



**Mahindra™**  
University  
Global Thinkers. Engaged Leaders.

CENTRE FOR  
EXECUTIVE EDUCATION

# Strategies for Growth and Business Model Innovation

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## Programme Overview

The "Strategies for Growth and Business Model Innovation" programme provides a strategic roadmap for entrepreneurs and managers navigating the complex terrain of business expansion. The programme begins by acknowledging the pivotal decision entrepreneurs/ leadership face: whether to foster growth in fiercely competitive, stagnant markets or seize the burgeoning opportunities in high-growth markets. Recognizing the divergent challenges inherent in each scenario, participants will embark on a comprehensive exploration of four distinct growth contexts, understanding the unique managerial challenges posed by each.

The initial sessions introduce participants to the foundational growth framework, laying the groundwork for subsequent in-depth analyses. The programme then delves into the role of innovation as a catalyst for growth in mature markets, emphasizing adaptability in competitive landscapes. Building on this, participants explore the transformative potential of business model innovations, as key drivers for unlocking growth.

A critical component of the programme is the exploration of strategies to fully exploit growth opportunities within a market. Through a strategic lens, participants will understand the decisions and actions necessary to capitalize on available growth potential. The concluding half-day session encapsulates the learnings through real-world examples, examining companies navigating diverse growth scenarios.





# Learning Methodology

This programme adopts a dynamic learning approach, immersing participants in a carefully structured curriculum. Participants will delve into a strategic exploration of growth contexts and the associated managerial challenges. The programme commences with an overarching understanding of the growth framework, followed by a deep dive into the nuances of innovations as mechanisms for generating growth in both mature and expanding markets.

Throughout the sessions, participants will engage in case studies and short case-lets, strategically chosen to stimulate thought and foster vibrant discussions. Workshops and exercises are interspersed throughout the learning path, offering a hands-on application of concepts learned.

Culminating in a reflective session, the programme consolidates fundamental frameworks and concepts covered throughout its duration. Participants emerge with a comprehensive understanding of growth strategies, applicable to both slow-growth and high-growth markets, further reinforced by real-world examples. This methodology ensures that participants not only grasp theoretical frameworks but also cultivate practical skills and insights tailored to their unique business landscapes.

## Who Should Attend?

This programme is designed for Entrepreneurs and Senior Managers seeking a strategic approach to business growth, providing actionable insights for both challenging market conditions and emerging opportunities.

### Programme Details

**Programme Dates:** 13-14 February 2025

**Programme Duration:** 2 Days, In-Campus

**Programme Fee:** Rs. 30,000/- + GST Per Participant



## Learning Objectives

- Developing an understanding of the different growth contexts and the corresponding managerial challenges
- Generating growth in low-growth environments, leveraging product, market and business model innovations
- Catching up to market growth when market growth exceeds firm growth; understand the role of product-market fit
- Sustaining the growth advantage when firm growth exceeds market growth
- Managing growth when market growth is high, through an effective talent development strategy, process focus and making key tradeoffs
- Understanding how unit economics impact business model viability

## Key Topics Covered

- Growth contexts
- Generating growth
- Managing growth
- Customer centricity as a driver of product innovation
- Market innovation – new geographies versus new market segments
- Business model innovation: Business model canvas; Product Market Fit; Unit Economics



# Day 1

## Session Topics



### **Session 1: Introduction to the Growth Contexts framework**

- Learn how to differentiate between different growth contexts
- Develop insights into the specific growth challenges of each context
- Develop insights into the specific growth challenges of each context

### **Session 2: Innovations – Different Types**

- Learn practical steps to increase the flow of new product / service ideas
- Develop insights into evaluating new product / service ideas
- Techniques for achieving customer intimacy
- Incremental versus radical innovation
- Market innovation – new geographic markets versus new customer segments  
Discuss Yuwell's transition from B2B to B2C

### **Session 3: Business Model Innovations**

- Learn what business models are
- Learn the business model canvas
- Learn a systematic framework for developing new business models
- Understand typical mistakes entrepreneurs / managers make with new business models
- Business model pivots & Unit economics

# Day 2

## Session Topics



### **Session 4: Catching up to market growth and Sustaining the Growth Differential**

- Understand what issues companies should focus on when their growth trails market growth
- Understand what mechanisms good companies use to maintain the growth differential in their favor when their growth exceeds market growth
- Understand how to leverage best practices from outside the industry
- Understand different levels of product market fit

### **Session 5: Managing Growth**

- Understand the unique challenges companies face in high-growth markets
- Understand whether to focus on internal resources and capabilities or on external factors, such as market and competition
- Understand key trade-offs that need to be made

### **Session 6: Wrap up and Key Takeaways**

- Revise the frameworks & Key Concepts covered in the course
- Reflect on examples of companies that i) achieved high-growth in a slow growth (or no growth) market and ii) kept pace or exceeded market growth in a high-growth market

# Faculty

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## Dr. Ramakrishna Velamuri

Dr. Ramakrishna Velamuri is visiting professor at centre for Executive Education, Mahindra University. He was previously Chengwei Capital Professor of Entrepreneurship and Chair of the Strategy & Entrepreneurship Department at the China Europe International Business School (CEIBA). He served as the Academic Director of the CEIBS Center for Entrepreneurship & Investment and of the CEIBS Global EMBA Program.

Prior to joining CEIBS in 2007, he worked for four years on the faculty of IESE Business School in Spain, where he was the Academic Director of the Global EMBA Programme. He is a visiting professor at the Indian School of Business (ISB), Frankfurt School of Finance and Management, Bocconi University, and has taught at business schools in the US, Germany, Spain, Mexico, Peru, Uruguay, Egypt and Nigeria.

He has taught in executive programmes for companies like Tencent, China Development Bank, SASAC, Roche, Air Liquide, Du'nan, Bosch, Evonik, Buehler, Henkel Technologies, Abbott Laboratories, Goodyear-Dunlop, Grupo Santander, BBVA, Vodafone, Telefonica, Nissan Europe, and Hemas Group

His research focuses on how the ethical behaviors of firm founders influence their ability to mobilize stakeholder support, and the relationship between entrepreneurial strategies & firm growth. His research has been published in the Harvard Business Review, Journal of Management Studies, California Management Review, Journal of Business Venturing, Long Range Planning, Management & Organization Review, and in other academic and practitioner outlets. He has developed more than 50 research and teaching case studies.

He has worked as a consultant for the World Bank and the International Finance Corporation on projects in India, Nigeria, Ghana, Kenya, Tanzania, and Rwanda. Prior to joining academics, Dr. Velamuri worked in the international division of Grupo Tudor (Spain) and was personally involved in pre- and post- acquisition negotiations.

## About Centre for Executive Education

The Centre for Executive Education (CEE) at Mahindra University, creates and conducts learning programmes for working professionals, which are designed to provide timely and relevant knowledge, insights and perspectives, that help them progress in their current and future roles in organizations. By enhancing performance of executives, these programmes are aimed to positively impact the organisations that they work for.

Executive Education Programmes at Mahindra University span across multiple business disciplines, engineering & data science, and law, for different seniority levels, in various national and international geographical locations.

CEE's mission is to be a hub for engaging & beneficial interactions between business leaders and the academia. The centre works with some of the finest faculty in India and from leading Global Business Schools. Participants will have opportunities to learn from the innovative research and consulting experience of the faculty, wide experience of the peer group of learners, and from Industry practitioners who bring in strong domain knowledge.

## About Mahindra University

Mahindra University, established in May 2020, is a multi-disciplinary global education and knowledge campus which offers industry-aligned curricula, a student-centered learning environment, and opportunities for international exposure. The University offers Undergraduate and Post Graduate programs in its five Schools namely Ecole Centrale School of Engineering, School of Management, School of Law, Indira Mahindra School of Education, School of Media and Liberal Arts. The University has been established in a sprawling, green, 130 acres at Bahadurpally in Hyderabad. The University provides students with a modern lifestyle and a unique multi-cultural immersion in a predominantly green campus. The Lecture Theaters, Seminar Halls and Syndicate Rooms deploy state-of-the-art technology, to impart a multi-media, interactive learning experience to participants. Executive Housing facilities on campus come with contemporary design, spacious & comfortable air-conditioned rooms.



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