



# Strategic Thinking and Change Management

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# Strategic Thinking and Change Management

## Learning Objective:

To introduce participants to the concepts of strategic thinking and decision-making frameworks, emphasizing the importance of strategic planning and providing practical tools for effective decision-making and navigating organizational challenges, especially in the face of automation

## Learning Outcomes:

Participants will be able to:

- Evaluate and select a portfolio of projects aligned with business strategy.
- Apply change management strategies to plan, monitor, and control programs effectively
- Utilize problem-solving methodologies to address organizational challenges proactively.

# Strategic Thinking and Change Management

## Learning Objectives

- Effect of macro environment & company goals on operating environment
- Strategic thinking for leadership roles - Analysis, evaluation & selection of a portfolio of projects with relation to business strategy
- Change management strategies & techniques to plan, monitor & control programmes

## Application of concepts

- Example: Apple's Strategic Thinking, Amazon's Strategic Expansion, HUL Strategic Branding
- Interactive Exercise - Strategic Thinking Challenge
- Case Study: Infosys' Strategic Thinking Journey

**Case Study:** Infosys Strategic Leadership [https://docs.google.com/document/d/1Y34rgFrDmn\\_inMbO8A-LvulSYnICdQgb/edit](https://docs.google.com/document/d/1Y34rgFrDmn_inMbO8A-LvulSYnICdQgb/edit)

# Pre read for the session

1. **Case Study:** Infosys Strategic Leadership  
[https://docs.google.com/document/d/1Y34rgFrDmn\\_inMbO8A-LvulSYnICdQgb/edit](https://docs.google.com/document/d/1Y34rgFrDmn_inMbO8A-LvulSYnICdQgb/edit)
2. Various Strategic Projects considered for various departments your org.
3. Discount rate used by finance to evaluate NPV of long term projects
4. Effective mode of all employee communication in your org.

## Materials Needed:

- Flip charts or whiteboards
- Markers
- Sticky notes
- Handouts with the case study summary and frameworks

## Learning Objective 1

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# Effects on operating environment

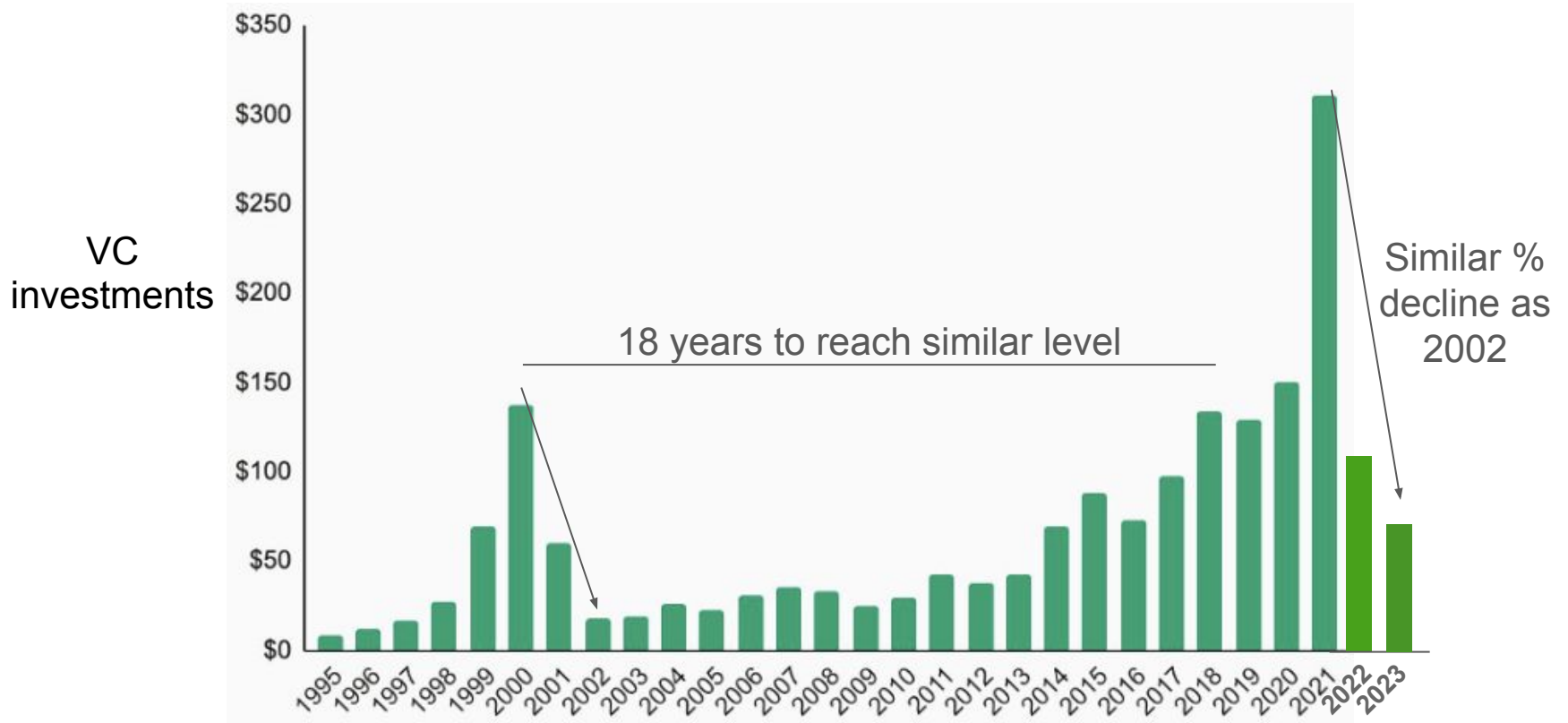
### Skill Sets to acquire:

Macro analysis, market analysis, north star metrics, Strategic plan, operating environment

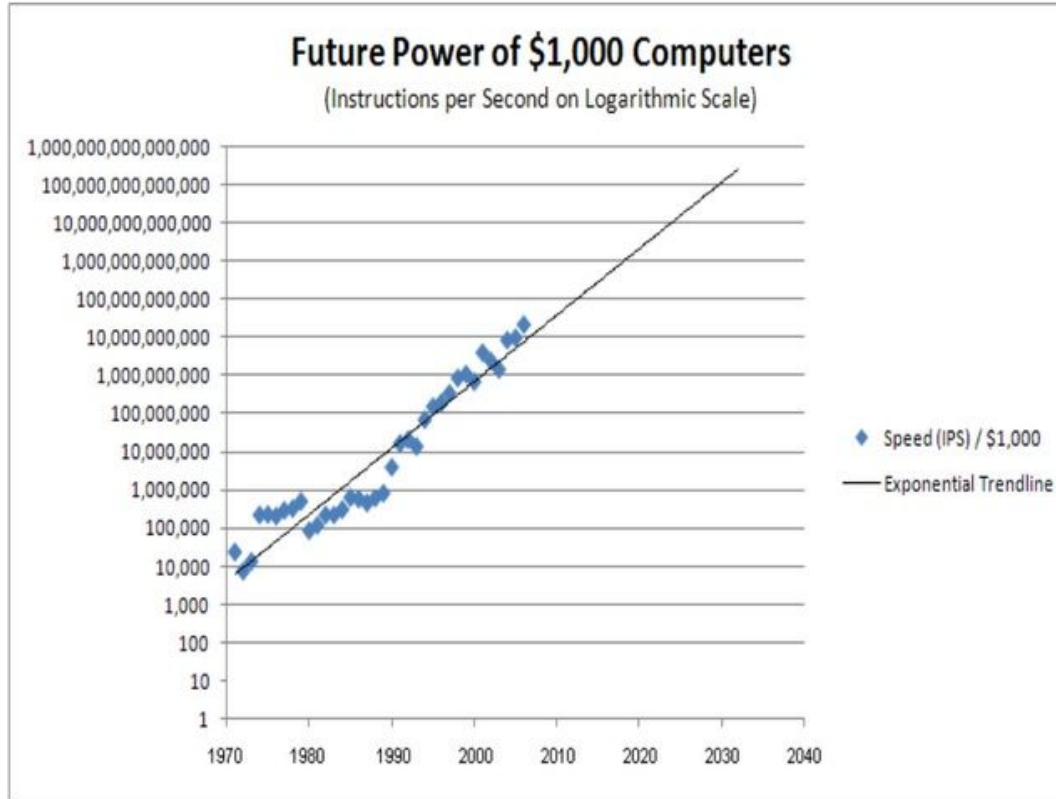


# Core Concepts

# Environment of abundance (capital) is over and far away



# Pace of technological advancement has increased

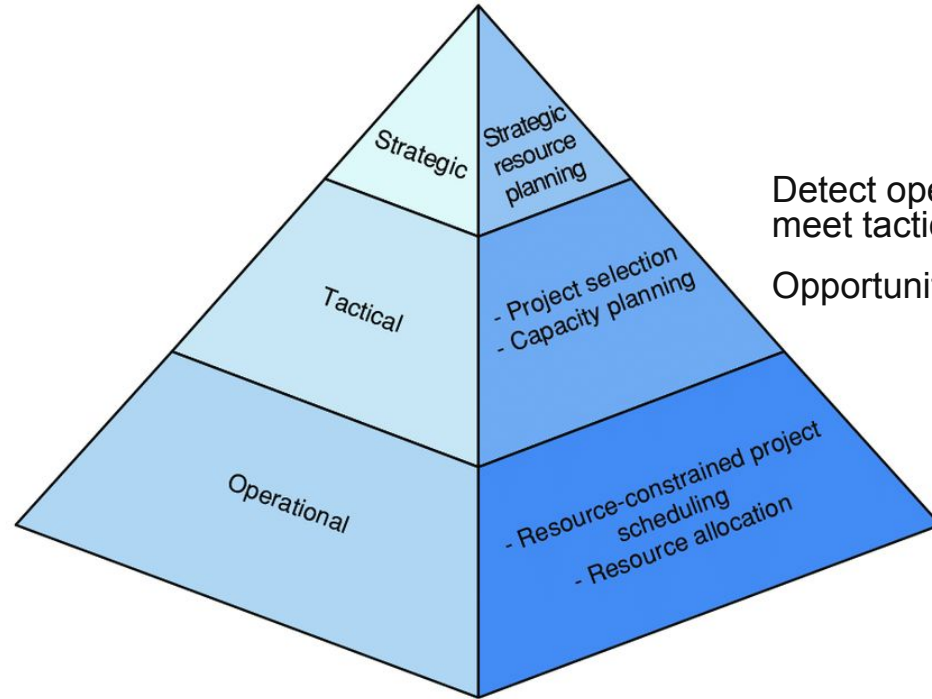


20,000 years of  
technological change over the  
next 100 years

birth of agriculture to the birth  
of internet twice in next century



# Levels of decision making



Detect operational risks & decide how to respond to meet tactical goals

Opportunity analysis to capture share

# North Star Metrics (NSM)

One number that aligns and inspires teams towards achieving the overarching goals of the org

The measure of program's contribution towards success of customer / business

- YouTube – Minutes watched
- eBay – Gross merchandise volume
- Airbnb – Nights booked
- Facebook – Daily active users
- Dropbox – Teams using Dropbox Business
- Amplitude – Weekly Querying Users running & sharing more than three charts
- Miro – Number of collaborative boards within a business

# Crafting and executing a strategic plan

- Outlines organization's purpose, target market, & core values from Vision and Mission
- Identifies the organization's internal **Strengths** and **Weaknesses** and external **Opportunities** and **Threats**
- Establishes specific objectives & major projects and initiatives that will help achieve objectives
- Detailed plans that outline the steps necessary to implement each strategic initiative
- Allocation of human, financial, and material resources to ensure successful execution
- Establishes key performance indicators (KPIs) to monitor progress and measure success

# Tesla: Disrupting Automotive Industry with Strategic Precision

## **Invest in R&D:**

- Tesla's R&D expenditure was \$3.5 billion in 2023, reflecting a commitment to innovation
- Numerous patents in battery technology, autonomous driving, and vehicle software to maintain leadership

## **Scale Efficiently:**

- Tesla's Gigafactory in Shanghai increased the company's annual production capacity to over 1 million vehicles, support growth
- Vertical integration has helped Tesla reduce production costs by 20-30%
- Strategically place Superchargers (35,000 in 2023) in high-traffic areas to enhance the convenience of owning a Tesla

## **Expand Globally:**

- Customize marketing and product offerings to fit local preferences and regulations, In 2023, Tesla's sales in China accounted for 25% of its total revenue, highlighting the importance of market diversification

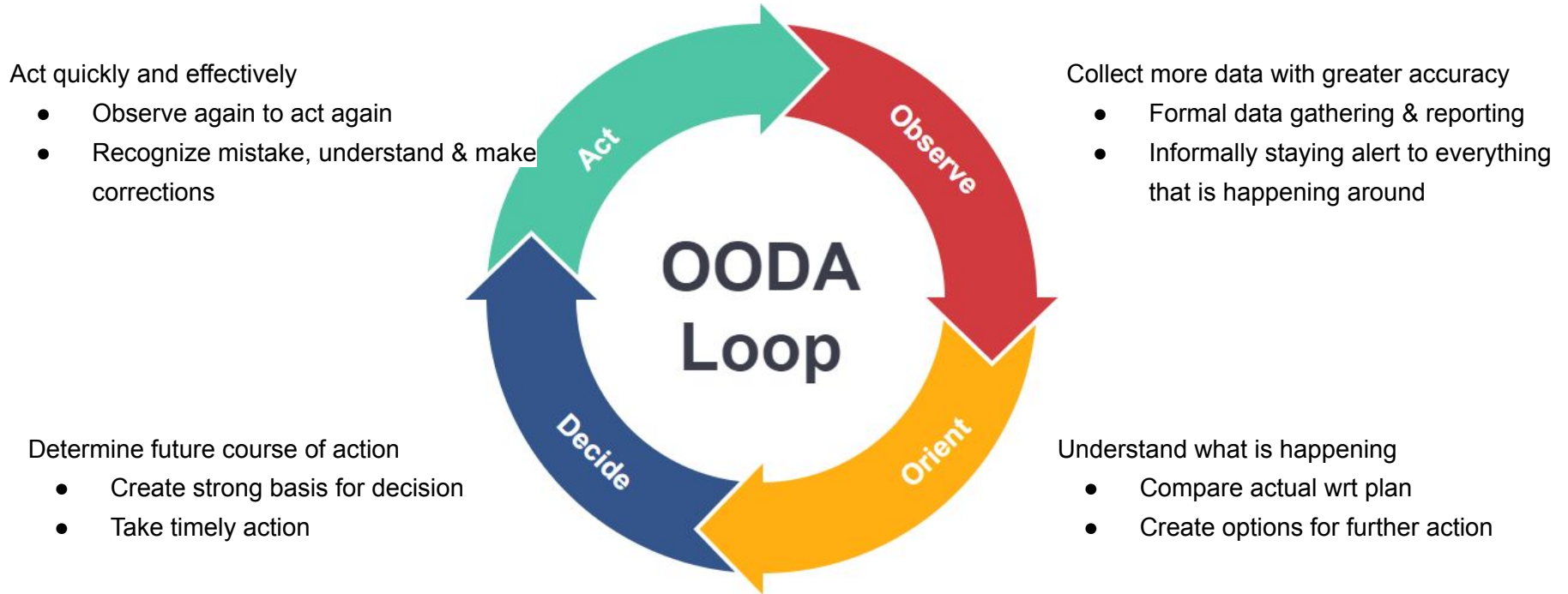
## **Monitor Performance:**

- Vehicle Deliveries: Track the number of vehicles delivered to customers as a primary growth metric
- Production Efficiency: Measure the number of vehicles produced per week at each Gigafactory
- Customer Satisfaction: Use Net Promoter Score (NPS) to gauge customer loyalty and satisfaction

## **Adapt Continuously:**

- Market Feedback: Revenue from energy generation and storage increased by 30% in 2023, indicating successful diversification
- Technological Advancements: Stay ahead of technological trends to maintain a competitive edge
- Regulatory Changes: Adapt strategies to comply with new environmental and automotive regulations

# Analysis of operating environment



# Common follow-up questions

1. What are some key indicators or signals in the macro environment that we should regularly monitor?
2. How do we determine which metrics are truly 'North star' metrics for our organization? How frequently should North star metrics be reviewed and adjusted based on changing business conditions?
3. How does leadership style influence the formulation and execution of our strategic plan? What are the key leadership qualities needed to navigate changes in the macro and operating environment effectively?
4. How do we foster a culture of continuous improvement within our organization based on past strategic initiatives and apply them to future planning?



# Assessment



## **Assignment 1**

**What does a macro environment analysis primarily focus on?**

**A) External factors influencing the organization**

**B) External factors influencing the industry**

**C) Short-term operational goals**

**D) Employee satisfaction levels**





## Assignment 2

**When analyzing the operating environment of a company, which factors are most crucial?**

- A) Global economic trends**
- B) Internal organizational culture**
- C) Marketing campaign effectiveness**
- D) Supplier performance metrics**



## **Assignment 3**

**What are North star metrics used for in strategic planning?**

- A) To track short-term financial goals**
- B) To measure program progress**
- C) To monitor progress towards key strategic objectives**
- D) To assess employee productivity**



## Assignment 4

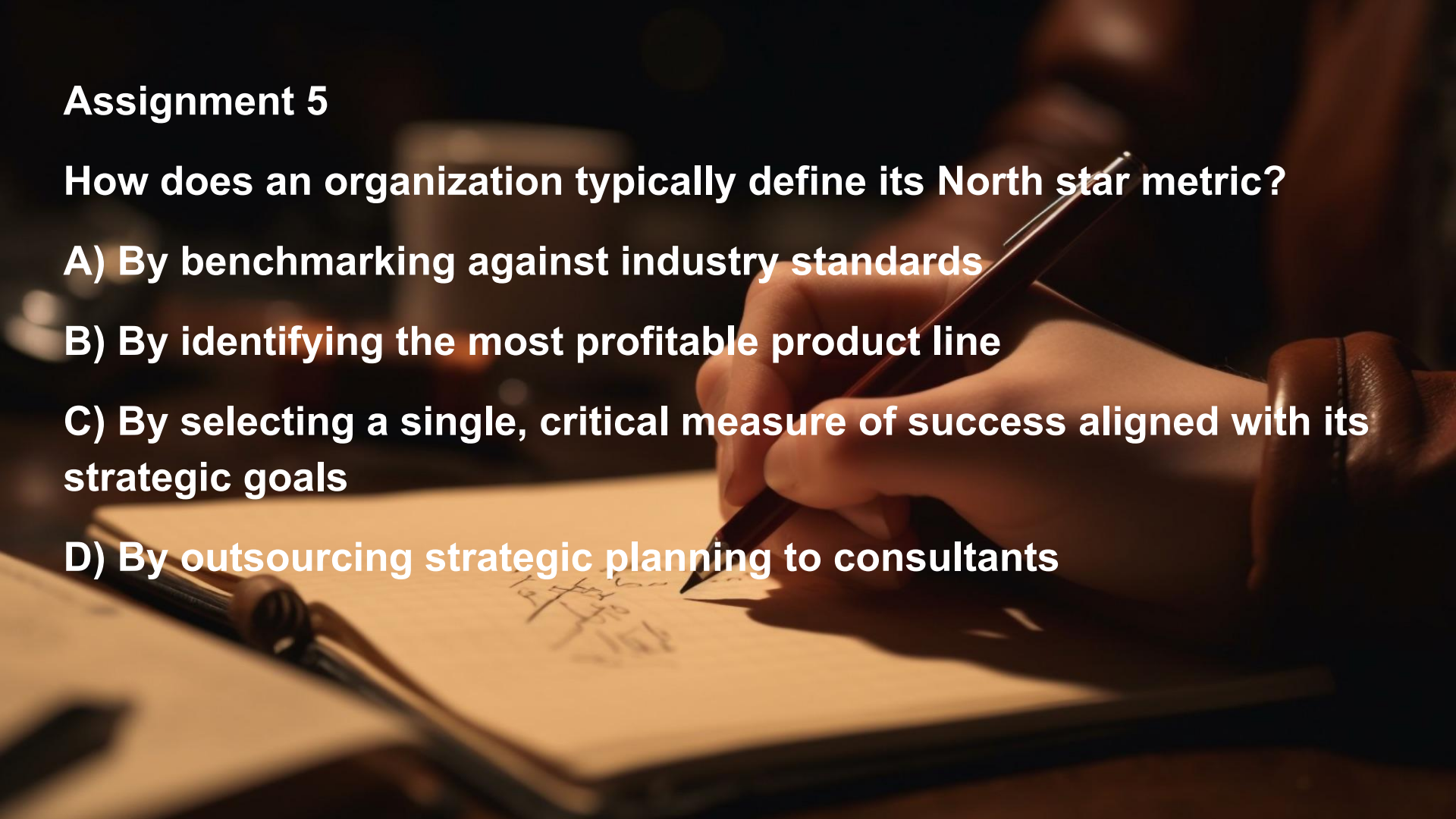
**Which of the following is a key aspect of executing a strategic plan effectively?**

- A) Making frequent changes to the plan based on employee feedback**
  - B) Minimizing stakeholder engagement**
  - C) Focusing solely on short-term financial gains**
  - D) Communicating the plan clearly and consistently throughout the organization**
- 
- A close-up photograph of a person's hand holding a dark pen, writing on a piece of paper. The hand is wearing a brown leather wristband. The background is dark and out of focus, showing some blurred lights and shapes.

## Assignment 5

How does an organization typically define its North star metric?

- A) By benchmarking against industry standards
- B) By identifying the most profitable product line
- C) By selecting a single, critical measure of success aligned with its strategic goals
- D) By outsourcing strategic planning to consultants





## Learning Objective 2

# Strategic thinking for leadership roles

### **Skill Sets to acquire:**

Strategic thinking, Opportunity cost,  
Portfolio management



# Core Concepts

- Analysis of a portfolio of projects
- Evaluation of projects
- Selection of projects with relation to business strategy

# Strategic Thinking for portfolio management strategies

**Investment Evaluation Techniques:** using Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period to determine their financial viability and potential return on investment

**Opportunity Cost** - Is this project the best utilization of available organizational resources?

Decision steps:

- Identify the other projects that will be put on hold
- Budget/resource assessments for all projects in hand
- Comparison of cost and benefit analysis for all projects ie. ROI, IRR, NPV, Payback period

ie. The IT company received an offer of completing a project worth 200,000. However, according to the resource planning process, the same team could also work on another project worth 150,000, with the cost of work being the same in both cases: 50,000. Therefore, the opportunity costs are nonexistent for the former project - in fact, it is also much more profitable. Therefore, from a financial perspective, it should be the one chosen by the company.

# Tools to evaluate projects

(For large projects that go on for a long time, that are effected by inflation, interest rates, etc)

**Payback Period (PP):** Time taken for the project to start generating a return. Projects with shorter paybacks are ranked higher as they are more liquid, and thus less risky— investment recouped sooner, which can be reinvested elsewhere

$$\text{Payback Period} = \text{Cost of project} / \text{Annual Cash Inflow}$$

Generally PP of three years or less is preferred, if > a year, the project should be considered essential

**Return on Investment (ROI):** denote how much profit has been generated from an investment

$$ROI = (\text{Net Profit} / \text{Cost of Investment}) * 100 = [(\text{Financial Value} - \text{Project cost}) / \text{Project cost}] * 100$$

**Expected ROI** is calculated before a project kicks off & used to determine if project makes sense to pursue. This is run through several possible scenarios to determine possible outcomes.

**Actual ROI** is the true return on investment, calculated on actual cost, revenue and actualized assumptions.



# Tools to evaluate projects (preferred methods as these use time value of money)

**Net Present Value (NPV):** Present value of future net cash flows (and not income, as it has non-cash item depreciation) from project, considers time value of money

$$\text{Net Present Value} = \text{Sum of } [ \text{Future Value} / (1 + \text{Rate of Return}^{1}) ^ \text{No. of periods} ]$$

If NPV > Cost to implement project, project is profitable. Project with more (NPV-cost), rank higher

**Internal Rate of Return (IRR):** the interest rate equivalent to the dollar returns expected from project, denotes efficiency of investment. This is analysed using project cash flows (not income, which includes non-cash item depreciation)

If project IRR > cost of borrowing, project is acceptable. Project with more IRR, rank higher

“-”ve NPV or lower IRR projects are financially not viable, taken if mandated by law (ie. safety upgrade)

<sup>1)</sup> the interest rate on the loan\*(1- tax rate of business), if project is financed by loan. Else, CFO guides on blended cost of (debt+equity)

Additional Reference: Financial Management and analysis of ADB projects

<https://www.adb.org/sites/default/files/institutional-document/31339/financial-governance-management.pdf>

# Introduction of the iPod and Apple's Shift to Digital Music

In 2001, Apple introduced the iPod, a portable digital music player. At the time, the market was dominated by CD players and Walkmans. Steve Jobs recognized the growing demand for digital music and the shortcomings of existing devices. The iPod was not just a product but part of a larger strategy to revolutionize how music was consumed. It transformed Apple from a struggling company into one of the most valuable brands globally.

**Customer-Centric Approach:** Apple's success was attributed to its focus on understanding and meeting customer needs. Jobs famously said, "You've got to start with the customer experience and work back toward the technology - not the other way around."

**Identifying Market Trends:** Apple anticipated the shift towards digital music consumption early on, recognizing the potential of digital downloads and the convenience they offered over physical media.

**Disruptive Innovation:** iPod's sleek design, intuitive interface, and robust marketing campaign made it a cultural icon. The iPod wasn't just a better music player; it disrupted existing markets dominated by Sony and other electronics giants.

**Creating Ecosystems:** Jobs understood the importance of creating an ecosystem where hardware (iPod) and software (iTunes) worked seamlessly together. This integrated approach not only enhanced user experience but also locked customers into Apple's ecosystem.

**Long-term Vision:** The iPhone and iPad built upon the success and lessons learned from iPod.

# Amazon's acquisition of Whole Foods to enter physical retail

In June 2017, Amazon announced its acquisition of Whole Foods Market for approximately \$13.7 billion.

1. Robust entry point into the grocery retail sector, which is a massive market with steady consumer demand.
2. Whole Foods' network of stores strategically located in urban and suburban areas complemented Amazon's online retail operations. This allowed Amazon's new fulfillment & delivery models, such as Amazon Fresh & Prime Now.
3. Integrating Amazon Prime benefits with Whole Foods purchases attracted & retained more Prime members. This was possible by Amazon's expertise in data analytics & customer insights to optimize Whole Foods' operations.

**Diversification of Revenue Streams:** beyond its core online retail business. This reduced dependency on any single market segment and enhanced overall business resilience

**Access to vast network of Physical Retail Space:** crucial for last-mile logistics, improving delivery times, and providing a showroom for Amazon products like Echo devices

**Enhanced Customer Experience:** (attracted more customers but also increased customer loyalty and engagement)  
Amazon integrated Whole Foods into its ecosystem, offering benefits such as discounts for Prime members and streamlined grocery delivery services

**Strategic Partnerships:** Amazon recognized the value of Whole Foods' brand and customer base, leveraging existing strengths to accelerate growth in a new market segment.

# Infosys' Strategic shifts for global expansion & adaptability

Founded in 1981 by Narayana Murthy & six others, Infosys initially focused on software development & IT services in India

**Globalization Strategy:** In the 1990s, Infosys under Nilekani's leadership embraced globalization by expanding its client base beyond India. This move positioned Infosys as a global IT services provider, competing with multinational giants. It tapped into new opportunities and diversified its client base, reducing dependency on any single market

**Strategic Positioning:** focusing on high-value services such as consulting and system integration

**Focus on Quality:** Differentiated through focus on quality, process efficiency (e.g., adopting CMM/CMMI standards)

**Technological Innovation:** driving initiatives in emerging technologies and digital transformation, anticipating market trends, and continuous innovation in software development methodologies. This adaptability allowed Infosys to stay ahead of competitors and continuously innovate in service offerings

**Employee-centric Culture:** Emphasizing meritocracy, empowerment, and a strong ethical framework, which became integral to Infosys' brand identity. Infosys' strong emphasis on talent development and a culture of innovation and customer focus contributed significantly to its sustained growth and competitive edge

**Brand Building:** Built a strong brand reputation for reliability, innovation, & client-centricity, crucial for competing globally



"कर्मण्येवाधिकारस्ते मा फलेषु कदाचन ।  
मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि ॥ "

You have a right to perform your prescribed duties, but you are not entitled to the fruits of your actions. Never consider yourself to be the cause of the results of your activities, nor be attached to inaction.

## Bhagavad Gita

Chapter 2, Verse 47

# Common follow-up questions

1. What criteria or methodologies do you use to assess the strategic fit of individual projects within the portfolio?
2. How do you quantify opportunity cost when evaluating competing projects? What strategies do you employ to ensure optimal resource allocation across multiple projects?
3. How do you differentiate between expected ROI and actual ROI in project evaluations? What strategies do you implement to maximize ROI while minimizing risks associated with project implementation?
4. Under what circumstances would you prioritize NPV over IRR, or vice versa, in decision-making?
5. What adjustments do you make to project portfolios in response to shifts in business strategy or market conditions?





# Assessment



## Assignment 1

When evaluating a portfolio of projects, which financial metric is used to assess the profitability of an investment based on its expected future cash flows?


- A) Payback Period
- B) Return on Investment (ROI)
- C) Net Present Value (NPV)
- D) Internal Rate of Return (IRR)





## Assignment 2

**When assessing project opportunities, what does Opportunity Cost refer to?**

- A) The cost incurred to develop the project**
  - B) The potential benefits of choosing an alternative project**
  - C) The benefits of selecting the current project**
  - D) The cost of not pursuing the next best alternative project**
- 
- A close-up, warm-toned photograph of a person's hand holding a dark pen, writing on a piece of paper. The paper has some faint, illegible handwriting on it. The background is dark and out of focus, suggesting an indoor setting with soft lighting.

## Assignment 3

**Which financial metric measures the efficiency of an investment by comparing the initial investment to the present value of its future cash flows?**

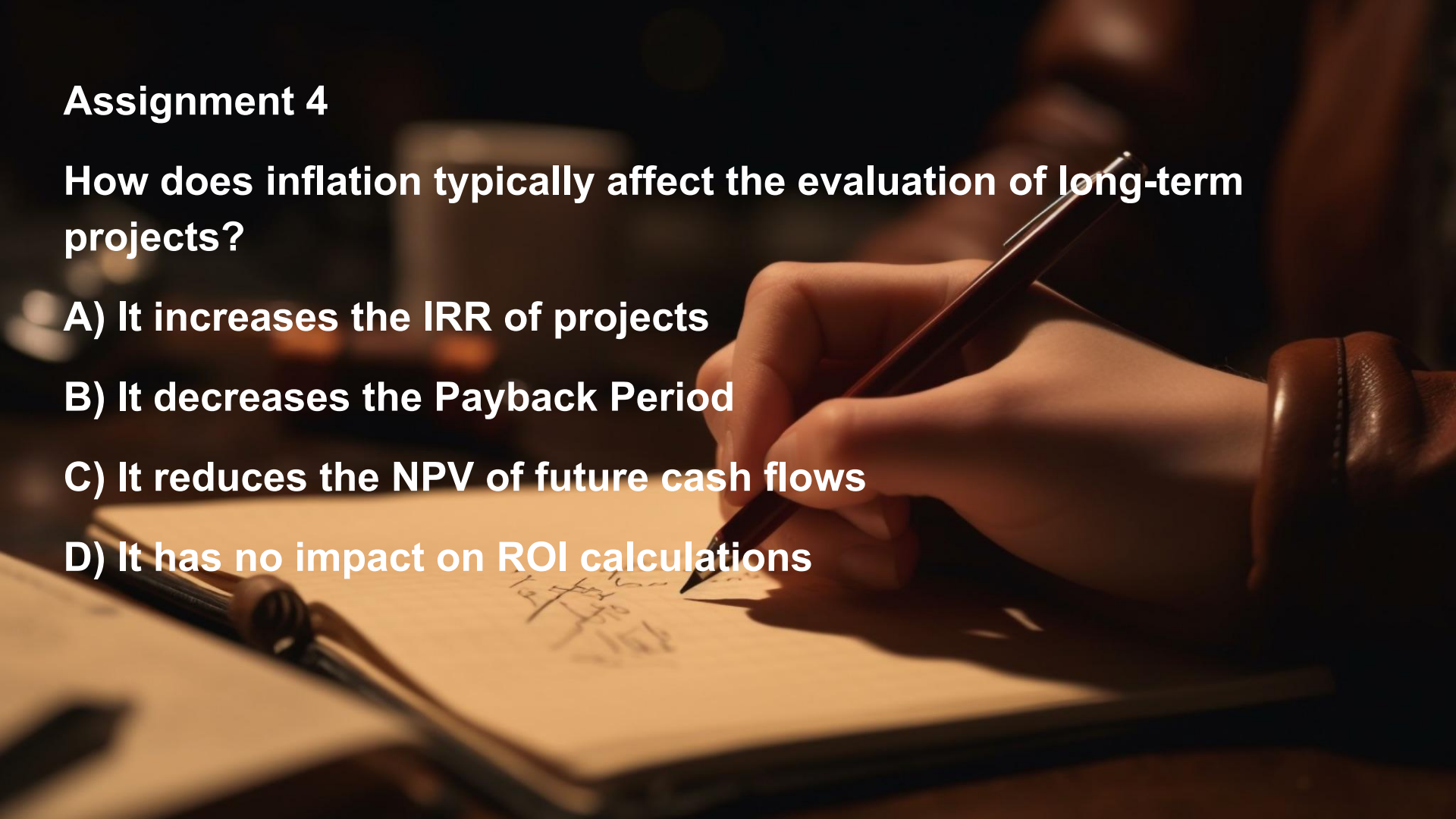
- A) Payback Period**
- B) Net Present Value (NPV)**
- C) Internal Rate of Return (IRR)**
- D) Return on Investment (ROI)**



## Assignment 4

How does inflation typically affect the evaluation of long-term projects?

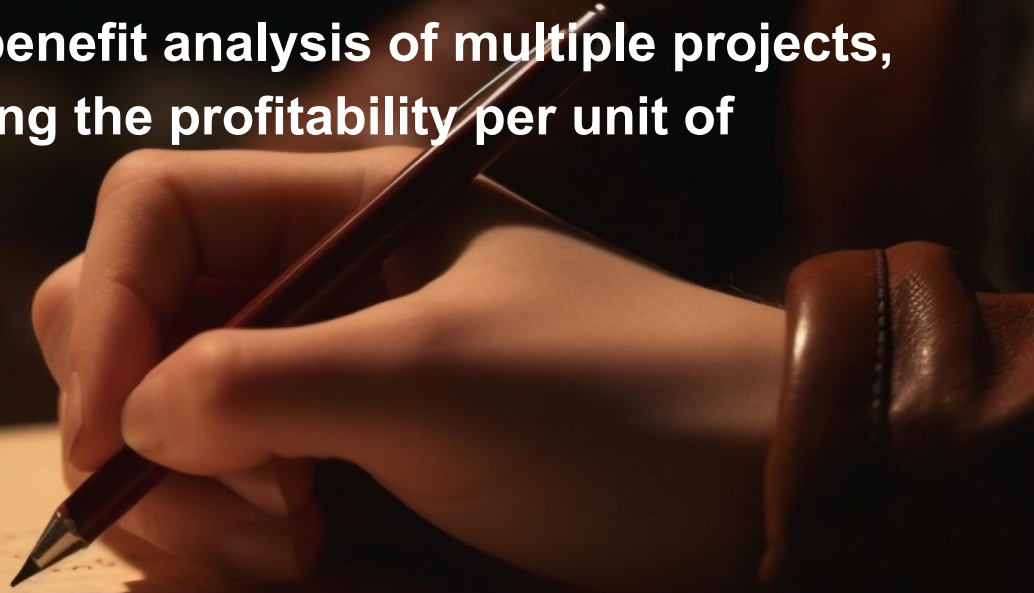
- A) It increases the IRR of projects
- B) It decreases the Payback Period
- C) It reduces the NPV of future cash flows
- D) It has no impact on ROI calculations



## Assignment 5

**When comparing the cost and benefit analysis of multiple projects, which metric helps in determining the profitability per unit of investment?**

- A) Payback Period**
- B) Net Present Value (NPV)**
- C) Internal Rate of Return (IRR)**
- D) Return on Investment (ROI)**





## Learning Objective 3

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# Change management strategies

### Skill Sets to acquire:

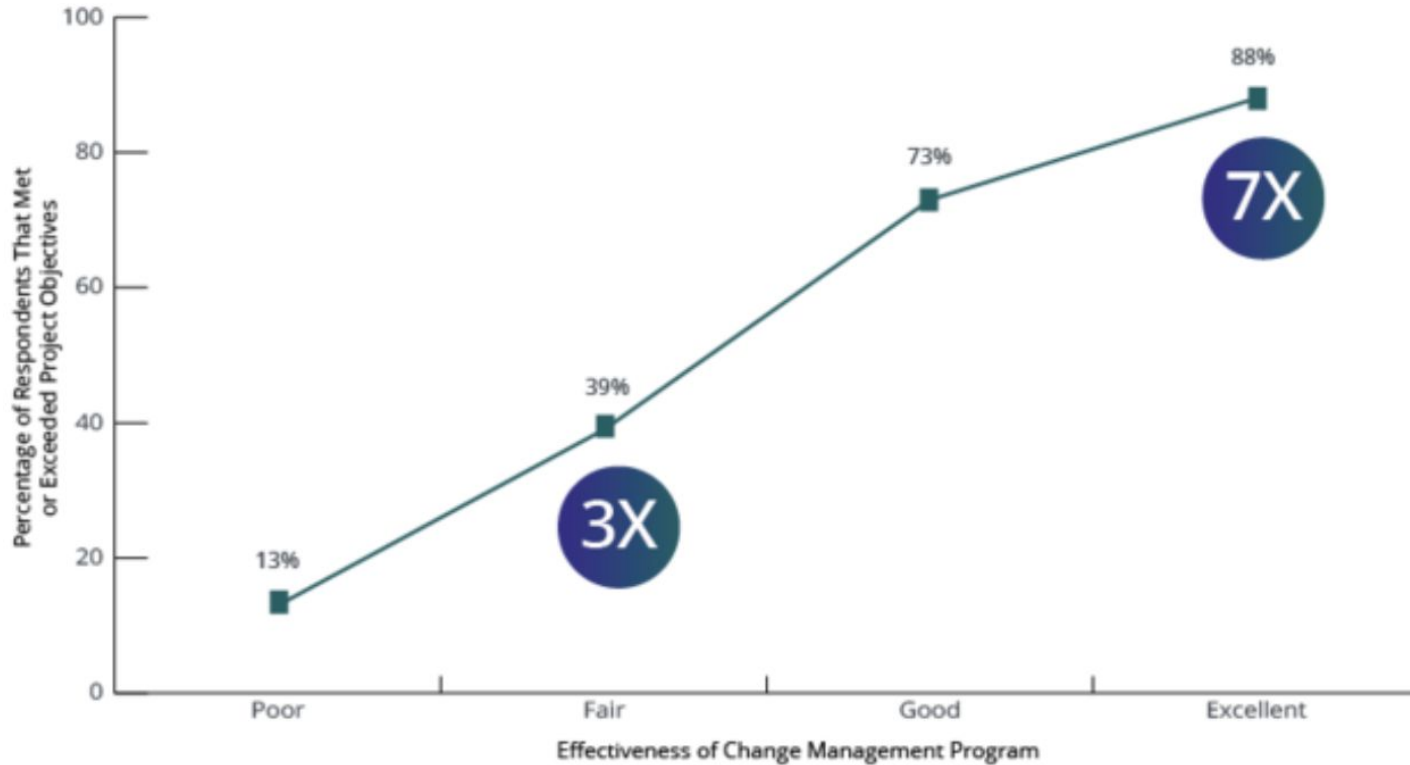
Change management, Project budget,  
Organizational change, Communication



# Core Concepts

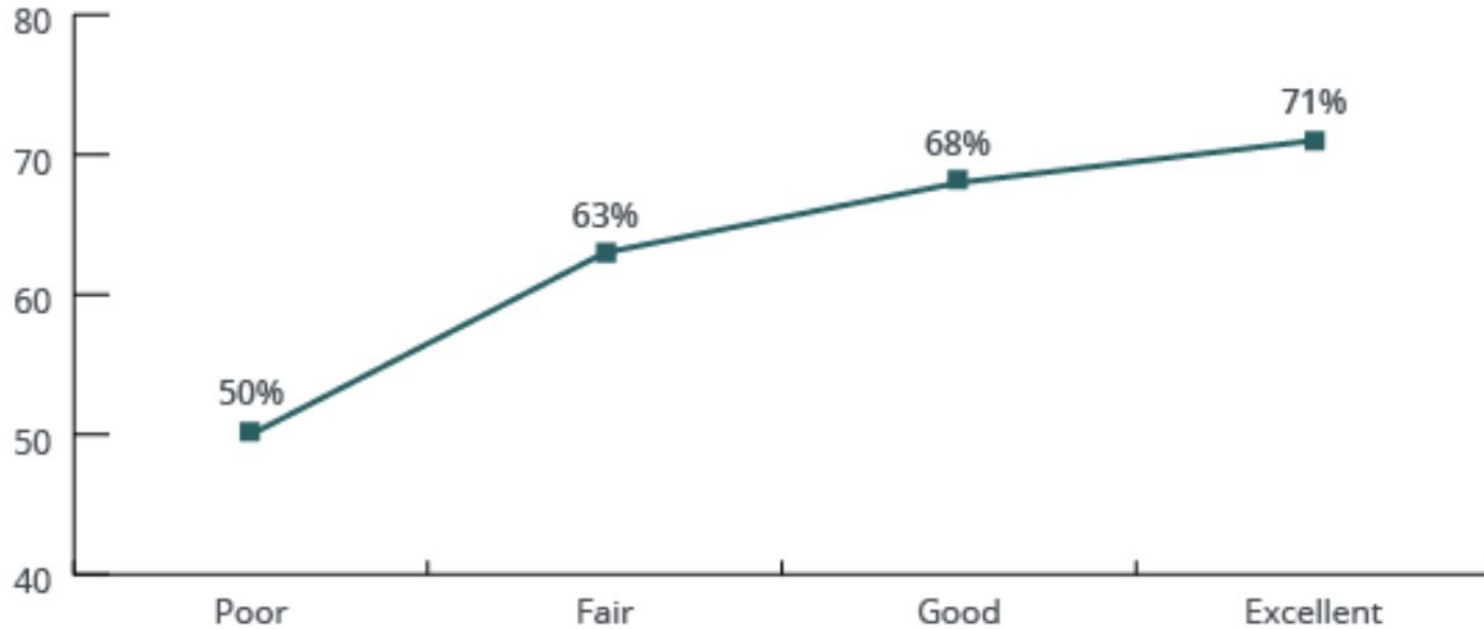
- Change Management Strategies
- How individuals experience change
- Communicating change

# Projects with excellent change mgmt. are 7x likely to meet objectives



Source: Research Hub, Prosci, Inc

# Better change mgmt. results in on schedule & budget project



Source: Research Hub, Prosci, Inc



# Change Management Strategies

Management for company culture, internal processes, underlying technology or infra, corporate hierarchy, or another critical aspect

A study by Gartner shows only 34% of all change initiatives pursued by businesses end in clear success, 16% yield mixed results, and 50% of all change initiatives failing.

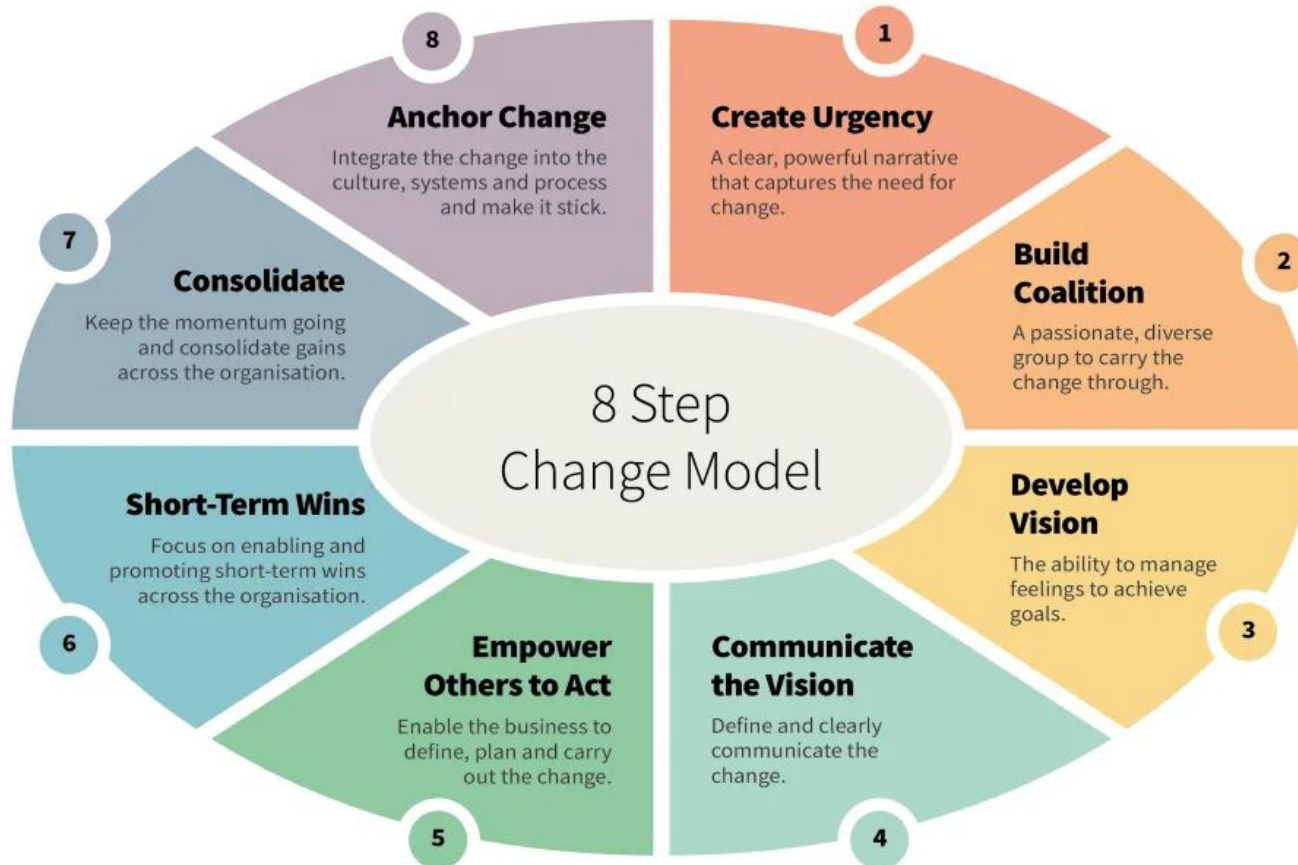
## Change management process

*Understand change > Plan change > Implement change > Monitor change*

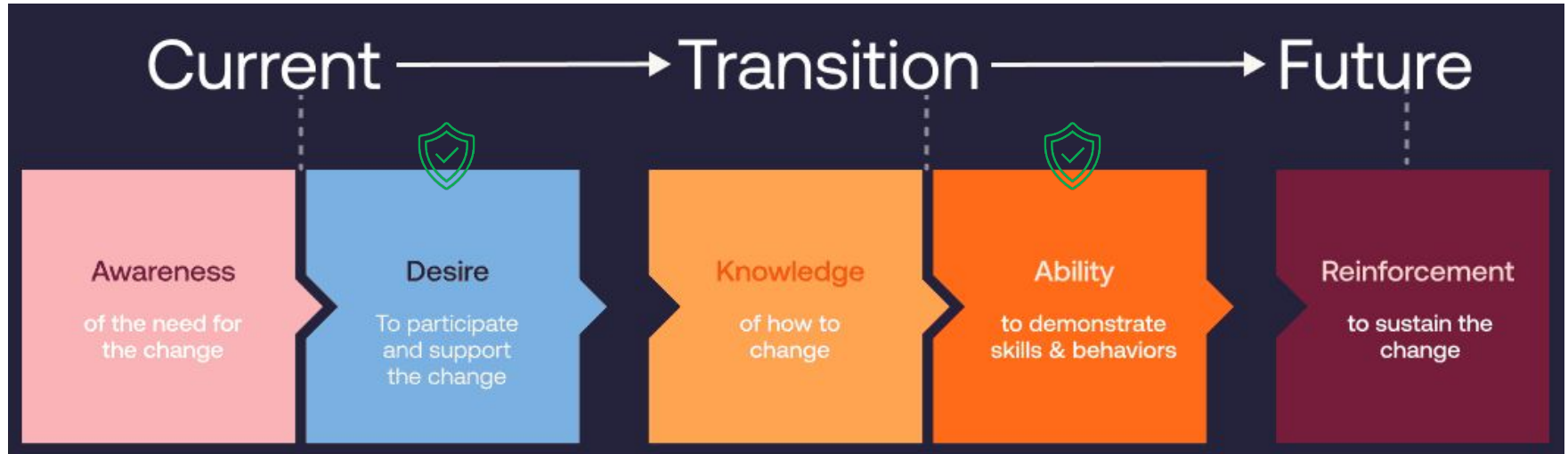
## Leadership Style for Change Management

- The ability to build coalitions and inspire trust
- Strong communication skills at every stage
- Emotional intelligence to pick up on resistance to change & acknowledge personal difficulties people have

# Kotter's 8 step organizational change model

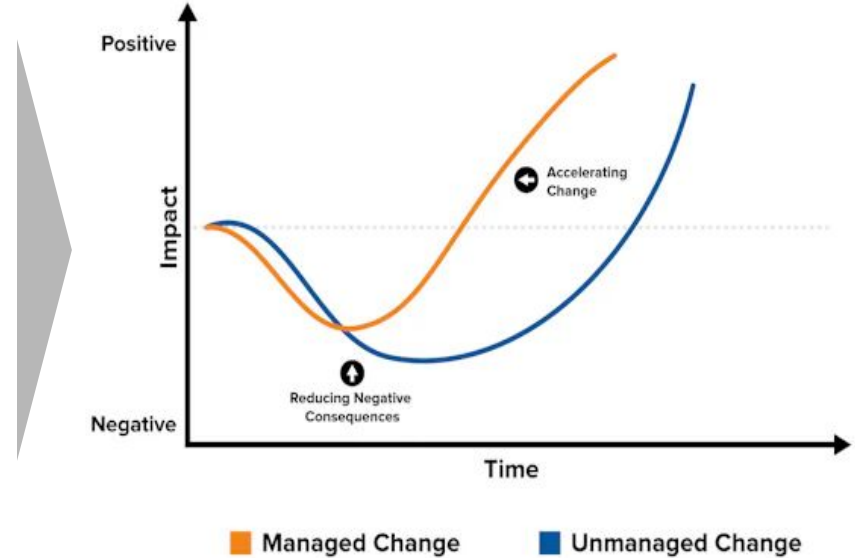
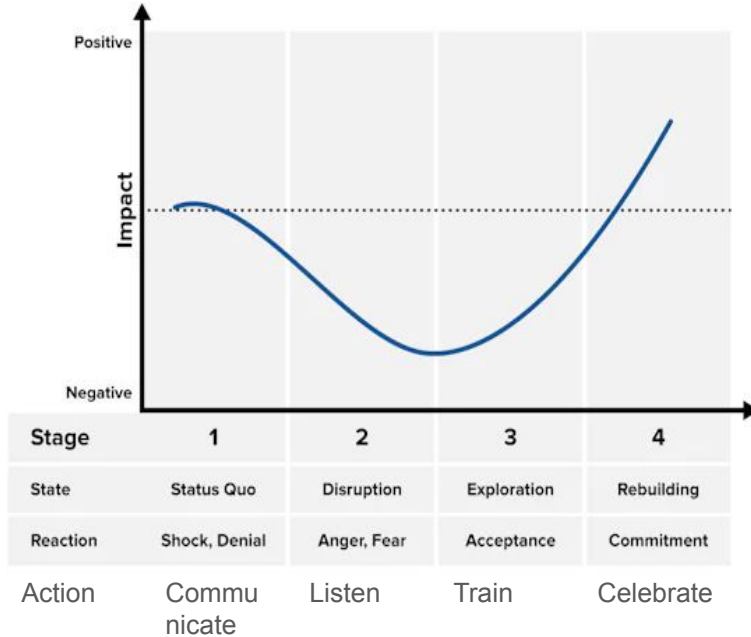


# How individuals experience change



Ability to think strategically & link change to the "bigger picture." The people side of change is not the soft side of change, it is the harder side of change.

# Moving change curve through communication



Source: <https://www.mindtools.com/au03rgg/the-change-curve> From ON DEATH AND DYING by Dr Elisabeth Kubler-Ross. Copyright © 1969 by Elisabeth Kubler-Ross; copyright renewed © 1997 by Elisabeth Kubler-Ross.

# Communicating change

1. **Share a Vision** - How the organization can benefit from the transition & change is good for individuals, motivation - why organizational change is imminent, which is critical to success
2. **Tell a Story** - where the company needs to be, where it currently is and how to transition
3. **Make Those in Your Organization the Heroes** - Beyond what to do and what they need to change, inspire and enable them to be change agents
4. **Chart the Path** - Tell what how should one do it

Research shows that employees prefer to receive messages about

- Organizational change from leaders at the top of their organization
- Change's impact on their day-to-day work from their immediate supervisor



"मात्रास्पर्शास्तु कौन्तेय शीतोष्णसुखदुःखदाः  
|

आगमापायिनोऽ नित्यास्तां स्तितिक्षस्व  
भारत॥"

O son of Kunti, the nonpermanent appearance of happiness and distress, and their disappearance in due course, are like the appearance and disappearance of winter and summer seasons. They arise from sense perception, O scion of Bharata, and one must learn to tolerate them without being disturbed

**Bhagavad Gita**

Chapter 2, Verse 14

# ERP System Implementation and Change Management

## **Background:**

A multinational corporation with operations in over 30 countries is planning to replace its old, fragmented ERP systems with a unified, state-of-the-art ERP solution to streamline operations, improve data accuracy, and facilitate real-time reporting capabilities

## **Project Objective:**

Implement a new ERP system across all business units to enhance operational efficiency, standardize processes, and provide robust data analytics capabilities. Ensure that all employees are engaged and adept at using the new system effectively

## **Role of the Program Manager:**

As the Program Manager, your role is to oversee the entire ERP implementation project from planning through execution and post-implementation support, ensuring alignment with the organization's strategic goals. This includes managing timelines, budgets, resources, stakeholder expectations, and the overarching change management strategy



# Key phases of ERP Implementation

## **Preparation and Planning:**

- Conduct an initial assessment to define the scope and objectives of the new ERP implementation.
- Develop a comprehensive project plan, including timelines, resource allocation, and budget.
- Set up a governance structure, identifying project stakeholders, forming a steering committee, and establishing project teams.

## **Change Management Strategy Development:**

- Develop a change management plan that includes communication strategies, training programs, and stakeholder engagement activities.
- Identify change agents and champions within each department who will support the transition and facilitate communication between the project team and the staff.

## **System Design and Development:**

- Work with the ERP vendor and internal IT teams to design the ERP system that meets the specific needs of the business.
- Validate system requirements and configurations through a series of workshops with end-users

# Key phases of ERP Implementation

## **Training and Education:**

- Implement a comprehensive training program that includes both online and face-to-face sessions tailored to different user groups.
- Develop supporting materials such as user manuals, FAQs, and tutorial videos.

## **Testing and Quality Assurance:**

- Oversee a phased testing approach including unit testing, system integration testing, and user acceptance testing (UAT) to ensure the system meets all requirements.
- Address any issues identified during testing in collaboration with the technical team and the vendor.

## **System Rollout and Go-Live:**

- Plan for a phased rollout, starting with a pilot in a controlled environment before full-scale implementation.
- Provide intensive support during the go-live phase, including a help desk and on-site support personnel to assist with any immediate challenges.

## **Post-Implementation Review and Ongoing Support:**

- Transition to a support and maintenance phase, ensuring continuous improvement through regular updates and training sessions

# HUL's strategic rebranding of Dove to expand market share

Dove faced the challenge of differentiating itself in a saturated market. HUL's approach involved shift towards radical rebranding. It involved more inclusive & authentic messaging promoting real beauty, which aligned with evolving consumer values & preferences for authenticity & inclusivity. HUL opted for a radical rebranding strategy, launching the "Dove Real Beauty" campaign in 2004. This involved:

1. **Inclusive and authentic campaign messaging:** Focus on real women with diverse body types, ages, and ethnicities, promoting the message that all women are beautiful in their natural form.
2. **Consumer Engagement:** Through storytelling & interactive campaigns that encouraged them to share their own beauty stories
3. **Educational Initiatives:** Boosting self-esteem among young girls & women, reinforcing Dove's commitment to real beauty

## Various Stages of the campaign

**Global launch of the Real Beauty campaign in 2004:** (\$30 million investment) in Advertisement production, media buying, public relations, and initial market research

**Expansion and Continuity (2005-2010):** \$50 million investment to expand the campaign across different markets and mediums, including television, print, digital, and social media including ongoing advertisement creation, localized campaigns, and partnerships with influential figures and organizations

**Educational Programs and Consumer Engagement (2011-2015):** \$40 million in developing and implementing educational programs and interactive consumer engagement initiatives including Self-esteem workshops, school programs, digital engagement platforms, and social media campaigns.

**Sustained Marketing and Innovation (2016-Present):** \$60 million in continuous marketing efforts, product innovation, and maintaining the momentum of the Real Beauty message including New product lines, innovative advertising, and leveraging emerging digital platforms.

# Common follow-up questions

1. Can you provide examples of strategies or techniques that have been successful in overcoming resistance to change?
2. How can one anticipate and mitigate pitfalls or challenges leaders might encounter when implementing a change management plan?
3. Can you discuss specific cultural factors that might influence the acceptance and adoption of change?
4. How do you distinguish between constructive feedback and resistance to change, and how should each be addressed?
5. Can you provide specific examples of adaptations made based on previous change management challenges or successes?



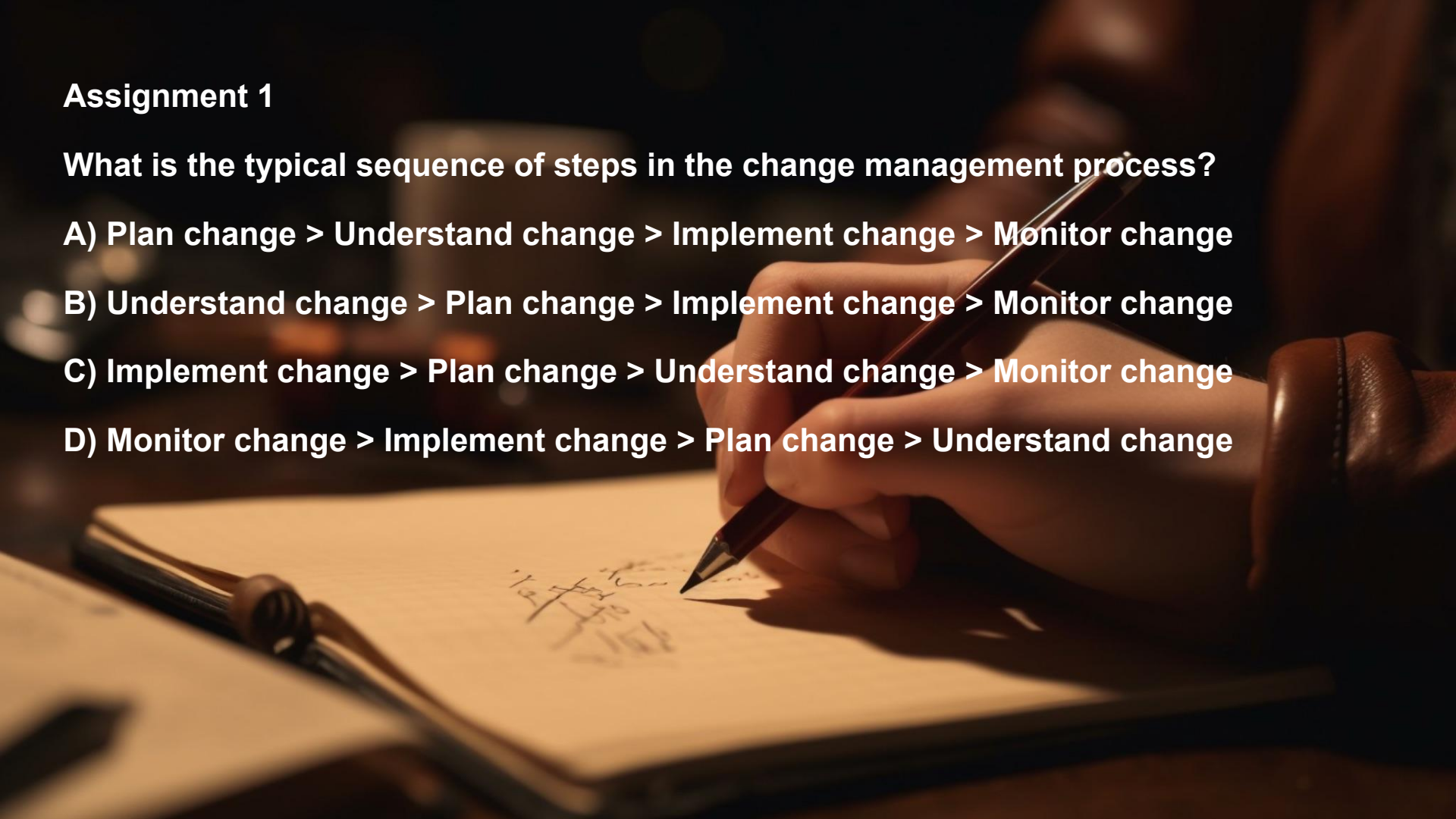
# Assessment



## Assignment 1

What is the typical sequence of steps in the change management process?

- A) Plan change > Understand change > Implement change > Monitor change
- B) Understand change > Plan change > Implement change > Monitor change
- C) Implement change > Plan change > Understand change > Monitor change
- D) Monitor change > Implement change > Plan change > Understand change





## Assignment 2

**Which leadership style is most effective for managing change, emphasizing building trust and coalitions?**

- A) Authoritative leadership**
- B) Democratic leadership**
- C) Transformational leadership**
- D) Laissez-faire leadership**

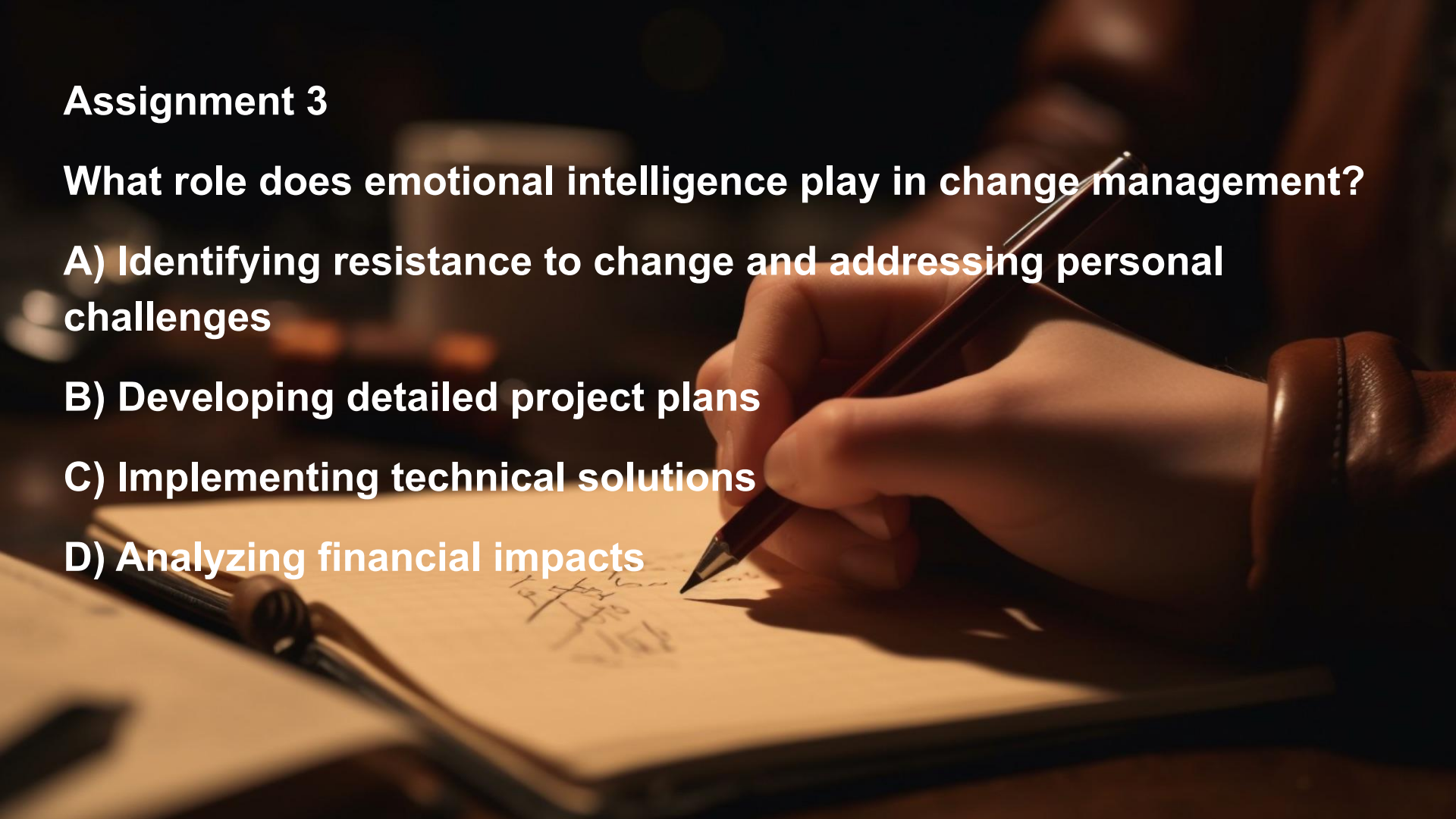




## **Assignment 3**

**What role does emotional intelligence play in change management?**

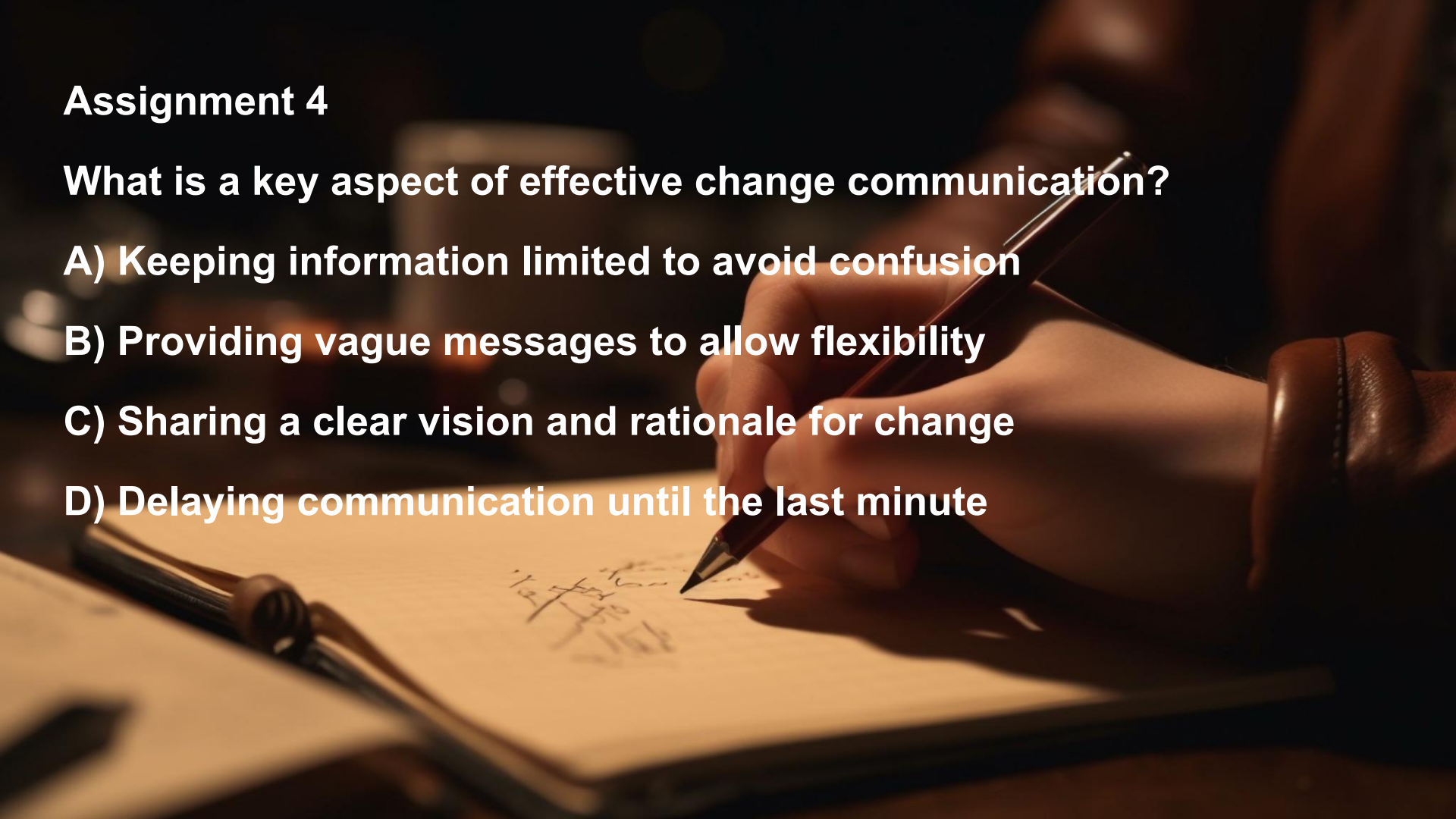
- A) Identifying resistance to change and addressing personal challenges**
- B) Developing detailed project plans**
- C) Implementing technical solutions**
- D) Analyzing financial impacts**



## Assignment 4

**What is a key aspect of effective change communication?**

- A) Keeping information limited to avoid confusion**
- B) Providing vague messages to allow flexibility**
- C) Sharing a clear vision and rationale for change**
- D) Delaying communication until the last minute**



## Assignment 5

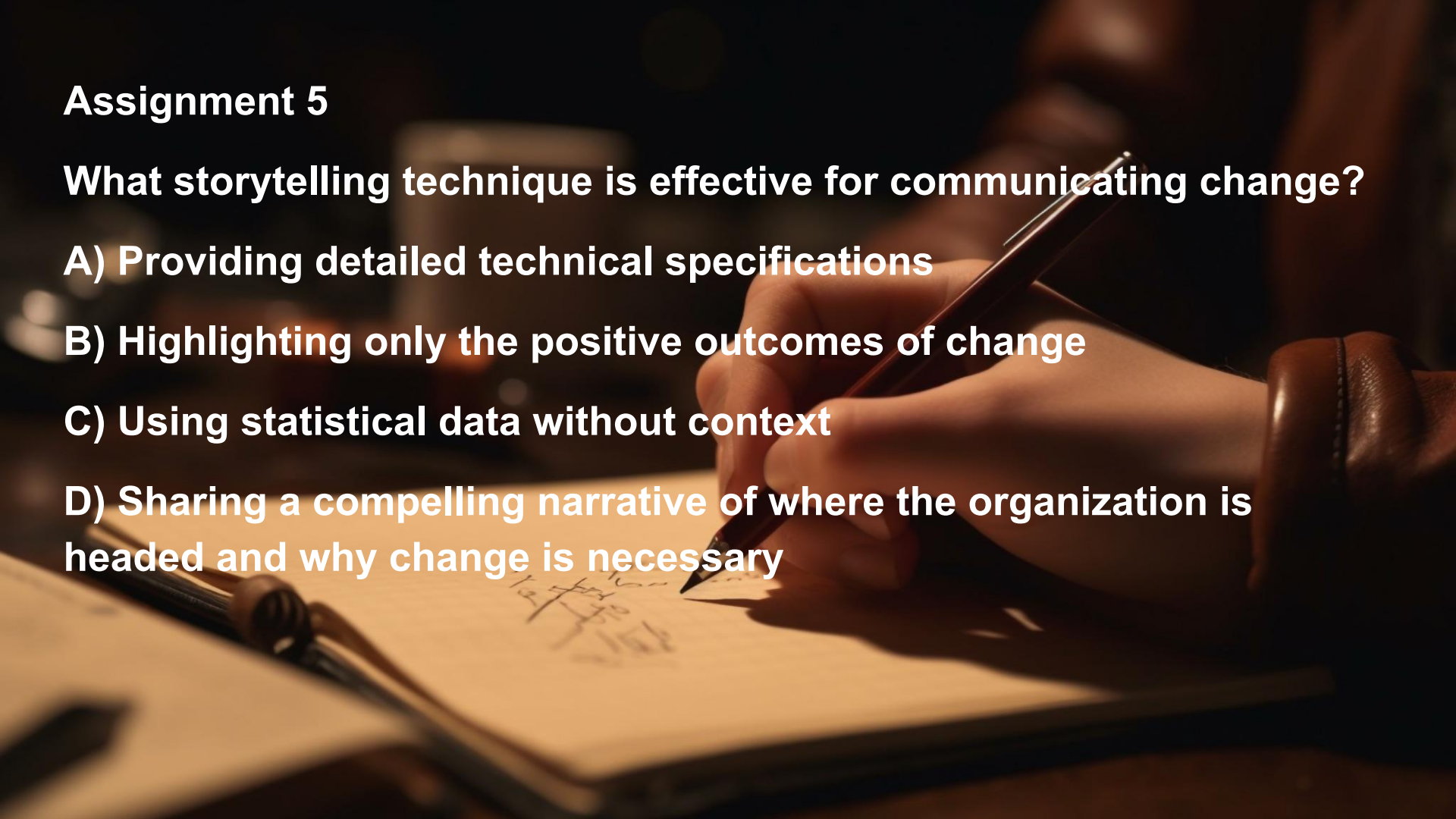
**What storytelling technique is effective for communicating change?**

**A) Providing detailed technical specifications**

**B) Highlighting only the positive outcomes of change**

**C) Using statistical data without context**

**D) Sharing a compelling narrative of where the organization is headed and why change is necessary**



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# Case Study



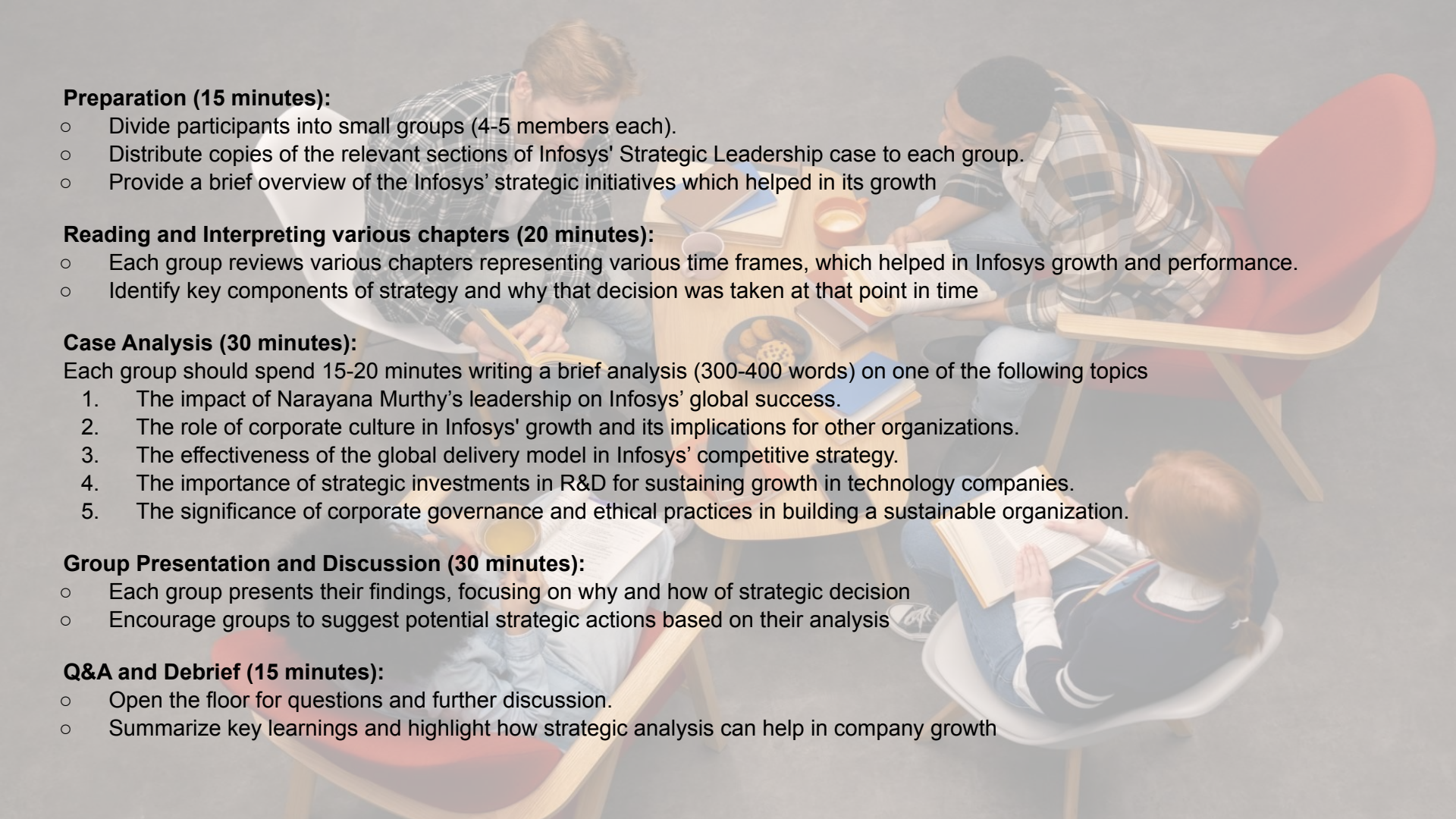


# Case Study

## Infosys' leadership Strategic Leadership & Corporate Culture

1. **Strategic Vision:** How did Narayana Murthy's vision contribute to the global success of Infosys?
2. **Corporate Culture:** In what ways did Infosys' corporate culture contribute to its growth and success?
3. **Leadership Institute:** What role did the Leadership Institute play in sustaining Infosys' growth? How can such initiatives be implemented in other organizations?
4. **Global Delivery Model:** How did the global delivery model impact Infosys' competitive advantage? Discuss its scalability and applicability to other industries.
5. **Innovation and R&D:** How did strategic investments in R&D and innovation drive Infosys' growth?

Infosys Strategic Leadership [https://docs.google.com/document/d/1Y34rqFrDmn\\_inMbO8A-LvulSYnICdQgb/edit](https://docs.google.com/document/d/1Y34rqFrDmn_inMbO8A-LvulSYnICdQgb/edit)

A background image showing three people (two men and one woman) sitting around a light-colored wooden table, engaged in a group study or work session. They are looking at books and papers. The man on the left is wearing a plaid shirt, the man on the right is wearing a plaid shirt, and the woman on the right is wearing a dark blue sweater. The table has various items on it, including books, papers, a cup of coffee, and some snacks.

### **Preparation (15 minutes):**

- Divide participants into small groups (4-5 members each).
- Distribute copies of the relevant sections of Infosys' Strategic Leadership case to each group.
- Provide a brief overview of the Infosys' strategic initiatives which helped in its growth

### **Reading and Interpreting various chapters (20 minutes):**

- Each group reviews various chapters representing various time frames, which helped in Infosys growth and performance.
- Identify key components of strategy and why that decision was taken at that point in time

### **Case Analysis (30 minutes):**

Each group should spend 15-20 minutes writing a brief analysis (300-400 words) on one of the following topics

1. The impact of Narayana Murthy's leadership on Infosys' global success.
2. The role of corporate culture in Infosys' growth and its implications for other organizations.
3. The effectiveness of the global delivery model in Infosys' competitive strategy.
4. The importance of strategic investments in R&D for sustaining growth in technology companies.
5. The significance of corporate governance and ethical practices in building a sustainable organization.

### **Group Presentation and Discussion (30 minutes):**

- Each group presents their findings, focusing on why and how of strategic decision
- Encourage groups to suggest potential strategic actions based on their analysis

### **Q&A and Debrief (15 minutes):**

- Open the floor for questions and further discussion.
- Summarize key learnings and highlight how strategic analysis can help in company growth



# Assignment questions

- Evaluate your organization's current project portfolio. Are the projects aligned with strategic objectives? Explain your rationale.
- Describe a recent change initiative in your organization. How was it planned, implemented, and monitored? What were the key success factors?
- Identify a challenge you've encountered in your role. Apply a problem-solving methodology to address it and outline your proposed solution.

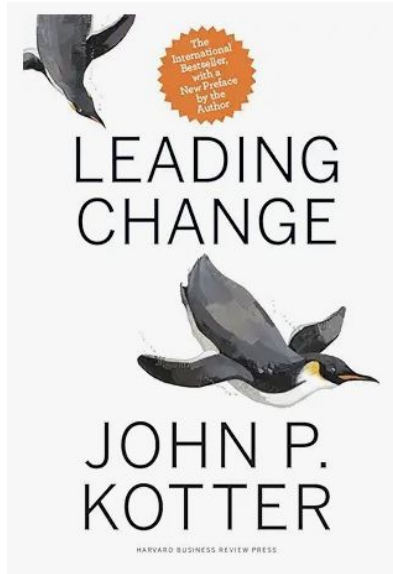


# **Q&A**

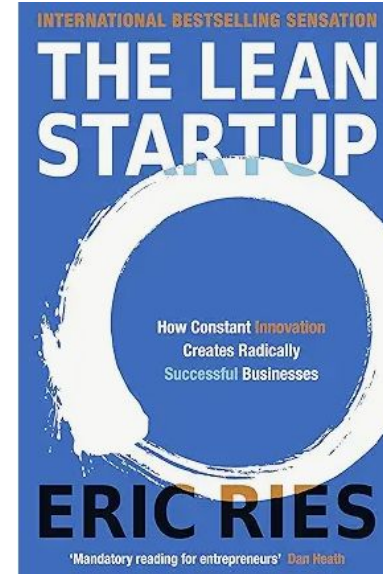
## **Feedback**



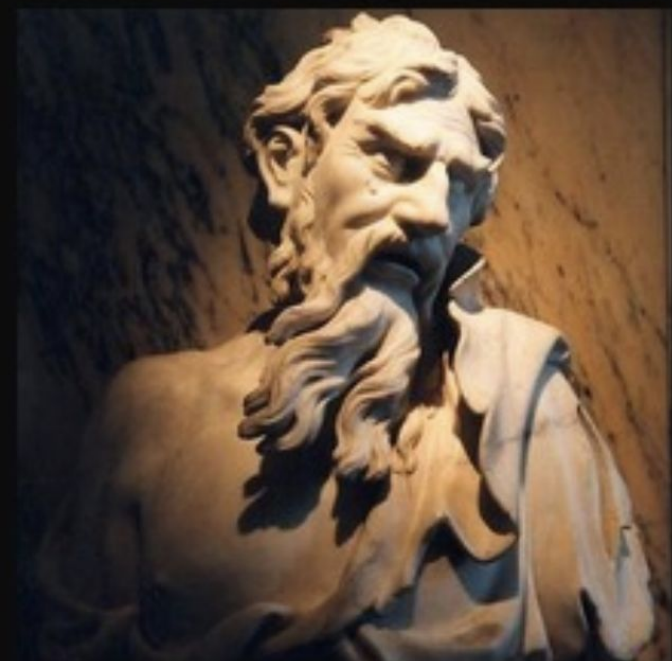
# Recommended Books



"Leading Change" by John P. Kotter



"The Lean Startup" by Eric Ries



Change is the only constant.

~ Heraclitus



In the midst of  
chaos, there is also  
opportunity.

SUN-TZU

ZEN

**LEARN**