



Confederation of
Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



WINNING THROUGH
INNOVATION
THE THREE BOX
STRATEGY

A Thought Leadership Masterclass with
VIJAY GOVINDARAJAN

STRATEGYEDGE

11 January 2019 | Taj Coromandel | Chennai

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www.ciistrategyedge.in



Govindarajan introduced the Three-Box Solution to GE a few years ago when he was our professor in residence at Crotonville. We embraced it immediately because we saw in it a path to strategic fitness and innovation that was simple, powerful and purposeful”

Jeffrey R. Immelt
Chairman and CEO
General Electric Company

Dr. Vijay Govindarajan

Vijay Govindarajan (VG) is widely regarded as one of the world's leading experts on strategy and innovation. VG, a New York Times and Wall Street Journal Best Selling Author, is Coxe Distinguished Professor at Dartmouth College's Tuck School of Business and Marvin Bower Fellow at Harvard Business School. The Coxe Distinguished Professorship is a new Dartmouth-wide faculty chair. He was the first Professor in Residence and Chief Innovation Consultant at General Electric. He worked with GE's CEO Jeff Immelt to write "How GE is Disrupting Itself", the Harvard Business Review (HBR) article that pioneered the concept of reverse innovation – any innovation that is adopted first in the developing world. HBR picked reverse innovation as one of the Great Moments in Management in the Last Century. VG is considered as one of the World's Leading Management Thinkers according to Thinkers 50 Rankings.

VG writes about innovation and execution on several platforms including Harvard Business Review and Bloomberg BusinessWeek. He is a co-leader of a global initiative to design a \$300 House.

Govindarajan has been identified as a leading management thinker by influential publications including: Outstanding Faculty, named by Business Week in its Guide to Best B-Schools; Top Ten Business School Professor in Corporate Executive Education, named by Business Week; Top Five Most Respected Executive Coach on Strategy, rated by Forbes; Top 50 Management Thinker, named by The London Times; Rising Super Star, cited by The Economist; Outstanding Teacher of the Year, voted by MBA students.

Prior to joining the faculty at Tuck, VG was on the faculties of Harvard Business School, INSEAD (Fontainebleau) and the Indian Institute of Management (Ahmedabad, India).

The recipient of numerous awards for excellence in research, Govindarajan was inducted into the Academy of Management Journals' Hall of Fame, and ranked by Management International Review as one of the Top 20 North American Superstars for research in strategy. One of his papers was recognized as one of the ten most-often cited articles in the entire 40-year history of Academy of Management Journal.

VG is a rare faculty who has published more than ten articles in the top academic journals (Academy of Management Journal, Academy of Management Review, Strategic Management Journal) and more than ten articles in prestigious practitioner journals including several best-selling HBR articles. He is a two-time winner of the prestigious McKinsey Award for the best article published in HBR. He published the New York Times and Wall Street Journal Best Seller, Reverse Innovation.

VG has worked with CEOs and top management teams in more than 25% of the Fortune 500 firms to discuss, challenge, and escalate their thinking about strategy. His clients include: Boeing, Coca-Cola, Colgate, Deere, FedEx, GE, Hewlett-Packard, IBM, J.P. Morgan Chase, J&J, New York Times, P&G, Sony and Wal-Mart. He has been a keynote speaker in the BusinessWeek CEO Forum, HSM World Business Forum, TED and World Economic Forum at Davos. He serves on the Board of NHPR.

VG received his doctorate from the Harvard Business School and was awarded the Robert Bowne Prize for the best thesis proposal. He also received his MBA with distinction from the Harvard Business School where he was included in the Dean's Honor List. Prior to this, VG received his Chartered Accountancy degree in India where he was awarded the President's Gold Medal for obtaining the first rank nationwide.

SESSION OUTLINE

In a nutshell, the Three-Box Solution describes the framework for managing a business's responsibility to take action in three time horizons at once:

- Box 1:** Executing the present core business at peak efficiency.
- Box 2:** Taking steps to avoid the inhibiting traps of past success.
- Box 3:** Inventing a future built on nonlinear ideas.

The Workshop shows the distinctive skills each box requires, how the boxes interrelate, and what it takes to balance them.

We now live in an era of almost constant change. First, new technologies continue to emerge at an ever-more rapid pace. Second, globalization brings with it new markets, new customers, nontraditional competitors, and new challenges. Third, the Internet has created much greater transparency to any company's strategy, actions, and performance. As a result of these forces, companies find that their strategies need almost constant redefinition—either because the old assumptions are no longer valid, or because the previous strategy has been imitated and neutralized by competitors, or because technological developments and globalization offer unanticipated opportunities. Rooted in these premises, the strategic challenge for organizations become: How to successfully create the future (Boxes 2 and 3) even while managing excellence in the present (Box 1)?

Specific leadership challenges include: How do we identify the market discontinuities (e.g., fundamental shifts in technology, customers, competitors, lifestyle/demographics, globalization, regulations, etc.) that could transform our industry? How do we analyze the opportunities and risks, as a result of our understanding of market discontinuities? How can we create new growth platforms (Box 3) with a view to exploit the market discontinuities? How do we selectively forget the past (Box 2)? What are our core competencies and how can we leverage them in the growth platforms? How do we allocate resources to support growth? What kind of organizational DNA must we have in order to anticipate and respond to changes on a continual basis? How do we execute breakthrough strategies?

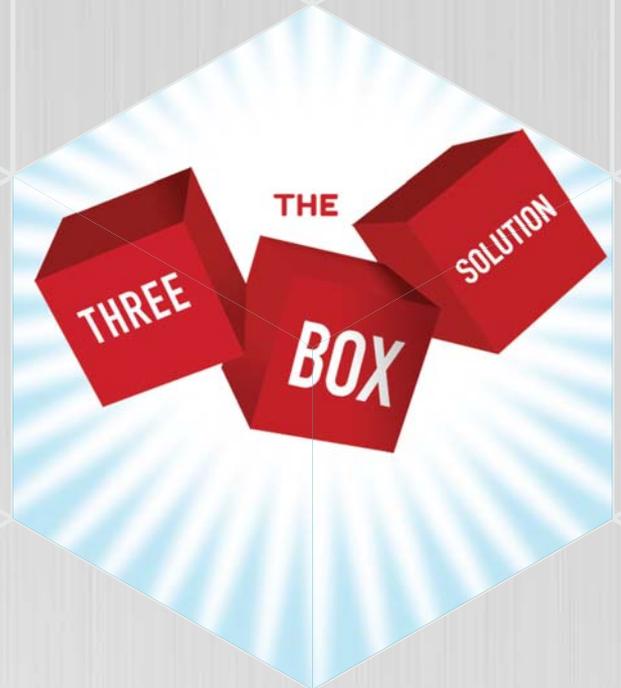
LEARNING GOALS

At the end of the session, participants will be able to develop a framework to answer the following questions:

- Why do companies need to continuously innovate strategically?
- How can firms identify market discontinuities that shape the future evolution of the industry?
- How can firms exploit accelerating global opportunities as a result of the discontinuous shifts in the marketplace?
- How can firms build the requisite organizational DNA to create the future while managing the present?
- How do you execute breakthrough strategies?

WHO SHOULD ATTEND

Top and senior management from different functions of an organization.



Govindarajan's The Three Box Solution provides a framework for balancing the imperatives of the present with the demands of the future. It is a construct that permeates all our strategic thinking."

- Anand G. Mahindra,

Chairman and Managing Director, Mahindra Group



The three-box framework is powerful. The first box lulls you, the second is excruciatingly difficult, and most of us do not get to see the third – it's too late. While the status quo appears the easiest solution, Govindarajan uses examples – from sports to Hindu mythology – to inject three-box thinking into organizational DNA."

- K.V. Kamath,

President, New Development Bank BRICS;
Former Chairman and CEO, ICICI Bank



Leaders must continuously attend to Box 1, Box 2, and Box 3. Govindarajan offers a simple but powerful framework to achieve three-box balance."

- Adi Godrej,

Chairman, Godrej Industries



Govindarajan provides a winning combination of strategic insights and actionable steps designed to help virtually any business or organization build a better future."

- Ajay Banga,

President and CEO, MasterCard Inc.



**Confederation of
Indian Industry**



**CII - Suresh Neotia Centre
of Excellence for Leadership**

The **Confederation of Indian Industry (CII)** works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has around 9000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from around 265 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

As a developmental institution working towards India's overall growth with a special focus on India@75 in 2022, the CII theme for 2018-19, India RISE : Responsible. Inclusive. Sustainable. Entrepreneurial emphasizes Industry's role in partnering Government to accelerate India's growth and development. The focus will be on key enablers such as job creation; skill development; financing growth; promoting next gen manufacturing; sustainability; corporate social responsibility and governance and transparency.

With 65 offices, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, Iran, Singapore, South Africa, UK, and USA, as well as institutional partnerships with 355 counterpart organizations in 126 countries, CII serves as a reference point for Indian industry and the international business community.

The **CII-Suresh Neotia Centre of Excellence for Leadership** is a part of CII's integrated agenda for building competitiveness through Centre of Excellence. The Centre was set up on the basis of CII's core belief that the quality of leadership will play a key role in enabling India to succeed in its mission for inclusive growth and competitiveness and claim its rightful position in the global arena. The Suresh Neotia Centre Of Excellence for Leadership envisages to play a major role in India's growth agenda by catalyzing leadership development across all businesses and socio cultural demographics through a range of interventions especially focusing on "people" and "process" transformations.

For Sponsorship and Registration, please contact:

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