

# Strategic Planning & Management

Providing an unique platform to learn from leading industry practitioners through their comprehensive case studies

Hyatt Regency  
Mumbai, India

5th & 6th  
October 2005

***"The further backward you look, the further ahead you can see..."***

Sir Winston Churchill

What makes a successful strategy? What are the critical factors that decide the success of your strategy? Attendees will be able to gain insight into these questions through the experiences of industry masterminds & thinkers. The unique combination of case studies & panel discussion will provide indepth & practical insights into making your strategy work.

 **marcusevans**

## Key benefits of attending this event:

- **Learn** from the experienced masterminds & thinkers of the industry
- **Gain** an insight into what they perceive to be a good strategy
- **Develop** a framework for assessing the effectiveness of your strategy
- **Understand** the critical factors affecting strategic decision making
- **Learn** to leverage opportunity outside of India
- **Convert** strategies into operations
- **Benchmark** with the best strategy implementors of the industry
- **Learn** effective communication within organization
- **Identify** the best technology for your organization
- **Driving** strategic growth within your company
- **Capitalise** on opportunities and emerging trends

## Featuring comprehensive case studies, in-depth analysis and strategic insights from these leading organisations:

- Tata Chemicals Ltd
- Oil and Natural Gas Corporation Ltd
- Pfizer Ltd
- Kale Consultants Ltd
- Quintiles India
- Suzlon Energy Ltd
- Datamatics Ltd
- India-China Chambers of Commerce and Industries
- Insilica Semiconductors
- Apollo Tyres Ltd
- Cadbury India Ltd.
- Jet Airways
- Shell Gas (LPG) India Pvt Ltd
- Tata Consultancy Services
- Tata Steel
- Bharat Petroleum Corporation Ltd.
- Tata Group
- HBC HK Benchmarking Clearinghouse

## Your distinguished chairperson:

**Kairav Modi** Vice President - Strategy  
**Kale Consultants Ltd**

## Your eminent panel of speakers:

**Alok Tyagi** Head-Strategy & Business Development **Tata Chemicals Ltd**

**A Kaviraj** Executive Director, Corporate Planning  
**Oil and Natural Gas Corporation Ltd**

**B L Dewagan** Head Strategy Planning  
**Tata Steel**

**Kairav Modi** Vice President - Strategy  
**Kale Consultants Ltd**

**S Uma Mahesh** Co-founder, Director  
**Silicon Engineering & Operations,  
Insilica Semiconductors**

**Mahrukh Engineer** Associate Director - Corporate HR  
**Quintiles India**

**Pankaj Baliga** Vice President  
**Tata Consultancy Services**

**Pradeep Kumar** CEO  
**Suzlon Energy Ltd**

**Rahul L Kanodia** Managing Director  
**Datamatics Ltd**

**S. Ramachandran** Additional Executive Director  
**India-China Chambers of Commerce and  
Industries**

**Satish Sharma** Chief of Marketing  
**Apollo Tyres Ltd**

**Siddhartha Mukherjee** Manager of Innovation and  
Strategies  
**Cadbury India Ltd.**

**Saroj Datta** Managing Director  
**Jet Airways**

**Venkat Subramanyam** Managing Director  
**Shell Gas (LPG) India Pvt Ltd**

**Sanjay Krishnamurti** Executive Director - Retail Strategy  
**Bharat Petroleum Corporation Ltd.**

**Viren Mahurkar** Director Strategy Planning and Business  
Development  
**Pfizer Ltd**

**Siddhartha Roy** Economic Advisor  
**Tata Group**

**Sidney Yuen** Chief Executive Officer  
**HBC HK Benchmarking Clearinghouse**

## Wednesday 5th October 2005

**0830 Registration and morning coffee**

**0845 Opening & welcome remarks by the chairperson**

**Kairav Modi** Vice President - Strategy  
**Kale Consultants Ltd**

**0900 Session One  
Evolution of Strategic Planning**

- The trail of strategic planning and management
- Identifying today's changing business paradigms
- Current philosophy towards strategy formulation and increasing effectiveness
- New strategic patterns that are evolving in the business world

**Saroj Datta** Managing Director  
**Jet Airways**

**0945 Session Two  
Identifying internal and external challenges that affect your organization**

- Financial considerations & currency trends
- The impact of WTO - tariff and non-tariff barriers in business strategies
- Identify the prevalent landscape and anticipate potential challenges in your company
- Government policies that matter

**Siddhartha Roy** Economic Advisor  
**Tata Group**

**1030 Morning refreshments**

**1045 Session Three  
Performance measurement framework applicable to strategy formulation**

- Measuring the effectiveness of strategy and its implementation
- Creating a framework and identifying indices
- Setting standards & criteria for performance measurement
- Benchmarking the performance against competitors

**Alok Tyagi** Head-Strategy & Business Development  
**Tata Chemicals Ltd**

**1130 Session Four  
Business enablers for the growing enterprise**

- Ensuring the right resources and skills exist for the company to compete and grow
- Putting the capabilities in place for the right actions to occur
- Building coherent teams - having diverse internal but one external goal
- Building a knowledge culture within your organisation

**A Kaviraj** Executive Director, Corporate Planning  
**Oil and Natural Gas Corporation Ltd**

**1215 Session Five  
The role of information technology in formulating & supporting corporate strategy**

- Utilizing the powers of IT to be competitive in the business world
- Finding the right technology for your organisation
- IT and its role in development of better measures of efforts & efficiencies in the organisation
- Harnessing Business Intelligence, Data warehousing, data mining for critical decision making

Speaker to be advised

**1300 Networking luncheon**

**1400 Session Six  
Determining the best strategic planning system for your organisation**

- Defining the vision and value system
- Establishing the 'today' baseline and Path from 'today' to Vision
- Defining the process and players
- Determining the information needs for the strategy process
- Establishing a collaborative framework for strategy formulation and implementation
- Tools for Planning and Scenario Simulation
- Digitized Performance Management System

**Pankaj Baliga** Vice President  
**Tata Consultancy Services**

**1445 Session Seven  
Strategic Planning and Management in a Multinational Organisation**

- Bullet points to be provided by speaker

**Viren Mahurkar** Director Strategy Planning and Business Development  
**Pfizer Ltd**

**1530 Afternoon refreshments**

**1545 Session Eight  
Building your marketing and branding strategy to gain competitive edge in your business**

- Developing a strategic customer oriented approach for your organisation
- The role of corporate branding and using it strategically in overcoming marketing barriers
- Going for volumes and expansion
- Effective benchmarking system in terms of sales and marketing
- Inter-departmental coordination in your organisation

**Satish Sharma** Chief of Marketing  
**Apollo Tyres Ltd**

**1630 Session Nine  
Post Merger Integration (PMI) - Challenges and Path Ahead**

- Alliance Framework Description (Pre Deal, Deal, and Post Deal)
- Maintaining focus during each phase of the Alliance framework
- Importance of post merger integration framework
- Role of Balanced Scorecard to smoothen the PMI process

**Kairav Modi** Vice President - Strategy  
**Kale Consultants Ltd**

**1745 Closing remarks & close of day one**

### Why you cannot miss this event:

Every organisation has a team that creates the strategy, but not many organisations can actually carry out those strategic plans thus failing to create a competitive advantage for the organisations as intended.

There are many pitfalls and issues associated with strategic planning and management. Amongst the important issues include difficulty in putting together an effective plan due to inability of people to think strategically, poor assumptions and analysis about business environment, overly optimistic projections, lack of support and commitment from upper-level management, bad decisions resulting in bad strategic plan, failing to address change management etc.

Companies today are operating in an increasingly uncertain and volatile business environment. In a rapidly changing business environment where businesses are faced with an increasing multitude of concerns, how do businesses strive to stay competitive, reduce their operational costs, and capture new markets? These challenges become even more imperative to be addressed amidst globalisation and increasing competition.

Companies need to strengthen their strategic planning and management practices so that they can compete more effectively in this volatile business environment. This unique conference with a special panel discussion gives you the opportunity to learn from leading industry masterminds & thinkers. Participants will be able to objectively study the strategy making & implementation of their organization and create a framework for performance measurement.

I would like to thank everyone who has helped with the research and organisation of this event, particularly the speakers and their staff for their support and commitment.

**Vivien Looi Lai Fun**, Conference Producer

**0830 Registration and morning coffee****0900 Opening & welcome remarks by the chairperson****0915 Panel Discussion****Strategies to leverage opportunities in China and South East Asia in the emergence of FTAs**

- Exploring new areas and developing appropriate measures for closer cooperation
- Establishing potential new cross-border business models that defines the market
- Promoting growth, investment options, minimising barriers, and creating a larger and more integrated market with greater opportunities
- Promoting mutual interests through liberalisation and expansion of trade and investment
- Creating favourable conditions for greater cooperation and promote fair competition
- Understanding the difference in culture to your advantage
- Presentation by India-China Chambers of Commerce and Industries

**S. Ramachandran** Additional Executive Director  
**India-China Chambers of Commerce and Industries**

**B L Dewagan** Head Strategy Planning  
**Tata Steel**

**Sanjay Krishnamurti** Executive Director - Retail Strategy  
**Bharat Petroleum Corporation Ltd.**

**Sidney Yuen** Chief Executive Officer  
**HBC HK Benchmarking Clearinghouse**

**1045 Morning refreshments****1115 Session Two****Utilising Scenario Based Planning in corporate strategy**

- Scenarios - "A view of the Future"
- Scenarios and Management of Strategic Drift
- Understanding the distinction between forecasting and scenarios
- Exploring approaches to scenario building
- Formulating steps in scenario building
- Scenario in the World of Energy - Examples

**Venkat Subramanyan** Managing Director  
**Shell Gas (LPG) India Pvt Ltd**

**1200 Session Three****Pricing Strategies in the wake of new foreign entrants**

- Defining your pricing philosophy: Is pricing the end product strategy development or the starting point?
- Determining if pricing based business strategy is sustainable for your organisation
- Coping with macro environmental changes (eg emergence of organized retail, changing supply situation, changing technology)

**Siddhartha Mukherjee** Manager of Innovation and Strategies  
**Cadbury India Ltd.**

**1245 Networking luncheon****1345 Session Four****Role of HR in strategy formulation and implementation**

- Importance of HR strategic thinking in strategic formulation
- Employee engagement
- Developing tools and strategies to retain key employees
- Performance Management System

**Mahrugh Engineer** Associate Director - Corporate HR  
**Quintiles India**

**1430 Session Five****Ensuring the sustainability of long-term plans and actions**

- Establishing accountability to all level of management
- Understand the changing requirements for sustainability
- Building a sustainable process for the future
- Integrating your strategies to the mind set of organisation as a whole

**Rahul L Kanodia** Managing Director  
**Datamatics Ltd**

**1515 Afternoon refreshments****1530 Session Six****Case Study Analysis - Competition Strategy**

- An insight into successful organisations
- Gaining competitive advantage through innovative management strategies
- Analysing industries and competitors techniques
- Learn to leverage opportunity through healthy competition

**Pradeep Kumar** CEO  
**Suzlon India Ltd**

**1700 Session Seven****Transforming theoretical strategic plans to practical day-to-day operations**

- Resistance to change! How to be flexible?
- Aligning organisation and activities to your strategies
- Communicating your plan from the corporate level to the operational level
- Demonstrating leadership that provides fuel and directions
- Focusing cooperation of the organisation as a whole rather than competition within

**S Uma Mahesh**, Co-founder, Director  
**Silicon Engineering & Operations, Insilica Semiconductors**

**1745 Closing remarks & close of conference****Who should attend**

The target participants would be Heads, Vice Presidents, Directors, General Managers, Managers & Specialists of

- |                        |                   |
|------------------------|-------------------|
| • Strategy             | • New Ventures    |
| • Corporate Advisory   | • Marketing/Sales |
| • Planning/Development | • Project         |
| • Finance              | • Human Resources |
| • Investment           |                   |

Since Strategy/corporate planning groups within firms consist of a mix of people from different departments, we encourage all the team members to be present for more benefits:

**Target Sectors**

- |                          |                        |
|--------------------------|------------------------|
| • Energy                 | • Automobile           |
| • Oil & Gas              | • Consumer Durables    |
| • Information Technology | • FMCG                 |
| • Biotechnology          | • Diversified business |
| • Pharmaceuticals        | • Conglomerates        |
| • Chemicals              | • Airlines             |
| • Paints                 | • Service Industry     |