



STRATEGIES FOR GROWTH

V.N. Bhattacharya

Business Strategy Consultant

V.N. BHATTACHARYA - RESUMÉ

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Mr. Bhattacharya is a business strategy consultant. He advises and works with senior management teams to help make businesses competitive, grow rapidly and profitably in a sustained manner.

Besides consulting, he trains managers to develop strategic thinking and leadership capabilities. He conducts open and custom management development programmes for senior and top managers. He coaches start-ups, small and medium enterprises as a mentor on Mentor Square (www.mentorsquare.com).

EDUCATION

- ✧ Bachelor of Technology (Chem. Engg.), Indian Institute of Technology (IIT) Kanpur. 1972.
- ✧ Post-graduate Diploma in Business Management (MBA), Indian Institute of Management (IIM) Calcutta, 1974.

CAREER

Mr. Bhattacharya is a seasoned business leader with a rare breadth of perspective and world view. He has over thirty-five years' experience in diverse industries in India and abroad. For his companies, he built strong alliances with world majors: NEC, Scientific Atlanta, Mannesman, and Carl Schenck, among others. He has hands-on experience of turning around loss-making businesses, revitalising old ones and creating new streams of revenue. He combines excellent conceptual skills with strong focus on execution.

He started his career in Hindustan Lever Ltd. (now Hindustan Unilever Ltd., the Indian subsidiary of Unilever Plc) as a management trainee. Later he worked in Jenson & Nicholson, Cosmo Films and Sterling Resorts where he performed national responsibilities in sales, marketing and customer service. He worked as the Chief Executive of BPL Telecom Ltd. – a telecom engineering, manufacturing and networking company - before setting up his consulting practice.

An alumnus of Indian Institute of Technology (IIT) Kanpur and Indian Institute of Management (IIM) Calcutta, he blends rich experience with brilliant academic credentials. He teaches Strategic Thinking in Indian Institute of Management (IIM) Bangalore and Indian Institute of Management (IIM) Ahmedabad, the two top Indian business schools. He has taught Strategic Management in premier business schools like Mudra Institute of Communication Ahmedabad (MICA) and Symbiosis Institute of Business Management (SIBM) Bangalore. He writes regularly on management and is a sought after speaker. He has addressed large audiences and conducted workshops for NASSCOM, Confederation of Indian Industry (CII), and management associations of Bangalore (BMA), Madras (MMA) and Hyderabad (HMA).

EXPERTISE

- ✧ Strategies for creating and sustaining competitive advantage.
- ✧ Strategic marketing, especially segmentation, targeting and positioning.
- ✧ Execution of business and marketing strategies.
- ✧ Strategic leadership.

SERVICES

Mr. Bhattacharya brings a unique and potent blend of rich experience, deep insight and conceptual skills to help firms from all sectors achieve growth and superior profitability.

CONSULTING

He guides firms to formulate their strategies for competitiveness. He helps them leverage insights sharpened by the use of tools, models and conceptual frameworks. His clients are able to select and target appropriate customer segments and position the firm distinctively in their markets. He assists senior managers to align functional strategies to business goals and competitive strategy.

He works closely with the leadership team to develop programmes and action plans that improve execution of strategy. He guides client organisations to develop capabilities, proceed with speed and watchfulness, and assists them to monitor progress and carry out course correction. Besides helping clients formulate and execute competitive strategy, he offers the following services.

Strategy Audit. He is available to CEOs as a sounding board for the firm's strategy. Inability to spot weaknesses and inconsistencies can be fraught with grave risk. His wide experience and strong academic leanings give him the unique ability to help CEOs improve existing strategies.

Entry Strategy. He advises on the manner in which a firm may enter a new segment or line of business including proposed mergers and acquisitions. For overseas companies he formulates India entry strategy.

Organisation Design and Structure. Structure is not strategy. It facilitates execution and value delivery. Managers often create new or modify existing organization structures to achieve short-term goals but fail to align it with the firm's strategy. Mr. Bhattacharya helps design the organization for current and future realities.

COACHING

He guides managers to improve their decision making and performance. He provides the theoretical frameworks and teaches how to apply them to business problems. With his help they gain insight, uncover dormant knowledge of their businesses and use them in strategy formulation. His coaching improves their ability to search effectively for opportunities and solutions to business problems. He works with senior managers in cognitive (how to think) aspects of leadership and strategic thinking and facilitates changes in leadership behaviour. He approaches coaching assignments with deep empathy in a non-judgemental frame.

EXECUTIVE DEVELOPMENT

Mr. Bhattacharya conducts open house and custom management development programmes for companies in the areas of strategy, entrepreneurial leadership, sales and marketing. He lays emphasis on conceptual frameworks to create insight and nurture strategic decision making. His extensive hands-on experience enlivens ideas through apt industry examples, exercises and case studies, many of his own authorship.

Thousands of senior managers from several hundred companies all over India and abroad have attended Mr. Bhattacharya's programmes. More information on his work and clients is available on his website <http://www.vnbhattacharya.com>.

PAPERS, WRITING & MANAGEMENT DEVELOPMENT

PAPERS & PRESENTATIONS

1. CIO's Role in Firm's Strategy, keynote address in CIO Leadership Summit by IDG India, Bangalore, 29 January 2011.
2. Address titled Overcoming Decision Flaws at The Indus Entrepreneurs (TiE), Bangalore, 23 June 2010.
3. Centre of Leadership and Behavioural Studies, Naval Base Cochin, Southern Naval Command, Indian Navy, 25 March 2010. Game Theory and applications in naval warfare.
4. NASSCOM, India.
 - Emerge Forum Bangalore, 19 February 2010: address titled Better Decision Making – Avoiding Decision Flaws.
 - Emerge Forum Bangalore, 15 May and Mumbai, 8 July 2009: presentation and address titled What Highly Successful Companies Do.
5. CIO's Role in Firm's Strategy, a CIO Association of India multi-city Board Room presentation, 03 March 2010.
6. Paper on Customer Leadership through Value Delivery and panel discussion in Annual Convention of Kerala Management Association, Cochin, 22 January 2010.
7. Address in residential conference of Indian Small Scale Paint Association, Kerala Region, Kochi on 24 May 2009. Title Strategic Thinking for SMEs.
8. Keynote address delivered in national seminar 'Strategies for Sustainable Growth of Indian Industries in Present Scenario' organised by Babu Banarasi Das Institute of Technology, Ghaziabad on 04 April 2009.
9. Marketing during global meltdown: what beyond cost cutting? Presentation as panellist in Marketing Expo organised by International School of Business and Media, Kolkata, 22 January 2009.
10. Smart Marketing in Economic Downturn, presentation as panellist in Business Gyan seminar titled Smart Marketing, Bangalore, 16 December 2008.
11. Convergence and Strategy, address in seminar on Convergence of Technologies for Rapid Development, Babu Banarasi Das Institute of Technology, Ghaziabad, 15 September 2007.
12. Panelist in Discussion on Social Capital, TA Pai Management Institute, Manipal, 23 November 2007.
13. Panelist in seminar on Indian Industrial Policy and Global Competition – a view from industry, IIM Bangalore, 21 August 2005.
14. Panelist in seminar Strategies in Today's Wireless World, Indo-American Chamber of Commerce, Bangalore, November 2002.
15. Competitiveness – From Tactics to Strategy, Bangalore Management Association & IIM Calcutta Alumni Bangalore Chapter, Bangalore, 27 February 2002.
16. Competitiveness – From Tactics to Strategy, presentation to members of Madras Management Association, Chennai, 22 January 2002.
17. Address on competitive strategy in 9th Quality Summit: Building Global Competitiveness, Bangalore, 28-30 November 2001.

PEER REVIEWED ARTICLES <http://vnbhattacharya.com/articles.html>

1. Overcoming Decision Flaws from Framing, Journal of Indian Business Research, (Emerald Publishing) Vol. 2, No. 1, 2010.
2. Top-line Growth Can Be Dangerous, American Journal of Business, Fall 2008.
3. The Bigness Bias, European Business Forum Online, (EBF 31) Winter 2007.
4. What Strategy Is Not, European Business Forum Online, (EBF 30) Autumn 2007.

OTHER ARTICLES <http://vnbhattacharya.com/articles.html>

1. Wellsprings of Growth, The Economic Times, 20 September 2007.
2. Bigger or Greater, The Economic Times, 26 June 2007.
3. Battling Goliath, Deccan Herald, Bangalore edition, Economy & Business, 27 May 2002.

MANAGEMENT DEVELOPMENT PROGRAMMES CONDUCTED (Partial List)

Visit <http://vnbhattacharya.com/mdp.html> for open enrolment programmes conducted

1. Strategies for Growth – Workshop for leadership team of Allcargo Global Logistics, Dec 2010.
2. Strategies for Growth – Workshop for SBU of MindTree, Oct 2010.
3. Developing Strategies for Growth – Workshop for APC India, Sep 2010.
4. Developing Strategic Focus – Workshop for SBU of MindTree, Aug 2010.
5. Charting Profitable Growth – Address to the leadership team of Sasken Communication Technologies at strategy meet, Aug 2010.
6. Leadership Development Programme – Strategy Track for Wipro Infotech, Dec. 2009 – Feb 2010.
7. Managing in a downturn, workshop for channel partners for Siemens Product Lifecycle Management Software (India) Pvt. Ltd., Lonavala, 19 February 2009.
8. The Story Teller, for IBM India, Client Relationship Team West Central, Mumbai, Aamby Valley, August 2008.
9. Competitive Advantage from Customer Value for Godrej Organisation for Learning & Development, Mumbai, February 2008.
10. The Leader as Strategist, for Bharti Airtel – Airtel Enterprise Solutions (South) Trivandrum, May 2007.
11. The Next Orbit of ISGEC, for ISGEC (formerly Indian Sugar and General Engineering Corporation), Delhi, November 2006.
12. Competitive Strategies for Growth in Bangalore, Mumbai, Delhi & Chennai, August and September 2006.
13. Marketing Strategies for Growth in Bangalore, Mumbai, Delhi & Chennai, August and September 2006.
14. Entrepreneurial and Strategic Leadership, Bangalore 06-09 April 2005, Mumbai, November 2005.
15. Negotiating Strategically, for Cargill India, Gurgaon, December 2004.
16. Delivering Value by Selling Strategically, for Asian Paints Industrial Paints Division, Mumbai, June 2004.
17. Negotiating Strategically, Mumbai & Delhi July 2004, Pune May 2004, Bangalore & Chennai, January 2004.
18. Selling Strategically, Mumbai & Delhi July 2004, Pune May 2004, Bangalore & Chennai, January 2004.
19. Game Theory for Strategic Pricing, Bangalore, August & November 2002.
20. Game Theory for Strategic Thinking, Bangalore, August & November 2002.
21. Game Theory for Strategic Decision Making, Pune, July 2003.
22. Business Strategies for Growth, Pune February 2003, Bangalore June 2002.
23. Marketing Strategies for Growth, Pune February 2003, Bangalore, June 2002.

What People Say

“Working with you for nearly a year has made such a deep impact on me personally and on CUMI as a company. We always use your teachings on Competitiveness, Building Sustained Competitive advantage and Creating Customer Value. Your words that, "Growth is not a Strategy; only a consequence of building sustained competitive advantage" is a learning that none of us will ever forget. Thank you once again; you are our 'Guru'!

K. Srinivasan, Managing Director, Carborundum Universal Ltd.

“You are great as usual VN. It is a great pleasure to have your association with us always. I am sure we have a lot to gain from your knowledge and experience.”

Anil K. Jain, Sr. Vice President, Wipro Ltd.

“Congratulations on a great session on strategy.”

N. Srinivasan, Former Director General, Confederation of Indian Industry.

“We found your contribution as a business strategy consultant immensely useful. Your inputs with regard to strategic mapping, looking at the big picture and creating new streams of revenue for the firm are deeply appreciated.”

Vijay Kumar H.P, Director, Advanced Fiber Systems Pvt. Ltd.

“From where do you get the energy to regularly deliver and conduct these high-level workshops??! Wonderful, and congratulations.”

Atul Tandan, Former Managing Director of J.L. Morrison India Ltd. & Former Director of MICA

“The importance of bringing rigorous discipline into thinking came thro' very clearly. Hugely beneficial.”

Ram Bajekal, Former Director & CEO, Parry Agro Industries Ltd.

“Excellent way of nailing theory and practice.”

Jakob Andersen, Trade Commissioner, Trade Commission of Denmark, New Zealand.

“The fine interplay between theoretical models and our business (has) given us a framework for creating strategy and a basis for continually improving on how we create and implement strategies.”

Hari Padmanabhan, Deputy Managing Director, 3-i Infotech Ltd.

“The concepts and examples to explain them would help in taking holistic view of real life business challenges, anticipating reactionsand taking a better decision.”

Rajiv Sabharwal, Chief Operating Officer, ICICI Home Finance Co. Ltd.

“This programme has made my role in the organisation even more interesting and challenging, by helping me ponder ever deeper into tactics of strategic selling through objective evaluation of the methodology.”

Mohan R., General Manager, Asian Paints (South Pacific) Ltd., Suva, Fiji.

“Highly relevant to the strategic plan I am preparing for Wipro's largest worldwide account. I now can use the Value Net in improving and refining my ideas with my team.”

Robert Samwell, Client Engagement Manager, Wipro Technologies Ltd., UK.

“A good reminder that one must focus on one's capability rather than jump at the first opportunity.”

Thierry Cros, Former Managing Director, Seco Tools India Pvt. Ltd.

“The repeated emphasis on what creates value cannot be underestimated. It's the acid test of action and competitive strategy that we often gloss over.”

Mohan Menon, Member – Governing Council, Chennai Business School.

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