

Programme Overview

In the present context, firms are witnessing dramatic shifts in the competitive landscape with intensified competition and increasing commoditization of offerings. Spurred by visions of a dismal future and haunted by intense competition, companies are rushing to cut costs across the board. At the same time there are others who view this time as opportune to break away from the pack. How do such organizations deal with the seemingly competing sets of demands of cutting back and investing in the future? What do they do to expand while others contract? What tangible and intangible assets do they leverage to create advantage?

Successful companies have shown that creating customer solutions can be a powerful way to stimulate growth—but only if companies are able to transcend their organizational silos to marshal all of their resources, including new technologies, towards delivering customer-focused solutions. For marketers, making this shift will involve a rethinking of their roles, the development of new skills, and in some cases, creative agreements with external partners to both keep costs in line and enhance the appeal of solutions. However, this transition is not easy. They face the dilemma of whether to swap out their old siloes with new customer oriented ones or retain the old siloes but then seek out ways to transcend those existing siloes so that they operate in a more synchronous way.

This programme will demonstrate how to creatively develop higher value customer solutions – for B2B and B2C companies. Participants will learn how to build internal bridges across siloes and gain insights into how to become those effective bridge builders in companies.

The topics that would be covered in the programme will include:

- Identify and explore the essential foundations for building competitive advantage in turbulent markets
- Strategic dilemmas in commodity markets
- Market impediments to solutions as a key differentiator
- Strategies for connecting internal siloes to ensure synchronicity
- Individual strategies for managerial survival on the intersection of siloes
- Investigate how firms in a range of industries use creative strategies to build and sustain profitable market positions with top and bottom line growth in difficult markets
- Cultivate an understanding of how these firms actually implement some of these changes to ensure success



Who Should Attend

CEOs, Business Leaders at middle and senior levels of the organization

Faculty:

Professor Ranjay Gulati.

(Professor Ranjay Gulati is the Jaime and Josefina Chua Tiampo Professor of Business Administration at the Harvard Business School. Professor Gulati is an expert on strategic and organizational issues in firms, including the creation and management of intra and inter-firm partnerships and achieving short term and long term growth by organic means, as well as through strategic alliances. He has recently launched his new book 'Reorganize for Resilience' published by the Harvard Business School Press.)

Fees for the programme: INR 75,000/- (Seventy five thousand) and taxes as applicable. This is a residential programme and the workshop fee includes facilitation charges, Workshop Kit, Accommodation and food for participants.

Dates: September 19 – 21, 2010

Venue: Tata Management Training Centre, 1, Mangaldas Road, Pune 411001.

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