

OPEN ENROLLMENT PROGRAM

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STRATEGY AND STRATEGY EXECUTION

Faculty
Prof. Shailendra Raj Mehta



11 - 12 November 2024
9:00am – 5:00pm



RM5,500
before SST



Program Overview

This program will provide a framework that will help organizations to think more effectively on how it may strategize and implement key elements of this mandate. To do so, the program will focus on a 10-box framework which incorporates five pairs of elements:

1. Big Picture: Governance and Strategy.
2. Hard Elements: Structure and Systems
3. Soft Elements: Leadership and Culture
4. People: Recruitment and Training
5. Change: Innovation and Communication

This framework is an elaboration of the McKinsey 7-S framework with the addition of three key elements of Governance, Innovation and Communication. Taken together, they provide an x-ray of the organization and a way to figure out the path forward.

To help the participants understand the details of the five pairs/10 boxes framework, we will use examples of both successes and failures on these dimensions from organizations as diverse as IBM, Nissan, Lehman Brothers, Silicon Valley Bank, State Bank of India and Wells Fargo among others. This will constitute Day 1 of the program. We will share cases on selected companies for participants to discuss.

In Day 2 of the program, we will be broken into groups who will apply the framework to different companies including at least one Malaysian and one foreign company. It will help them understand the framework and prepare to apply it in their workplace.

Learning Outcomes

At the end of the program, participants will be able to:

- Explain the importance of strategy;
- Explain why strategy must go hand-in-hand with execution;
- Apply the 10-box framework to analyze and understand the history and current status of their organization; and plan the path ahead for their organization;
- Discuss the concept of alignment, and how the different aspects of the organization must form a coherent whole;
- Apply the concepts of strategy and strategy implementation to organizations.

Who Should Attend?

- Board of Directors
- Senior Management
- Heads of Departments
- Anyone who might find this program helpful.

Program Outline

Session 1: What is Strategy?

This session will explore the definitions of strategy in the context of the corporate world and consider what it means for the public sector. It will also highlight the differences in understanding the term. Examples will be drawn from IBM, Nissan and TCS. Having a clear understanding of the term will undergird formulation of an effective strategy that will create unique value for all key stakeholders.

Session 2: A Framework for Strategy Execution

In this session, participants will consider the importance of strategy execution. While a brilliant strategy can provide direction, it is the relentless pursuit of excellence in execution that ultimately determines an organization's success and competitive advantage. Strategy execution translates strategic plans into tangible results, aligning an organization's actions and resources to achieve its goals. Participants will also be introduced to the 10-box framework on strategy execution. Examples will be provided on how this framework can be applied to corporations in the both the private and public sectors.

Session 3 and 4: Application to the State Bank of India and Other Companies

In this session, participants will look at the Harvard Business School case on State Bank of India: Transforming a State-Owned Giant, about its turnaround. In 2006, despite being India's largest bank, the bank was rapidly losing market share and profitability. It was perceived extremely negatively by customers as well as employees, and taken to be an outdated bank for pensions and senior citizens. The case will help participants apply the 10-box framework to an iconic financial institution. The case will also provide participants with a better understanding of the challenges large corporations face. Similarly, we will apply the framework to IBM, Nissan, Silicon Valley Bank and Lehman Brothers.

Session 5: Further Application of Framework

In this session, participants will be broken up into multiple teams which will apply the framework to at least one Malaysian and one foreign company, based on publicly available data and cases. They will research the companies and prepare an analysis.

Sessions 6 and 7: Team Presentations

The teams will make presentations about their findings. They will focus on one company in the first session and on another company in the second session.

Session 8: Overall Analysis

In this session, we will discuss how the participants may go back and apply this framework to their own companies. The session will conclude with a wrap-up.

Faculty



Dr. Shailendra Raj Mehta is the O.P. Jindal Distinguished University Professor at O.P. Jindal Global University, India (one of the three private universities recognized as Institutions of Eminence by the Government of India) and Distinguished Visiting Professor, at Asia School of Business, in Kuala Lumpur, Malaysia. His prior appointments were as President and Director of MICA and Distinguished Professor of Innovation and Entrepreneurship, Chairman of the Board of Management at Auro University where he was Acting Vice Chancellor and Distinguished Professor of Strategy, and Provost & Vice Chancellor of Ahmedabad University. He returned to India in 2006/7 to head the collaboration between Duke CE (Duke University's Corporate Education Arm) and IIM-Ahmedabad as Regional Managing Director for India, West Asia, and the Middle East and as Visiting Professor of Business Policy at

IIM-Ahmedabad. Before that, he was at Purdue University for 16 years, where he taught Economics and Strategic Management.

While at Purdue, he co-founded Simulex Inc., a high technology company in the Purdue Research Park. Currently, he is a co-founder of a Fintech startup, S-Ancial, of which he also serves as the Chairman. He is also on the Board of one India's leading publicly traded companies.

Over the years, Dr. Mehta has consulted with and taught senior executives worldwide including executives from North America, Europe, Africa and Asia. The companies that he has worked with at the CEO, CXO or board level include the Bajaj Group, Bharat Petroleum, Black Management Forum of South Africa, Eli Lilly, Genpact, Honeywell, IBM, Infosys, Lockheed Martin, Medtronic, Microsoft, P&G, Price Waterhouse Coopers, State Bank of India Tata Group, Vedanta and many agencies of the Indian and US governments, among others.

He has done extensive research in the areas of Entrepreneurship, Industrial Organization, Information Economics and Experimental Economics. His research was the subject of a full-length review by the Economist. His work on creating world-class universities has been discussed around the world and profiled in over ten languages including Chinese, Russian, French, German and Arabic among others. He has a new book coming out, *Global Governance Futures: Digital Transformation and Democratic Reform*, Routledge Publishers, USA (Taylor and Francis Group), jointly edited with Preeti Shroff, Jagdish Sheth, and John Garrison.

His BA and MA are from Delhi University (St. Stephen's College and Delhi School of Economics respectively), his MPhil is from Balliol College, Oxford, and his PhD is from Harvard.



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