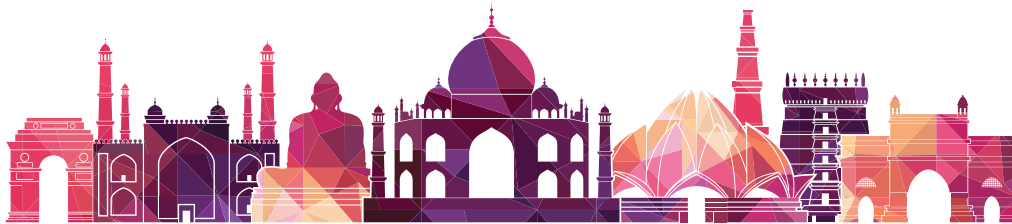


INDIA INSIDE



**Your gateway to understanding
the emerging markets.**

Mohali | Hyderabad



MESSAGE FROM THE DEAN



More than a hundred companies from emerging markets feature on the Fortune Global 500 list of the world's largest corporations by revenue. Emerging market companies have some inherent advantages: their local markets are providing most of the global growth, they have access to more patient financial capital, as well as improved technological innovation and manufacturing capabilities. And, they are learning to turn products into globally-recognised consumer brands, supported by innovation and marketing. In addition, lower growth in developed markets has led MNCs to gain an additional impetus to pursue sales abroad and focus on emerging markets.

With the contextual difference between the east and the west, regarding greater diversity, higher growth rates and more regulation in emerging markets, insights from the west may not go well with the capabilities that are required to succeed in India. By integrating insights from our Research Centres and Institutes (RCIs) that focus on sectors like healthcare, information technology and digital transformation, applied finance, innovation, and entrepreneurship, among others, we are able to create specialisations that are contextualised via insights into Indian and emerging markets.

Prof. Rajendra Srivastava

Dean & Novartis Professor of Marketing and Innovation

INDIA – THE ECONOMIC SUPERPOWER

From the dawn of civilisation, India has been a place where everything comes together. From traditions, arts, societies and lifestyles, to innovation, knowledge, trade, evolution, progress and so much more. Over millennia of mixed influence and great periods of growth, the country has metamorphosed into uniqueness. To a culture and place that's home to opportunity. That's precisely why India stands apart as a subcontinent, and not just geographically.

But it isn't all about the uniqueness. India is also the second fastest growing economy – a superpower that creates opportunity. 3,287,263 square kilometres of opportunity, to be precise. And here is a unique one to understand this country.

3,287,263

**SQUARE KILOMETRES
OF OPPORTUNITY**



THE INDIAN SCHOOL OF BUSINESS

We at the Indian School of Business have the ideal platform to help you absorb the colours of India. Crafted to help you understand how India is changing the world, how the world is changing India, and why, the Indian School of Business brings you the India Inside programme. With its unique blend of academic learning, practitioners' insights, globally recognised faculty, world-class research, and two sprawling campuses in Hyderabad and Mohali, ISB will provide you one of the safest environments to learn about and experience the Indian market.

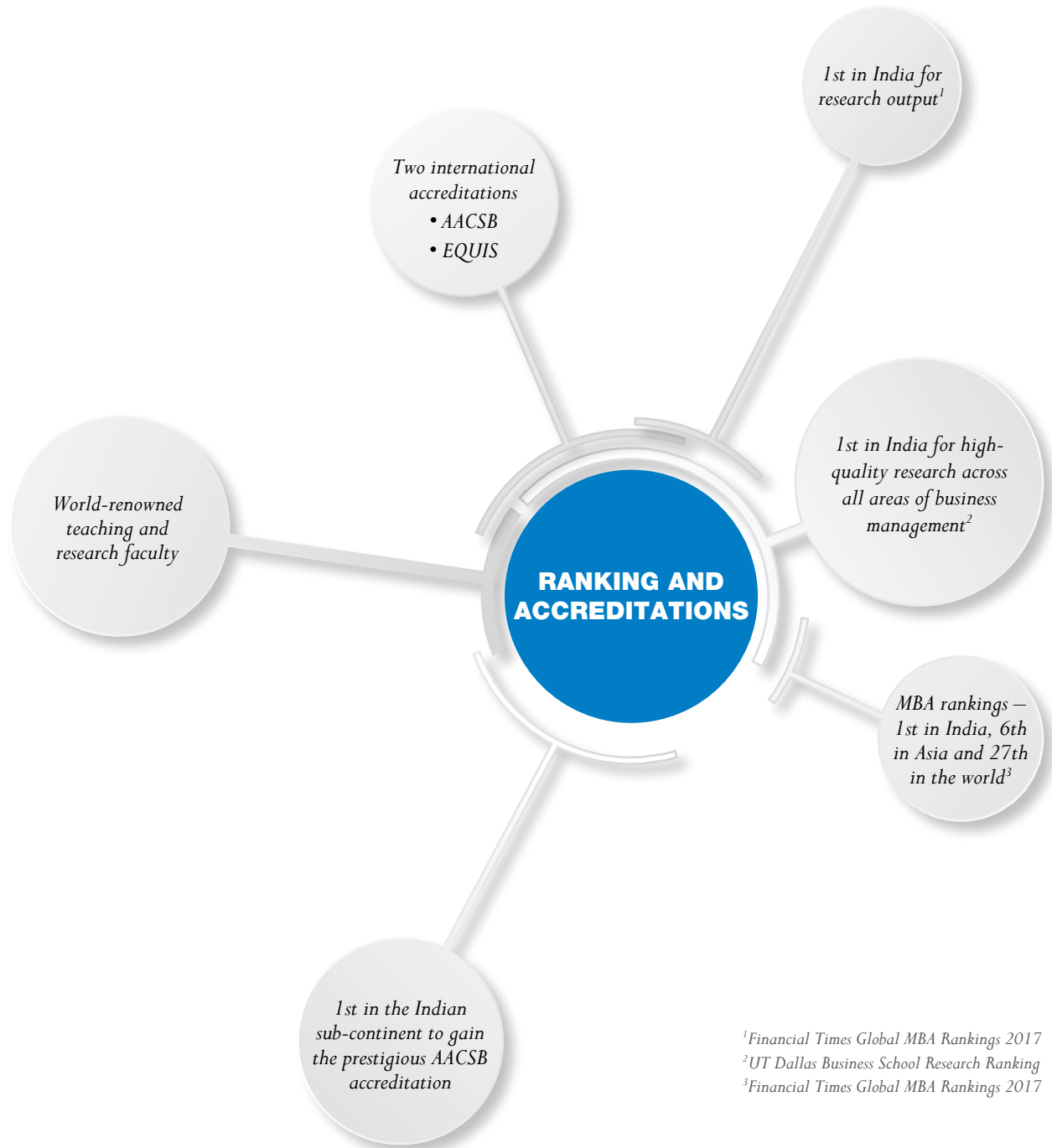
ISB has been ranked 27th among the top 100, in the Financial Times MBA 2017 global rankings. We are also the highest ranked business school in India. We are the first institution in South Asia to achieve the AACSB accreditation, and the youngest one to ever be ranked among the Top Global MBA Programmes.

1ST

**IN INDIA'S
MOST DESIRABLE
BUSINESS SCHOOLS
AND 5TH IN
THE WORLD**

Ready4's annual ranking of the "The Most Desired Business School Programmes 2017"





¹Financial Times Global MBA Rankings 2017

²UT Dallas Business School Research Ranking

³Financial Times Global MBA Rankings 2017

INDIA INSIDE

The dramatic rise of India as an economic powerhouse (third largest, globally) has been one of the most significant results of globalisation. India is the largest democracy, with rising income levels, a knowledgeable workforce, an open regulatory environment and a consistent GDP growth. In addition, slower growth in developed markets has led MNCs to focus on sales in emerging economies, and leverage them for potential growth opportunities, source talent, and develop new business models. As a result, countries like India are positioned to be at the forefront of both supply-side efficiency, and new market opportunities.

The India Inside portfolio of programmes gives you an insider's perspective to the dynamic markets of India, its business environment, socio-cultural norms, and emerging opportunities. It will provide the right knowledge and tools to harness the efficiency of the Indian economy, and use India-centric innovation as a key differentiator. An optional action-learning project will ensure that at the end of the programme, you are ready to create action-oriented implementation plans for your organisation.



Ranked 2nd in most internet users in the world – 35% penetration



Ranked 2nd in most mobile phone users in the world



Market potential – To be the fifth largest consumer market by 2025



Demographic advantage – Young nation with a median age of 28 by 2020



Large & diverse middle class – Middle class will be more than 250 million by 2025



One of the fastest growing economies in the world



FDI inflows increased by 37% since the launch of Make in India



One of the top 10 Foreign Direct Investment (FDI) destinations in 2015



Leading investors ranked India as the most attractive market



India to be the largest supplier of university graduates in the world by 2020



India has the third largest group of scientists and technicians in the world



Private consumption will grow four times by 2025

PROGRAMME OBJECTIVE

The India Inside programme has been curated to provide an interesting blend of:

- Plenary workshops
- Optional menu of interesting tracks
- Privileged access networking sessions with government policy makers and regulators, industry leaders, and entrepreneurs

- Field trips and cultural immersions

The programme provides learnings on how to enter and succeed in your chosen Indian market segment, manage institutional voids and complexities/chaos, use India-centric innovation, and leverage your India learnings to other emerging markets in general.

Specifically, participants will be better prepared to:

- Have hands-on insights to enable better appreciation of the diversity of various Indian market segments,

and help drive more focused segment choices and better tailored entry/growth/supply chain strategies and business models

- Build in-depth appreciation of the knowledge, skills and networks required for successfully managing the institutional voids and operating in the complex and diverse Indian markets of their choice
- Better appreciate the real implementation challenges and mantras for success from local entrepreneurs and MNC managers
- Appreciate the business, macro and public policy environment, range of consumer mindsets, and market realities in India
- Understand the socio-cultural norms and management principles that work in India
- Develop innovative business models for their organisation tailored for emerging markets

- Assess how India-centric innovation can be a key differentiation for their organisations
- Apply the learnings to other emerging markets

PROGRAMME CONTENT

The programme has been designed to impart holistic learning through a finely curated balance of interactions with thought leaders and leaders from both corporate and government sectors, India-centric case studies, classroom exercises, field visits, and cultural visits.

PROGRAMME STRUCTURE OVERVIEW

Pre-trip Preparation

- Key readings – online and print
- Webinars and online meetings
- Setting individual learning goals

4/6-day India Immersion Programme

- 4-day residential programme
- Additional 2-4 days of field trips

Integrating Learnings to Strategic Initiatives

- Guided reflections
- Application of learnings to Action Learning/Strategic Initiative Projects
- Ongoing networking

ISB INDIA INSIDE OFFERINGS

DAY 1

Introduction to India: Promise, Paradoxes and Challenges

- Wild Wild East: Managing in Dynamic Markets
- Leading with Business Model Innovations
- Business Mantras: Historical, Social and Cultural Perspectives
- Critical Review of Key Government Initiatives and Key Sectorial Overviews (e.g. IndiaStack – Aadhaar, Digital Payments, GST, Make in India, Climate Change and Environmental Issues, etc.)
- Gender and Social Equality Initiatives and Issues
- The Complexity and Diversity of India's Consumption Opportunities
- Insights into Rural Markets

At the Intersection of Business, Public Policy and International Relations

- Globalisation: A Macroeconomic Perspective and Post-globalisation Implications (e.g. Digital Platforms and Investment Flows vs. Reconfigured Product Supply Chains)
- Emerging Market MNCs and Home-grown Titans
- Geopolitical Implications for Macroeconomic Scenarios: OBOR, South China Sea and the Indo-Pacific Quad
- Digital and Telecom Regulation: Key Challenges of Indian and Emerging Markets

DAY 2

DAY 3

Managing Execution in India

- Managing with Chaos: Is there an 'Indian Approach to Management'?
- Overview of Key Regulatory Changes/ Issues (e.g. Bankruptcy Code, Corporate Governance, Telecom, etc.) and Managing the Regulator
- Land Acquisition and Other Ecosystem Management Challenges
- Managing Rapid Scale-ups and Growth
- Navigating through Legal Disputes and IP Protection
- Talent Landscape and Strategic Human Capital Levers
- Tackling Infrastructure and Supply Chain Management, Last-mile Distribution and New Opportunities Post-GST

Industry Specific Tracks

- Family Businesses
- Financial Services
- Government and Public Policy
- Healthcare
- Infrastructure and Smart Cities
- Innovation and Entrepreneurship
- IT and the Networked Economy
- Manufacturing

**DAY
4/5**

Optional Sector Tracks

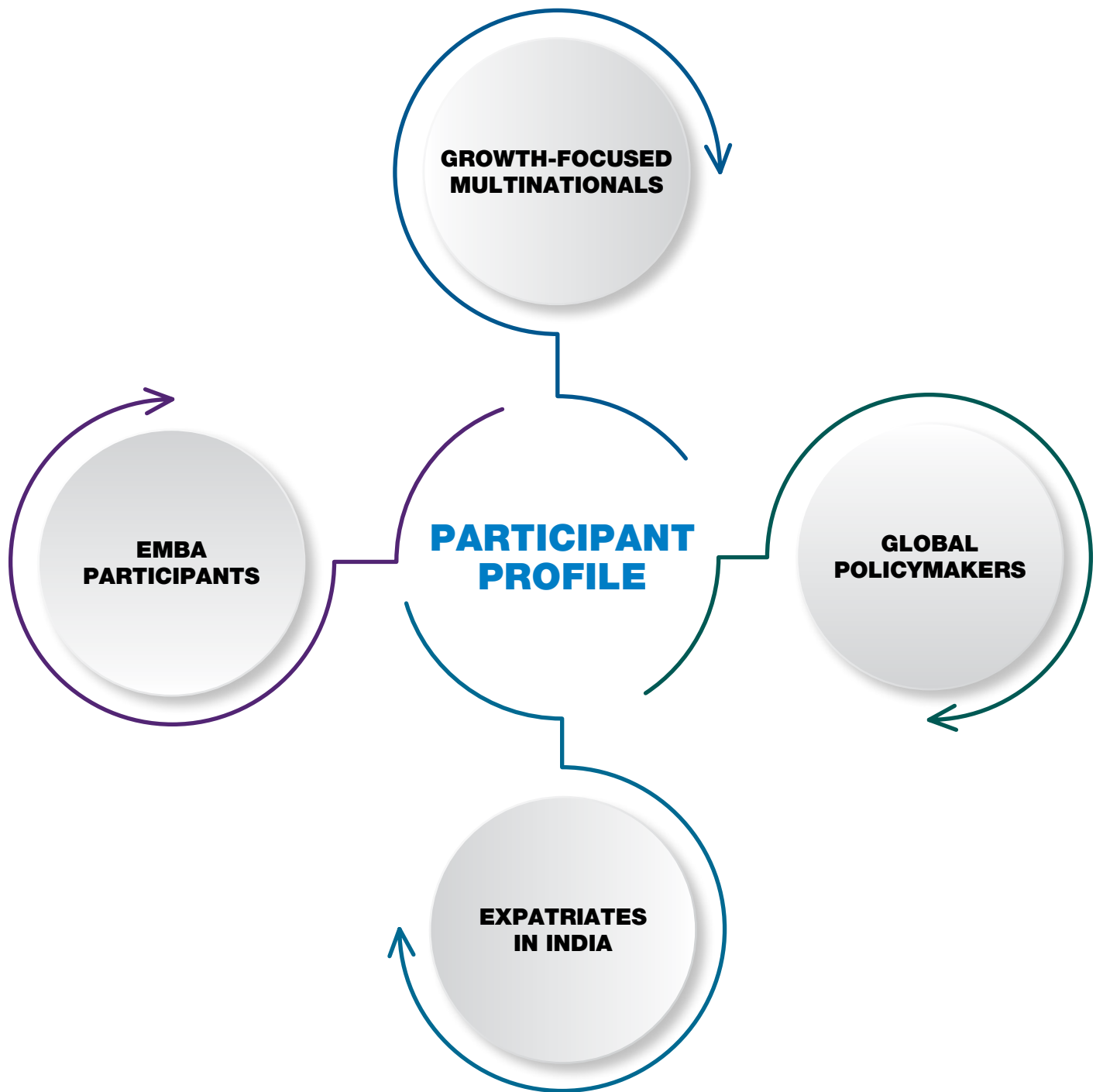
**Corporate Visits, NGO Visits,
Privileged Access Networking,
Interaction with Key Policy-makers
and Regulators, Cultural Immersion
and Consumer Visits (Different
Strata of Society)**

**Delhi Visit and Interactions with
Key Government Policy-makers
and Regulators,**

or

**Corporate Visits (Infosys/
Microsoft/Novartis/Dr. Reddy's/
LVPEI) and NGO Visits (Akshay
Patra/e-Choupal Centre/T-Hub/
Government Common Services
Centre) in Hyderabad**





GROWTH-FOCUSED MULTINATIONALS

India Inside, with its unique blend of academic learning and practitioners' insights, will provide you with the toolkit to lead in the Indian market – poised to be one of the largest in the near future. You will also learn to appreciate the underlying market forces and apply the learning to other emerging market situations, which will be a strategic competitive advantage to your organisation. Global companies that have partnered with ISB for this programme include Ericsson, Legrand and Areva.

GLOBAL POLICYMAKERS

Its growing economic, military and diplomatic powers have made India a key player in the global arena. The India Inside immersion programme provides western policymakers, regulators and

decision-makers, a holistic overview of the Indian context, as well as specific insights into policy and regulatory issues, customised to the needs of the participants.

EXPATRIATES IN INDIA

A growing number of multinationals are deputing their best talent to India at senior levels for delivering value in Indian business. Indian companies are also turning to foreign leadership in an increasingly competitive market. However, it takes more than just functional skill to succeed in leadership roles in India. Understanding the Indian context, culture and business realities are equally important for delivering effective results. The India Inside immersion programme will act as an induction to precisely that.

EMBA PARTICIPANTS

It is no longer sufficient to master the functional skills of traditional MBA programmes. To lead in the globalised world, it is essential to learn about emerging market realities, understand the dynamic and innovative business models that deliver value in these markets, and appreciate the differences in cultural nuances and consumer behaviour across geographies. In tune with this, the best EMBA programmes now incorporate understanding of the emerging market issues as a core part of their curriculum. ISB, through the India Inside programme is the strategic partner for this, customising it to the needs of the partner business school. By doing so, you can make your programme more globally relevant, and provide a winning edge to your participants.



SNIPPETS OF SESSIONS FROM INDUSTRY-SPECIFIC TRACKS

INDIAN INFRASTRUCTURE – LAND OF INVESTMENT OPPORTUNITIES

This module has been developed in collaboration with **Punj Lloyd Institute of Infrastructure Management**.

Topic	Day	Description
Infrastructure Sector – the story thus far and opportunities ahead	4	An analysis of the infrastructure sector in India related to government initiatives, its budgetary allocations, private interests, and potential investment destinations.
Growth Drivers of Infrastructure	4	An exploration of the indicators of growth such as government incentives, booming industrial economy, modern financing infrastructure, urban renewal schemes, and the supportive legal and regulatory environment.
Trends in Indian Infrastructure	4	An introduction to potential growth areas in infrastructure in the light of emerging government support. <ul style="list-style-type: none"> • Renewable Energy – Renewed Focus, Demand and Investment Potential • Road Transport Development – Connecting Hundreds of Cities • Urbanisation and Urban Infrastructure: Towards Smarter Cities and Business Opportunities • Airports and Ports: Past, Present and Future • A look at Indian Government policies such as India Infrastructure Project Development Fund (IIPDF), Viability Gap Funding (VGF), Foreign Direct Investment (FDI), among others.
The India Advantage	4	Understanding the logic of advantages of investments in Indian infrastructure, taking into account the growing demand, government support, potential zones of investment, and the ongoing projects.
Panel Discussion: Indian Infrastructure – What does the Future Behold?	4	A stimulating panel discussion on the prospects of the sector with representatives from policy-making institutions, infrastructure planning advisory bodies, industrial developers, real estate companies, finance corporations and consulting companies.

Note: Each session will be for 90 minutes.



*The Taj Mahal — one of the
seven wonders of the world.*



Queen's Necklace, Mumbai.

INNOVATION AND ENTREPRENEURSHIP

This module has been developed in collaboration with **Centre for Innovation and Entrepreneurship**.

Topic	Day	Description
Introduction to innovation and innovation ecosystems in India	4	Introduction to issues, challenges and opportunities related to innovation in India. Takeaways <ul style="list-style-type: none"> • Features and gaps in the innovation ecosystem in India • Challenges faced by Indian firms to become globally competitive in the innovation front
Family Business Dynamics in India	4	Introduction to family business firms in India. Takeaways <ul style="list-style-type: none"> • Unique features of family business governance in India • Issues and challenges faced by family business firms relative to other types of firms • Understanding the basis of competitive advantage of family business firms
Introduction to Entrepreneurship in India	4	Introduction to issues, challenges and opportunities related to innovation in India. Takeaways <ul style="list-style-type: none"> • Key trends in entrepreneurship in India • Spatial distribution of entrepreneurship and the key drivers of spatial concentration in India • Business model challenges
Introduction to policies governing innovation and entrepreneurship in India	4	A brief introduction to the policy framework governing innovation and entrepreneurship in India. This session will cover <ul style="list-style-type: none"> • Intellectual property policies including those covering patents and trade secrets • Issues surrounding incorporation of firms • Bankruptcy laws in India and its influence on entrepreneurship in India
Innovation for the bottom of the pyramid	5	A brief introduction to innovation targeted at the bottom of the pyramid in India. <ul style="list-style-type: none"> • Key challenges – the last mile problem • The myth of disruption at the bottom of the pyramid
Social entrepreneurship for the bottom of the pyramid	5	A brief introduction to entrepreneurship targeted at the bottom of the pyramid in India. <ul style="list-style-type: none"> • Ethical dilemma confronting social entrepreneurs • Prevalent funding models for social entrepreneurship in India
VC and Angel investing in India	5	Introduction to the evolution of VC and angel investing in India. <ul style="list-style-type: none"> • Perspectives of an investor • Startup’s perspective • The evolution of Indian financial markets and what it means to VCs and angel investors
Strategic Challenges to managing and scaling up Family Businesses in India	5	This session will cover some key strategic issues related to managing family business in India. <ul style="list-style-type: none"> • Challenges related to growth and scaling up of Family Businesses • Challenges they face in the evolving Indian economy such as competing with MNCs

Note: Each session will be for 90 minutes.

IT AND THE NETWORKED ECONOMY

This module has been developed in collaboration with **Srini Raju Centre For IT and The Networked Economy**.

Topics	Day	Description
Digital Business Models	4	Understand the evolution of digital business models, the nature of competition amongst these models, and the potential sources of competitive advantage
Innovation 2.0	4	Understand how firms can measure and drive innovation in the digital economy
IT Outsourcing	4	Understand the risks, conditions and critical elements associated with managing IT and strategic outsourcing relationships
Business Analytics and Data Mining	4	Develop analytic models to improve and formulate new targeting strategies, and demonstrate the power of unstructured data in predicting business outcomes
Digital Transformation in Public Governance	5	Understand the state of e-governance in India and in the context of the Digital India programme, and highlight the various ways in which governments can leverage IT to transform public governance and citizen value
Emerging Technologies for Emerging Markets	5	Understand how technologies such as Artificial Intelligence, Machine Learning, NLP, Internet of Things, etc. are creating newer business and services delivery models in contexts like India, across private and public sectors
Panel Discussion	4	Understand the implications of technology on human capital development
Guest Speakers	5	Interactions with senior leadership of institutions from the industry and the public sector, such as NASSCOM, HYSEA, Centre for Good Governance, National Institute for Smart Government, etc.

Note: Each session will be for 90 minutes.



INDIA AS A MANUFACTURING DESTINATION

This module has been developed in collaboration with **Munjal Institute for Global Manufacturing**.

Topic	Day	Description
The Indian Manufacturing Story	4	An introduction to the current state of affairs in Indian manufacturing. <ul style="list-style-type: none">• An appraisal of the new tax regime and taxation policies, concerning manufacturing• Review of the investment scenario in innovation and entrepreneurship
Trends in Indian Manufacturing	4	An introduction to the trends in the fields of additive manufacturing, robotics, blockchain technology and industry 4.0
Growth Drivers in Manufacturing in India (including Government Initiatives)	4	An exploration of the growth opportunities for manufacturing through: <ul style="list-style-type: none">• Government initiatives• Fast-developing infrastructure• Large and low-cost labour pool• Domestic consumption and• Foreign Direct Investment (FDI)
The India Advantage	4	This session surveys the edge of India's manufacturing sector over that of other countries and identifies the markers of its superiority. It recognises the indicators of growing demand, investments, the pace of infrastructure and government support for skill development.
Panel discussion on 'Make in India: Opportunities for multinationals'	4	An enriching panel discussion on foreign investment in India by representatives from MNCs, owner-based companies and listed companies across various sectors. A discussion on the potential for new investments and growth in manufacturing.

Note: Each session will be for 90 minutes.



TOP GLOBAL FACULTY

**SENIOR GLOBAL FACULTY
FROM ISB**

**INDUSTRY & CONSULTING
EXPERIENCE**

**EXTENSIVE TEACHING
EXPERIENCE**

**RESEARCH
ORIENTATION**



Rajendra Srivastava

Dean and the Novartis Professor of Marketing Strategy and Innovation, Indian School of Business

Affiliation: *Indian School of Business*



Sarang Deo

Associate Professor; and Executive Director of Operations Management, Max Institute of Healthcare Management

Affiliation: *Indian School of Business*



Anand Nandkumar

Associate Professor, Strategy; and Academic Director, the Centre for Innovation and Entrepreneurship

Affiliation: *Indian School of Business*



Krishnamurthy Subramanian

Associate Professor, Finance; and Executive Director, Centre for Analytical Finance

Affiliation: *Indian School of Business*



Ashwini Chhatre

Senior Research Fellow, Bharti Institute of Public Policy; and Visiting Professor, Economics and Public Policy

Affiliation: Faculty, Beckman Institute Member, Governing Board SSWG-SCB



Chandan Chowdhury

Associate Dean; Professor, Operations Management and Information Systems; and Executive Director, Munjal Institute for Global Manufacturing and Punj Lloyd Institute of Infrastructure Management

Affiliation: Indian School of Business



Tejavan Gandhok

Clinical Assistant Professor, Entrepreneurship

Affiliation: Indian School of Business



Deepa Mani

Associate Professor, Information Systems; and Executive Director, Srinji Raju Centre for IT and the Networked Economy

Affiliation: Indian School of Business



Kavil Ramachandran

Clinical Professor, Entrepreneurship; and Executive Director, Thomas Schmidheiny Centre for Family Enterprise

Affiliation: Indian School of Business



Chandrasekhar Sripada

Clinical Full Professor, Organisational Behaviour and Strategic Human Capital

Affiliation: Indian School of Business



K. Vaidya Nathan

Lecturer, Finance

Affiliation: Indian School of Business



Siddharth Singh

Associate Professor; and Associate Dean, RCI Outreach and Engagement

Affiliation: Indian School of Business

GLOBAL PERSPECTIVES

“Our long-term growth story in India is intact. Since 2008, our sales have more than doubled in India. I believe the global megatrends mobility, urbanisation, water and agriculture will be the drivers for growth.”

Mr. David Novak

*CEO
YUM! Brands*

“We are greatly excited about India and its long-term growth potential, which is one of the reasons why we made it into a separate division.”

Mr. Daniel P. Myers

*Executive Vice President
(Global Integrated Supply Chain)
Mondelez International*

“We are looking to use India as a source, not just to make great product, but also to make manufacturing equipment that we will use to produce our products in other countries.”

Mr. Jeff White

*President – India & SAARC
Cisco Systems*



“We see India as a big growth market. It has important top management attention, and we are betting big on it.”

Biswadip (Bobby) Mitra

*President and Managing Director
Texas Instruments, India*





Holi – the festival of colours.



WHAT YOU WILL GAIN FROM INDIA INSIDE

- Shape organisational strategies/ business models to thrive in the Indian market
- Identify drivers that influence the market and provide real consumer value
- Identify institutional voids and create solutions
- Understand socio-economic trends and their influence
- Understand cultural nuances that influence employees, teams and organisations
- Implement the learning to a real-time business challenge
- Options to deal with uncertainties that affect businesses in India

PROGRAMME FEE

USD 4000 + GST @ 18%

PROGRAMME DATES

Dec 03 – 05, 2018

Venue: ISB, Hyderabad Campus

Feb 25 – Mar 01, 2019

Venue: ISB, Hyderabad Campus





Bharatanatyam — a classical Indian dance form.





Centre for Learning and Management Practice, Indian School of Business

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🌐 www.isb.edu/india-inside-programme 🐦 twitter.com/ISBIndiaInside

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