teaching methodologies and an intense and challenging learning environment that pushes participants' learning horizons beyond their pre-existing beliefs. Through lectures from distinguished faculty, local and global case studies, business simulations, and group discussions with extraordinary peers from a broad range of industries, regions, and functions, you will be equipped with the strategies, tools, and insights required to transform your thinking and achieve ambitious business objectives. You will return to your organisation ready to apply what you have learned. You will also take a rich network of relationships that will enrich your personal and professional lives long after completing the programme.

Executive Benefits

Receive an official certificate from ISB Executive Education, formally recognising your professional development. On completing an ISB Executive Education programme, participants gain exclusive access to the ISB Executive Network, a vast learning community of senior executives and entrepreneurs.



Programme Curriculum

Day 1 – Session 1 (100 minutes) – Ravi Bapna

AI-Powered Digital Transformation

| Four pillars of digital transformation

- We will learn what differentiates AI-enabled industry front-runners from incumbents, how to use modern machine learning and advanced analytics to convert your data into an asset, how to innovate in an AI-enabled platform ecosystem, and how to shape your organisational culture to do so

Day 1 – Session 2 (100 minutes) – Ajay Kavan

Cultural and Decision Frameworks for Unlocking Scale

| Building an “operating system” that optimises for rapid scaling, value creation and competitive advantage

- We will explore the culture and actionable decision-making frameworks to accelerate your business (including critical topics like customer focus, innovation and operational excellence). These will empower employees to make faster and better decisions to drive value creation. We will cover practical tools to embed these in your business deeply, and we will review best practice examples. We will also set participants a project to work on and present back at the end of Day 2.

Day 1 – Session 3 (60 minutes) – Dr. Lucian Schoenefelder

Investments for Unlocking Scale

| Partnering with the right investor for a scale-up

- We will cover some differences in investor types you are likely to meet, the characteristics of value-add investors that are likely to be good partners, and some watch-outs as you select your partner
- We will discuss different company attributes investors look for as they search for investment opportunities. What are turn-offs for investors, and how to strike the right balance in your marketing to investors

Day 1 – Session 4 (90 minutes) – Ravi Bapna

Wrap-up and Key Takeaways

Day 2 – Session 1 (90 minutes) – Ajay Kavan

How to Enable a Data-Driven Culture

| Building a fact-based culture and “truth seeking” culture

- Everyone talks about adopting a data-driven culture, but few firms can demonstrably achieve this to make a significant impact. How do companies such as Amazon operationalize a data-driven culture? Developing a common framework and tools to consistently make better and faster decisions

Day 2 – Session 2 (90 minutes) – Dr. Lucian Schoenefelder

Scale and Valuation

| Understanding how investors think about the valuation of your business

- What valuation approaches will investors use to value your business?
- How do investors think about base, upside, downside cases?
- What are qualitative factors that will drive valuation up vs. down?
- What can you do to influence the valuation of your business positively?

Day 2 – Session 3 (90 minutes) – Ravi Bapna

WORKSHOP: Converting your Data into a Strategic Asset using AI and ML

| Applying AI and ML with use cases from various industries and functions

- Learn how to deploy supervised, unsupervised, reinforcement and deep learning methods to improve customer retention, predict machine failure, reduce employee turnover and develop next-gen products and services
- How to convert your textual and natural language data, as well as your voice and image data into an asset
- Organizational challenges with deploying AI and ML and how to overcome them

Day 2 – Session 4 (90 minutes) – Ravi Bapna and Ajay Kavan

Unlocking Scale Workshop – Participant Presentations

Participants will present their projects that apply the learning from the modules to their business context.

Faculty



Prof. Ravi Bapna

Chair Professor of Business Analytics and IS, Associate Dean of Executive Education, & Academic Director of the Carlson Analytics Lab

Ravi Bapna is the Curtis L. Carlson Chair in Business Analytics and Information Systems at the Carlson School of Management. He also serves as the Academic Director of the Analytics for Good Institute and the Carlson Analytics Lab (CAL). He just finished a 5-year stint as Associate Dean of Executive Education. Bapna is an award-winning scholar with expertise in analytics, AI and ML, digital transformation, social media and the economics of information systems. He has been awarded the INFORMS ISS Distinguished Fellow award, the INFORMS ISS Inaugural Practical Impacts Award, the INFORMS ISS Haim Mendelson Teaching Innovation Award, and multiple best paper awards in journals such as Management Science and Information Systems Research. His research investigates online dating, social media, social engagement, causal effects of AI and ML innovations such as recommender systems, analytics, the economics of information systems, trust and peer influence online, human capital in digital services and online auctions. His work has been published in numerous journals, including Management Science, Information Systems Research, MIS Quarterly, Informs Journal on Computing, Statistical Science, Journal of Retailing, and Decision Sciences. His views have also been featured in the Financial Times, Wall Street Journal, Knowledge@Wharton and The Economic Times, among others. As a co-founder of the Carlson School's top-ranked MS-Business Analytics (MSBA) programme, Bapna runs the Carlson Analytics Lab (CAL), which facilitates industry-academia connections in cutting-edge AI and ML applications. Bapna teaches graduate students, executives, CIOs, and CMOs how to leverage analytics and the broader digital revolution for competitive advantage. He developed the CIO Academy at the Indian School of Business and analytics and AI-oriented leadership academies at F500 companies such as Optum, Ameriprise and M Health Fairview.



Ajay Kavan

Senior Advisor KKR & Piper Equity | E-commerce & retail veteran

Ajay's current portfolio focuses on e-commerce and digital transformations. It includes roles as Senior advisor to KKR, the advisory board of Piper Equity, mentor to CEOs/founders of high-growth businesses and other Board and digital advisory roles. He brings a wealth of e-commerce knowledge to the table multichannel retailers. He was an Amazon Vice President for nine years, scaling multiple categories and holding global roles. These included building core Amazon businesses in the EU, leading International Special projects and launching Amazon Fresh in Europe/Asia. As CEO of Matches Fashion, he helped stabilise the company during the challenging period of COVID and Brexit. Before his pure play roles, he launched three e-commerce businesses within multichannel retailers (each with large store portfolios) and was a director within Kingfisher Plc and Home Retail Group. He has also previously launched and developed offline retail formats in the UK and India. Ajay has been active in non-profit work for over a decade and is now Vice Chair at the Prince of Wales' Charity In Kind Direct. Ajay was educated in India and completed his business education at Manchester and Harvard Business School.



Dr. Lucian Schönefelder

Partner at KKR and leads KKR's technology investing activities across Asia

Dr Lucian Schönefelder is a former Partner at KKR, where he most recently led KKR's technology investing activities across Asia as Head of Technology until the end of 2021. Lucian joined KKR in 2007 and built up KKR's growth equity and internet private equity businesses across Europe and Israel out of KKR's London office before relocating to Asia. He now acts as a Technology Advisor to KKR and sits on KKR's Technology Growth Equity Portfolio Management Committee in Asia. Lucian is also an Advisor to Sorin Investments, an India-based venture capital fund recently launched by KKR's former Head of India. In addition to his interest in investing, Lucian is also passionate about philosophy and theology and has spent time in India and Rome studying these subjects. Before joining KKR, Lucian worked in the M&A department of J.P. Morgan in London. He holds a Master of Finance and a PhD (summa cum laude) from the University of St. Gallen (Switzerland).



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Hyderabad Campus: Gachibowli, Hyderabad - 500 111.

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execed.isb.edu | execed@isb.edu | 1800 309 0410

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