



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



TOWARDS A COMPETITIVE AND
SUSTAINABLE ECONOMY
BUILDS CONFIDENT LEADERSHIP

WINNING THROUGH
INNOVATION
THE **THREE BOX**
STRATEGY

A Leadership Masterclass
with

VIJAY GOVINDARAJAN

STRATEGYEDGE

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If your company needs to stop doing what it's done and branch out in new and profitable ways, this is the book for you.

DR. MARSHALL GOLDSMITH

Leadership Guru, Member - Thinkers 50 Hall of Fame & World's #1 Executive Coach

DR. VIJAY GOVINDARAJAN

Vijay Govindarajan is the Coxe Distinguished Professor at Tuck School of Business at Dartmouth College and is a Faculty Partner in the Silicon Valley incubator Mach 49. He is widely regarded as one of the world's leading experts on strategy and innovation.

He is a NYT and WSJ Best Selling Author. His most recent best-seller is **The Three Box Solution – A Strategy for Leading Innovation**.

His Harvard Business Review articles "Engineering Reverse Innovations" and "Stop the Innovation Wars" won McKinsey Awards for best article published in HBR. His HBR articles "How GE Is Disrupting Itself" and "The CEO's Role in Business Model Reinvention" are HBR all-time top-50 bestsellers.

VG was named by Thinkers 50 as a Top 3 Management Thinker in the world and received the Breakthrough Innovation Award in 2011. VG was inducted into Thinkers 50 Management Thinkers Hall of Fame and was given the

Distinguished Achievement Award for most contributions to the understanding of innovation in 2019. VG is the only recipient of Distinguished Achievement Awards in two different categories from Thinkers 50.

VG has worked with CEOs and top management teams in over 40% of the Fortune 500 companies to discuss, challenge, and escalate their thinking about strategy. He has been a keynote speaker in the BusinessWeek CEO Forum, HSM World Business Forum, TED, and World Economic Forum at Davos.

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



The Three Box Solution offers a deeply practical and instructive framework to help businesses confront one of the key challenges in the global marketplace today: how to innovate and grow in a sustained way.

AJAY BANGA

President, World Bank Group
(Former President & CEO,
Mastercard Inc.)



Through real-life cases and simple frameworks, VG provides insight and guidance on how leaders can make organizations primed for the future while balancing the priorities of the present.

NARAYANA MURTHY

Co-Founder
Infosys



The elegant simplicity of VG's Three Box Solution provides a framework for enabling the Mahindra Group to balance 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
Mahindra Group

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, the Performance Engine, at peak efficiency.

Box 2 : Taking steps to avoid the inhibiting traps of past success.

Box 3 : Inventing a future built on non-linear breakthrough 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 in 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 becomes: 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 analyse 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 exploiting 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?

WHO SHOULD ATTEND

Three Box Strategy applies equally well in for-profit organizations as well as non-profit organizations (including government institutions). Managers at all levels would find the program relevant and valuable.

OBJECTIVES

The program is designed to deliver three objectives:

- Introduce concepts, frameworks, and ideas.
- Show how world-class companies have used the ideas to drive breakout performance.
- Describe methods by which you can apply the framework in your own organization.

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?



Leaders must attend to Box 1, Box 2, and Box 3 on a continuous basis. VG offers a simple but powerful framework to achieve Three Box Balance.

ADI GODREJ
Chairman
Godrej Industries



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

K. V. KAMATH
Independent Director and Non-Executive
Chairman, Jio Financial Services
(Former Chairman and CEO, ICICI Bank)



In The Three Box Solution, VG articulates a highly practical framework that helps everyone in the organization to balance the competing activities of running the current business while imagining and building a new one.

INDRA K. NOOYI
Former Chairman and CEO
Pepsico Inc.



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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, with around 9,000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 286 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. 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, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

As India strategizes for the next 25 years to India@100, Indian industry must scale the competitiveness ladder to drive growth. It must also internalize the tenets of sustainability and climate action and accelerate its globalisation journey for leadership in a changing world. The role played by Indian industry will be central to the country's progress and success as a nation. CII, with the Theme for 2023-24 as 'Towards a Competitive and Sustainable India@100: Growth, Inclusiveness, Globalisation, Building Trust' has prioritized 6 action themes that will catalyze the journey of the country towards the vision of India@100.

With 65 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 350 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

The **CII-Suresh Neotia Centre of Excellence for Leadership (CII-SNCEL)** is part of CII's Integrated agenda of building competitiveness through Centres of Excellence. CII-SNCEL is one of the 10 COEs set up for enhancing development and progress through a diverse range of services. 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.

Established in 2009 at Kolkata, the Centre was initiated with the purpose of serving as a key facilitator of leadership development across various segments of business and sociocultural demographics through a range of interventions especially focusing on "people" and "process" transformations.

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