

INSEAD

The Business School
for the World®

Strategy Programmes

Market Entry Strategy for India

2014 – 2015



Expand your horizon. Make an impact.



Market Entry Strategy for India

Understanding the world's most complex growth market

India represents the most extraordinary possibilities as a market – with over one billion consumers and a huge number of fast growing businesses. Although the rate of growth has recently slowed, India's economy has expanded by more than 8% per annum for much of the past decade and the forecasts are still strong. At the same time, in the developed world, growth has slowed to a trickle, setting India on a trajectory to overtake the US and become the 2nd largest economy in the world by 2050 (on a PPP adjusted basis). India thus cannot be ignored when formulating a global strategy.

Yet, doing business in India poses unique challenges: 70% of India's population is spread across over half a million villages and individual incomes are low. There are 17 official languages, political complexities and numerous regulatory and cultural barriers. So, how does an outsider tap the potential of this vast new market? How can a non-Indian business learn the rules of this intricate game?

INSEAD is offering a unique 6-day programme, **Market Entry Strategy for India**, to help you do just that. With its long experience in Asia, it is the only premier business school with a permanent campus on the continent. INSEAD faculty members have developed a unique research-based perspective on strategy for India and other emerging markets. Only INSEAD can offer a programme of this kind – combining world-class teaching with experiential knowledge gained through a field visit to India.

The programme will be held in New Delhi and will combine traditional classroom sessions with field visits. Participants will have the opportunity to visit and understand how manufacturing and logistics are handled on the ground in India, by Indian firms. They will visit and have sessions with marketing services and

legal firms who have expertise in supporting foreign companies entering India. They will meet policy makers in the Government of India. There will be talks by people with expertise on building profitable businesses catering to less affluent consumers, and sessions with senior executives of foreign firms running successful businesses in India. Participants will even spend an evening with an Indian family. The collective insights from these experiences will be shared and integrated through a final session on the last day of the programme.

You will leave with a clear vision of whether India is the right market for your products and/or services... and if so, how you should build your market entry strategy for India.

Key benefits

- Shorten your learning curve – so that your business is operational in India from day one
- Turn your international strategy into your competitive advantage
- See your products and services through the eyes of the Indian consumer
- Gain local knowledge of the Indian business landscape through visits to a wide range of companies.

Faculty

Programme Director

Amitava Chattopadhyay (India)

Professor of Marketing

The INSEAD Chaired Professor of Marketing & Innovation

Supporting faculty

Jasjit Singh (India)

Associate Professor of Strategy

Michael A. Witt (Germany)

Affiliate Professor of Asian Business and Comparative

Programme content

India from an economic and regulatory perspective

Understanding foreign markets in general – and India in particular:

- India in a transforming world economy
- A framework to examine future growth prospects
- The Indian macroeconomic and regulatory environment
- Talk by a legal firm with experience in helping foreign firms enter India

India from a socio-cultural and institutional perspective

A unique insight into the mechanisms and social structures that make India work:

- The Indian cultural and institutional environment
- Meeting with senior policy makers

Creating and transferring competitive advantage through international strategy

The role of competitive advantage in internationalisation – and vice versa:

- Transferring and exploiting existing competitive advantage overseas
- Creating new advantages through global integration
- Prioritising countries to enter
- The full range of strategic options: organic growth, alliances, M&As
- Exploiting scale benefits and location-specific advantages
- Building a global learning network
- Visit to a large Indian manufacturing facility

Identifying and targeting Indian consumers

The importance of segmentation and targeting:

- Best practices in segmentation and targeting
- Visit with a distribution company
- Talk by a business leader responsible for a successful Indian operation of a foreign company

Developing an Indian market mindset

Changing your conventional view to match the market reality of India:

- Frameworks and tools for generating consumer insight
- Talk by a marketing research company
- Influencing consumers, using the fundamental principles of customer psychology, as well as local knowledge
- Talk by a marketing communications agency
- Evening with an Indian family

From strategy to action

Debrief on the field visits and apply what you have learned to:

- Create new business models through global innovation
- Revolutionising – rather than simply watering down – your products and services to meet the needs of low-income markets
- Talk on building sustainable businesses among less affluent consumers.

Participant profile

The programme is designed for managers in companies that have not yet entered the Indian market but are considering doing so, or that have recently entered the market and are looking to expand their activities. Levels of seniority may vary, but all participants should be strategic decision-makers – with responsibility for their organisation's international footprint and/or development of their growth strategy in India, rather than simply day-to-day operations. Thus, this programme is targeted at senior general managers and directors with responsibility for functions, businesses or regions.

Campus Information

INSEAD is unique among leading business schools in having a 3-campus structure – spanning Europe, Asia and Abu Dhabi. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while Customised Programmes can be held anywhere in the world.

Asia Campus

The Asia Campus in Singapore occupies a 1.8-hectare site in the heart of the city's Buona Vista 'knowledge hub' – just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities (currently being extended for the second time) include: 8 lecture theatres, classrooms, study areas, a restaurant, 2 bars, a 24-hour library, a fitness centre and 85 hotel rooms for participants.

Europe Campus

INSEAD's 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include: 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

Abu Dhabi Campus

Abu Dhabi's city centre is home to INSEAD's third campus, just 40 minutes from the airport and 10 minutes from the 'Corniche'. This new, 14-storey, 6,000 square-metre building, purposely designed for Executive Education, has 3 lecture theatres, 2 conference rooms, classrooms, study areas, a library, a restaurant and prayer rooms.



Europe Campus



Abu Dhabi Campus

Practical information

Calendar 2014 – 2015

| Programme | Date | Location | Length | Fee* | Level |
|--|-----------------|-----------|--------|--------|---|
| Market Entry Strategy for India⁽¹⁾ | 9-14 March 2015 | New Delhi | 6 days | €8,950 | Board-level C-level Experienced General Manager New General Manager Senior Functional Manager |

⁽¹⁾Participants are advised to arrive the evening before as the programme starts early in the morning, unless otherwise noted.

Application procedure

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration the applicant's level, objectives and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably 6 weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

Note: all our Open-enrolment Programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

Tuition fees*

The programme fee covers tuition, course materials and lunches on working days as well as the closing dinners. It does not include travel, accommodation and other incidentals. Participants will have to settle accommodation expenses and other incidentals before the end of the programme.

*Fee subject to change. For programmes delivered in France, VAT (20%) to be added for companies based in France, or for European companies where no VAT number is supplied. For programmes delivered in Singapore, GST (7%) to be added for Singapore-registered companies.

Contact us

For further information on **Market Entry Strategy for India** programme, contact:

INSEAD Europe Campus

Yokshan Makonnen
Tel: +33 (0)1 60 72 43 56
Fax: +33 (0)1 60 74 55 13
E-mail: MESI_contact@insead.edu

INSEAD Asia Campus

Meow Kim Ong
Tel: +65 6799 5405
Fax: +65 6799 5299
E-mail: MESI_contact@insead.edu

Visit our website: http://executive.education.insead.edu/market_entry_strategy_for_india/

INSEAD Europe Campus

Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 (0)1 60 72 42 90
Fax: +33 (0)1 60 74 55 13
Email: execed.europe@insead.edu

INSEAD Asia Campus

1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Fax: +65 6799 5299
Email: execed.asia@insead.edu

INSEAD Abu Dhabi Campus

Muroor Road Street N°4, P.O. Box 48049
Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Fax: +971 2 443 94 61
Email: execed.mena@insead.edu

<http://executive-education.insead.edu>

