



# Creative & Cultural Businesses Programme

April 22 - October 14, 2023



Executive Education  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

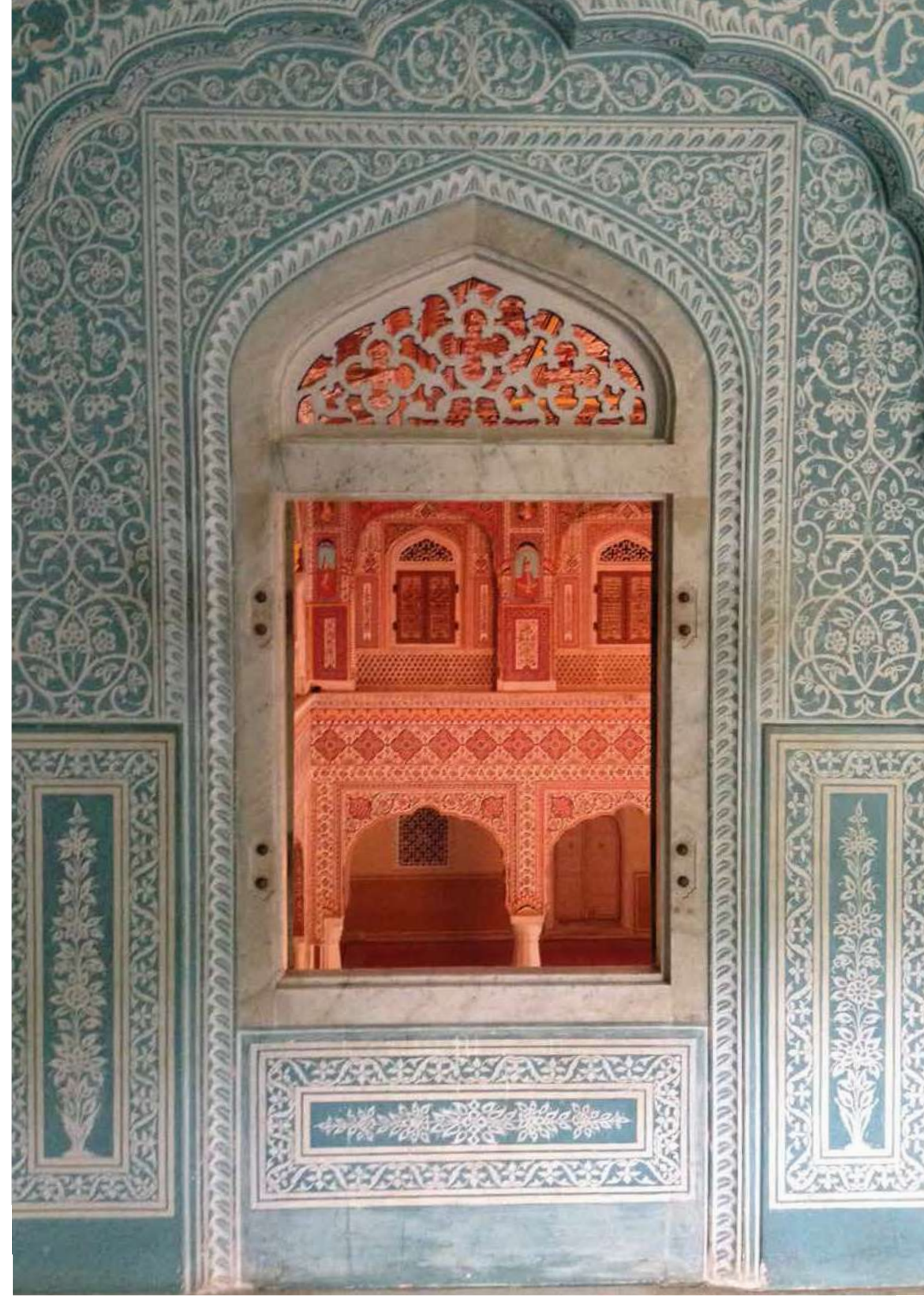


## The Programme

The Creative and Cultural domain has long been neglected in India. However, with the coming of age of a new generation of entrepreneurs with evolved aesthetics and creative training, this is rapidly changing. Even in more established businesses, the young management is eager to look at things afresh. Many visionary initiatives have been launched in recent years and there is a need for academically rooted training in management and entrepreneurship to understand the deep nuances of this industry in order to build meaningful ventures at a global scale.

To satisfy this need, IIMA has been on a mission to shift the business school narrative for lifestyle and creative entrepreneurs to harness their unique voices and bring them to the world in a sustainable and rewarding way since 2013. This started with a unique workshop series called 'Crafting Luxury and Lifestyle Businesses' (CLLB) which in 2018 got replaced by Creative & Cultural Businesses programme (CCBP) with key modifications to the objectives, structure, content, and outcomes. This has now become a benchmark in entrepreneurial thinking, venture planning and learning in Creative and Cultural Industries.

CCBP focuses on domain knowledge and management frameworks as well as financial and commercial aspects of the business. The end of the programme is marked by a launch pad event where the final business plans and products are presented to the industry and investment veterans. To prepare creative businesses to shine on a global stage, CCBP focuses on creating an application-based learning environment that puts on the spotlight on building brands with a unique value proposition. Since inception of the programme, the experiential learning has impacted the businesses of over 200 entrepreneurs in fields such as fashion, fragrances, jewellery, art, performing arts, travel, hospitality, F&B, home decor and design.





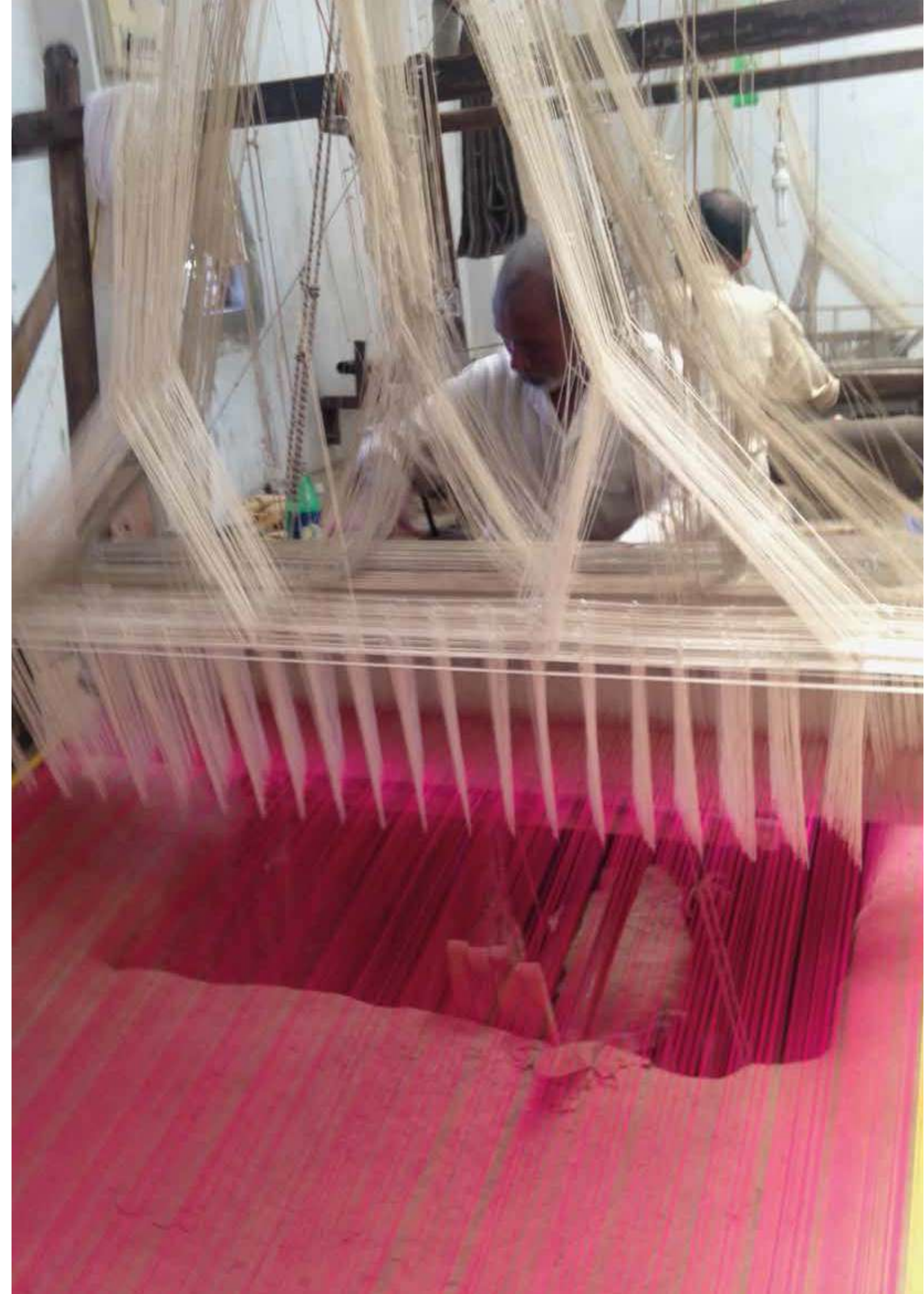
## Creative & Cultural Industries

“Cultural industries are defined as those industries which produce tangible or intangible artistic and creative outputs, and which have a potential for wealth creation and income generation through the utilization of cultural assets and production of knowledge based goods and services (both traditional and contemporary). What cultural industries have in common is that they all use creativity, cultural knowledge and intellectual property to produce products and services with social and cultural meaning.” The Jodhpur Consensus – UNESCO, February 2005

In India, more than 30 Million craftspersons are involved in the sector but despite several interventions, it suffers from a number of challenges that inhibit large-scale investment from the corporate houses.

However, the same provides a unique opportunity to Indian businesses in harnessing these varied artisanal skills and build strong business propositions to address the Indian and Global markets.

**In 2011, the GDP potential of the Creative and Cultural Industries was estimated at \$4.3 Trillion contributing roughly about 6.1% to the world economy.**





# Objectives

The programme aims at providing to the students, a specialized understanding of the nuances of the industry and an appreciation for the fresh approach to strategic thinking that is warranted by the sector

- **Encourage, prepare and train students in the domain knowledge**
- **Adapt modern aesthetics, management skills, production methods to grass root levels in order to catalyze rural artisanal transformation and enhance more equitable value distribution across the value chain.**
- **Create relevance and market value for creative and cultural products**
- **Drive brand-led business investments in the sector**
- **Foster 'The Golden Thread' alignment of brand values to business processes and value chain management**
- **Accelerate building and scaling of creative ventures.**

If you have an experienced eye for detail and a flair for lifestyle businesses, a desire and motivation to go global, and belief in Indian heritage, this learning experience will help you fortify yourself with management skills and a frame of mind to take on the challenges of scalability in creative and cultural industries.

## CORE TENETS

Businesses in the creative and cultural industry thrive when they understand their niche, their exceptional-ness, and they use their unique-ness to excel and create a business model around it. The main tenets of a business in this space are:

1. Understanding how to create and build value in creative and cultural businesses.
2. What does it mean to build a conscious and inclusive business?
3. What makes the business unique, and is there something rooted in Indian culture or craft that makes it unique with a global relevance?
4. Understanding the true value and wealth of Indian artisanal arts and crafts heritage.







# SPECIAL FEATURES OF THE PROGRAMME

## Action Learning

Students get to leverage in-class learning and peer interaction to build on their business projects, and deliver a powerful business plan for Indian and global markets. Each case will need to be reflective of a new direction in shaping and propelling India's rich artisanal craftsmanship, with outstanding creative and lifestyle products and services for the global market.

## Mentorship

We hand-pick the most relevant thought-leaders from the creative and cultural industry for one-on-one mentoring with each student. Every participant is paired with a mentor to guide them through their 6 month journey.

## Case Discussions

Using IIMA's case study pedagogy, our case discussions challenge students to immerse themselves in real world business situations, think like leaders, and in the process get an experiential understanding of management frameworks.

## Connect

This programme will bring the students face-to-face with investors, retailers, influencers and curators. They will have an opportunity to present their business cases to different stakeholders in the industry.



# Pedagogy

This 15 day programme will be delivered through 3 sets of in-class interactions (camps) on campus across 6 months, with research, assignments and online interaction between camps. The programme will involve:

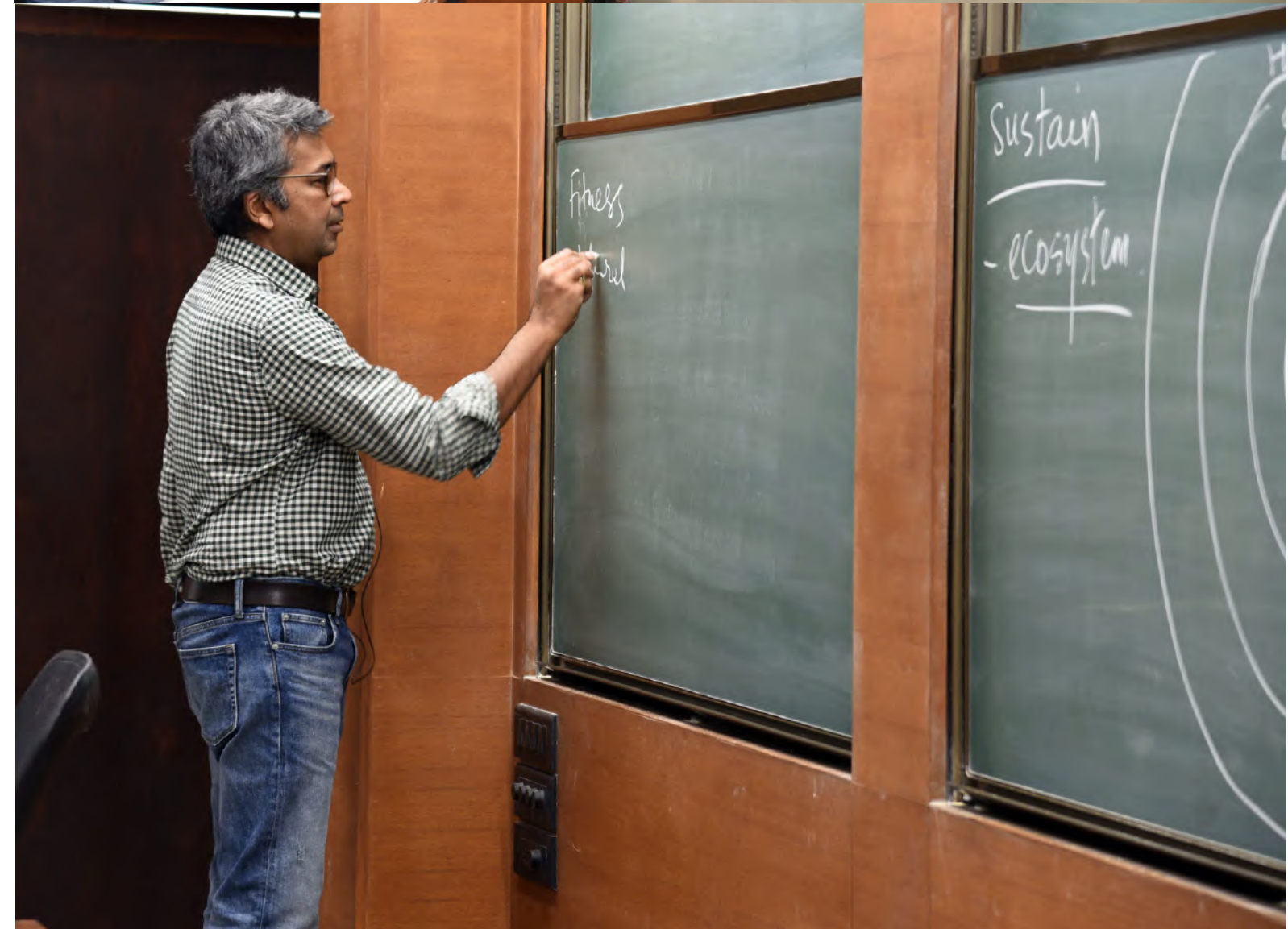
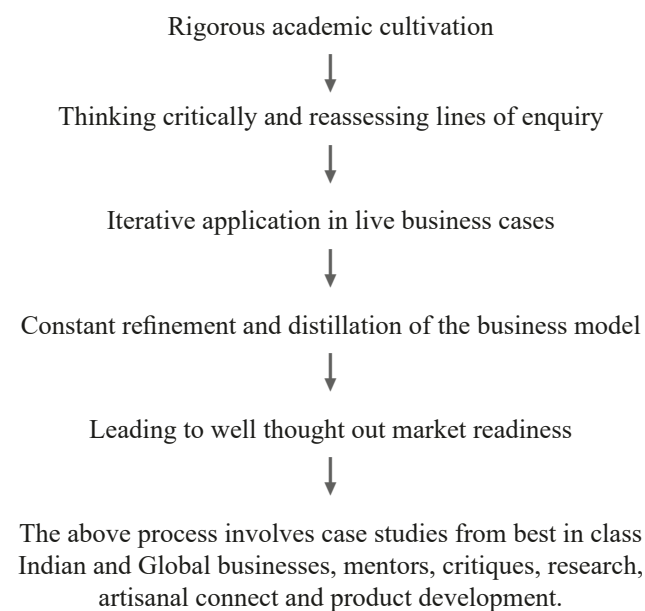
**(i) three academic camps (ii) presentations and discussions led by faculty and experts (brand owners, craftsmen, retailers, and consultants) (iii) project critiques (iv) mentor engagement (v) webinars (vi) brainstorm and network with contemporary thought leaders in the design space (vii) platform to present business ideas to industry experts and stakeholders.**

In each classroom session, participants are expected to analyse, discuss, and suggest a suitable course of action for the identified dimensions of the business case. Equally important will be the task of understanding concepts and ideas from the readings and articles given to participants.

**Each participant will be paired with a mentor and will be required to build on their respective business cases and prepare for the final showcase to a panel of industry leaders.**

CCB Programme is designed to provoke and challenge the participants so as to deliver a learning outcome that blends the science of management with an understanding of the intangible variables of the industry.

## The CCB Programme Pedagogy







## Faculty



Prof. Amit Karna  
Co-Chair



Anchal Jain  
Co-Chair



Prof. Arvind Sahay



Prof. Ankur Sinha



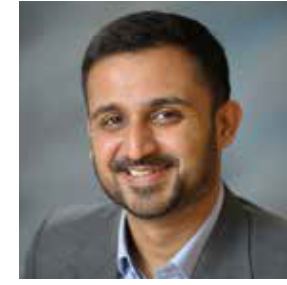
Prof. Naman Desai



Prof. Saral Mukherjee



Prof. Mukesh Sud



Prof. Arun Sreekumar



Prof. Vaibhavi Kulkarni



Manoj Kumar





## Mentors & Guest Speakers



Ajoy Chawla



Deepa Krishnan



Pro. Margie Parikh



Karan Bhandari



Shilpa Sharma  
Visiting Faculty



Nandita Lakshmanan



Shammy Jacob  
Visiting Faculty



Prasad Subramaniam  
Visiting Faculty



Shivthilak Tallam

## Mentors & Guest Speakers



G. Ravindran  
Visiting Faculty



Gopinath Parayil



SM Sundaram



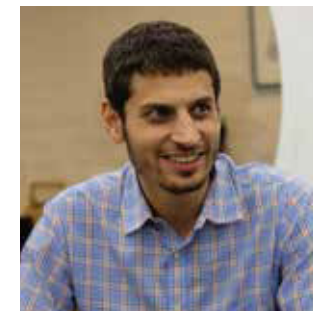
Harmeet Bajaj



Hari Nair



Rina Singh



Matt Chitharanjan



Geetanjali Rastogi



## Modules & Content

MODULES		OBJECTIVE	TOPICS COVERED
MODULE 1	Camp 1, April 22 - 27, 2023 (On-campus, 6 days) (Participants are required to check-in a day earlier)	The participants will develop a strategic perspective towards creative and cultural businesses. Mentors will be assigned to each participant to offer guidance and support for the duration of the programme.	<ul style="list-style-type: none"> <li>Understanding Creative and Cultural Businesses</li> <li>Consumer Understanding</li> <li>Developing Products and Services</li> <li>Building Global Brands</li> <li>Managing the Creative Process</li> <li>Building Human Supply Chains</li> <li>Retailing Challenges</li> <li>Managing Customer Experiences</li> <li>Design Thinking</li> <li>Unit Economics and Costing</li> <li>Art of Persuasion with the Right Message</li> <li>Leadership and Innovation</li> </ul>
	Off-campus, April 28 - July 23, 2023	In this module, the participants will be mentored by the programme faculty from IIMA as well as selected industry experts. The interaction will be through video/telephonic conferences and e-mails or in-person meetings, coordinated by participants and mentors. The participants will submit regular progress reports on their product and business concepts. The faculty and experts will review through an online interactive dialogue.	<ul style="list-style-type: none"> <li>Development of Product Concepts and Value Proposition</li> <li>Assignments and Special Projects</li> <li>Mid-Module Review (VC/Online)</li> </ul>
	Camp 2, July 24 - 29, 2023 (On-campus, 6 days) (Participants are required to check-in a day earlier)	The participants will undergo a critical review of their work in Module 3. Feedback and comments will help them refine their business proposition. In this module, they will study more practical aspects of entrepreneurship and venture management while consolidating on domain understanding.  During Camp 2, CCBP hosts an Intimate session with inspirational conversations, Creative Jamming is based on the belief that the future of creative outcomes will largely depend on collaborations, collective engagement and holistically building inclusiveness in brand culture. The event will bring together an interesting mix of industry experts, creative professionals, class participants, faculty and alumni representing an incredibly large gamut of creative abilities and thinking.	<ul style="list-style-type: none"> <li>Understanding Financial Statements and Valuation</li> <li>Scaling of Businesses</li> <li>Value Chain Management</li> <li>Sustainability and Business</li> <li>Marketing and Social Media</li> <li>Creative Jamming and Networking</li> <li>Industry Guest Lectures</li> <li>Problem Solving with Creative Thinking</li> </ul>

## Modules & Content

MODULES		OBJECTIVE	TOPICS COVERED
MODULE 4	Off-campus, July 30 - October 11, 2023	Through video conferences and webinars with a global expert panel, this module will be instrumental in finalizing the product prototypes of the participants and consolidation of the processes. The participants will also develop business plans for taking their products and services to market. Mentors will continue to be available for support and guidance.	<ul style="list-style-type: none"> <li>Prototype Development</li> <li>Go-to-Market and Business Plan Development</li> <li>Alignment of the Golden Thread</li> <li>One day Webinar with Experts</li> <li>Mid-Module Review (VC/Online)</li> <li>An optional off</li> </ul>
	Camp 3, October 12 - 14, 2023 (On-campus, 3 days) (Participants are required to check-in a day earlier)	CCB Programme expects very clear outcomes at the end of the six-month duration of this course. The last camp of the programme will serve as an opportunity for participants to present their ideas to industry experts. It will bring them face-to-face with a panel comprising investors, retailers, influencers and curators. They will also have an opportunity to present their business cases to different stakeholders in the industry.	<ul style="list-style-type: none"> <li>Alignment of the value proposition</li> <li>Sharply articulated and defendable business plan</li> <li>Go-to-Market product range and plan</li> <li>Visible and manageable value chain</li> <li>A comprehensive sales and marketing plan</li> <li>Venture presentations to jury composed of investors, retailers and curators</li> <li>Industry event and showcase of the participant journeys</li> <li>Review and Valedictory</li> </ul>
	MODULE 5		



## Alumni Overview

In this innovative programme, built to explore the synergies of passionate business aspirations and creative talent, participants have their hands full in developing a go-to-market business plan.

**Each participant will build on their business cases of a unique product or service opportunity and use the available resources to deliver a powerful business model for India and global markets.**

Each case will need to be reflective of a new direction in shaping and propelling India's rich artisanal craftsmanship in being the origin of outstanding creative and lifestyle products and services for the world markets. They can leverage their learning experience from industry experts, programme faculty, mentors and creative entrepreneurs.

Business cases that have been felicitated for their stellar performance, in previous editions, demonstrated the following values:

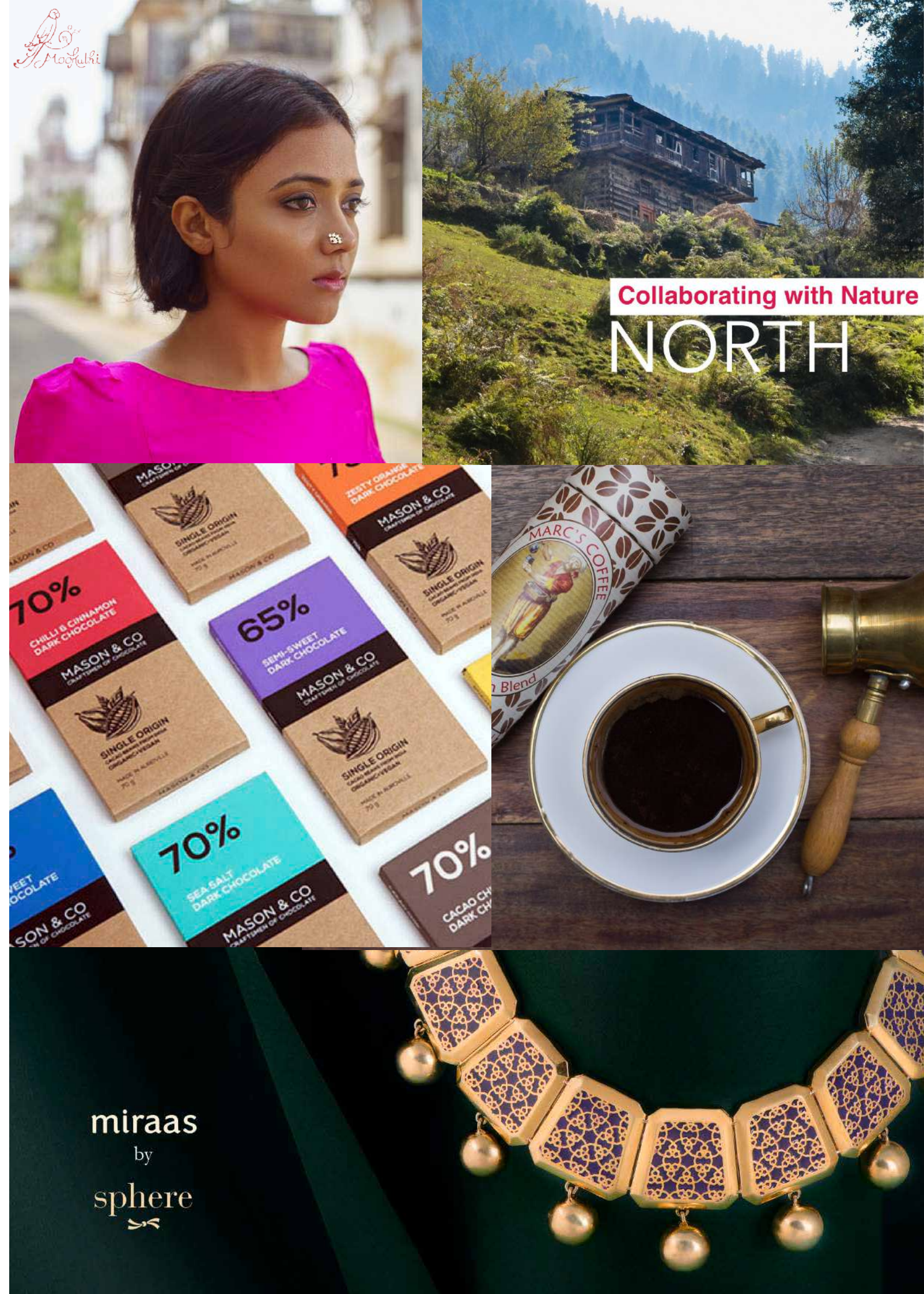
Reflect values of authenticity & originality

The desire to build conscious businesses


Deep understanding of markets and competition

Travelled the furthest distance in their learning journey

Alignment of the value proposition in the whole value chain





A photograph of three people standing in a long, arched hallway with brick walls and a series of windows on the left. The people are silhouetted against the bright light coming from the windows. The hallway has a high, vaulted ceiling and a polished floor that reflects the light. The overall atmosphere is warm and architectural.

"CLLB course gave me insights with cutting-edge classroom learning, from critical thinking, decision-making process and finances to understanding different perspectives. Peer learning was also great amongst the participants who I continue to keep in touch with. Coffee Ideas! has grown in profits and has increased revenue of more than 50%. Master classes by the faculty were inspirational and eye-opening."

- Marc Tormo, Marc's Coffees, Class of 2017

"CCBP has been an amazing opportunity for the development of business in terms of a retail product. Coming from an entirely different sector, I had the opportunity to learn about what to prioritise in terms of brand building and putting the consumer at the heart of design. I was able to rethink my entire brand strategy and even the brand name which earlier did not necessarily resonate with my consumer. From fine-tuning the product and getting in touch with other people from the shoe industry, Professor Anchal Jain was always there for support."

- Malvika Agarwal, Chal, Class of 2022



# Participants

## For whom

The programme is best suited for passionate entrepreneurs or “to-be-entrepreneurs” who demonstrate their commitment and clarity of thinking in a rigorous selection process including a video interview with the programme committee. Only about 15% of the total applicants are admitted to the programme. The entrepreneurs could be:

**[a] Entrepreneurs with an existing business, now ready to scale or diversify**

**or**

**[b] ‘Would-be-Entrepreneurs’ with a very well defined idea with legs**

The ventures could be in any creative or cultural sector such as:

Creative Services – Advertising, Branding, Communication Design, Creative R&D, Cultural & Recreational | Cultural Sites – Archaeological Sites, Museums, Libraries, Exhibitions | Design – Architecture, Interior, Graphic | Entertainment – Film, Television, Radio, Other Broadcasting | Home – Decor, Home Improvement, Kitchen & Dining, Furniture | Lifestyle – Fashion, Jewellery & Watches, Travel, Food & Beverage, Health & Wellness, Toys, Accessories | New Media – Software, Video Games, Digitized Creative Content | Performing Arts – Live Music, Theatre, Dance, Opera, Circus, Puppetry | Publishing and Print Media – Books, Press, other publications | Retail – Digital, Physical, Omni-Channel | Traditional Cultural Expressions – Arts and Crafts, Festivals, Celebrations | Visual Arts – Painting, Sculpture, Photography, Antiques

## How To Apply

Interested candidates can fill and submit the nomination form online by following the link given below. **Candidates will be shortlisted based on their nomination form and will then be required to send in a statement of purpose of not more than 200 words at this stage before the interview.**

Apply Now: <https://web.iima.ac.in/exed/programme-details.php?id=MTA0Mw==>

## Programme Fees

**Rs. 5 Lakh plus taxes (inclusive of boarding, lodging and course material for all three camps).** This does not include the material cost of prototype development, travel costs and personal expenses of participants.

## Contact Information:

**Manali Shah**

Programme Coordinator, IIM Ahmedabad  
Vastrapur, Ahmedabad – 380015.

Gujarat, India

E-mail: [ccbp@iima.ac.in](mailto:ccbp@iima.ac.in)

Phone: 079 7152 6413/ Mobile: +91-7069010183

<https://ccbp.iima.ac.in>



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@CCBPatIIMA





## CCBP Events

The last two editions of CLLB (the previous version of the programme) saw the final camp closing with landmark industry events. These events were curated to bring together a relevant cross-section of the industry around an iconic global figure.

These industry icons reflected:

- **Unique global position and recognition**
- **Exemplary reflection of CLLB manifesto**
- **Rallying point for the creative and cultural ecosystem**

### **'In Search of Indianness' with Shri Rajeev Sethi**

'The creatively skilled are caught in a hiatus between learning, imagination and application. IIM Ahmedabad, with appropriate trans-disciplinary collaboration, can incubate thousands of ideas into enterprises with the potential to employ millions'- Shri Rajeev Sethi

The fourth edition of CLLB drew to a worthy close on June 7, 2017. The Guest of Honour was Shri Rajeev Sethi who has served as an inspiration to many generations of creative and cultural initiatives in the country. Bestowed with Padma Bhushan award, Rajeev has been the torchbearer of Indian aesthetics in the world and singularly responsible for demanding attention from designers and critics to India's artisanal skills.

Through his valedictory lecture at the closing event, Rajeev once again demonstrated why he is the most important fountainhead to be inspired by. A full house, comprising the who's who of the Indian creative and cultural diaspora was overawed by his take on 'The Musk Deer', a metaphor to describe how much we have within our own heritage to be influenced by and create brands and products for the world to consume and love.





### **'In conversation with Gildo' with Ermenegildo Zegna**

The fifth edition of CLLB found itself in company of Gildo Zegna, the third generation CEO of the iconic brand. Founded in 1910, Ermenegildo Zegna is the world's largest Italian luxury menswear brand with 513 stores across 100 countries.

Ermenegildo Zegna did not become one of the most desirable luxury brands overnight nor was it born with the right to be called a 'LUXURY BRAND'. It is a position earned in the minds of its patrons through an uncompromising pursuit of crafting impeccable products and experiences. It is not about building marketing stories, but letting its compelling story build its marketing.

We could not have hoped for a person better than Gildo Zegna to make us appreciate this, to talk to us about the often forgotten story of what it takes to nurture businesses in their infancy and then guide them into iconic status. Also, to understand why most of the iconic luxury brands in the world have been built with family management and ownership. In his words, "My grandfather used to say 'Big families make big companies and big companies make big families.'"

### **'Global Economic Value of Indianness' exploring our soft cultural power as a vital influencer in building sustainable global brands.**

Creative & Cultural Businesses Programme at IIM Ahmedabad culminated on January 29, 2019 with a Launch Pad event, showcasing the outcomes of the graduating cohort – the journeys of 30 creative entrepreneurs, handloom weavers and artisans.

The valedictory ceremony for the graduating class of 2019, was marked with a meaningful deliberation on one of the programme's fundamental convictions, Indianness. It was carefully chosen to signify the importance of bringing our unique Indianness to the world.

A panel deliberation on 'Global Economic Value of Indianness' exploring our soft cultural power as a vital influencer in building sustainable global brands.

Indianness is one of the fundamental values of the programme and no better time than the Launch Pad to voice and deliberate what this unique scent of our country can bring to the global creative and cultural ecosystem. While Indianness has personal, emotional





and spiritual dimensions, its economic significance has the potential to unplug India's worldly influence and catalyse transformation in the local, magnificent artisanal industry. We were fortunate to have Bandana Tewari, Shefalee Vasudev, Aman Nath, Hari Nair and Richard Mascarenhas join us in our endeavours to challenge the minds of creative entrepreneurs as they get ready to launch their business ideas.

### **Indian aesthetics as global currency: finding harmony between design, artisans and markets**

The Creative and Cultural Businesses Programme at IIM Ahmedabad is particularly interested in unique businesses that are rooted in Indian culture or craft, with global relevance. The creative and cultural domain has long been neglected in India. However, with the coming of age of a new generation of entrepreneurs with evolved aesthetics and creative training, this is rapidly changing.

We were fortunate to have a panel discussion with people who have a unique aesthetic in the field of architecture and design in India. Aman Nath (founder, Neemrana Group), Samuel Barclay (founder, Case Design) and Dharmesh Jadeja (founder, Dustudio) were there to listen to the graduating batch, challenge their ideas, and offer them perspective and learning from their experiences. With this panel discussion and a launchpad event on February 4, the 2020 batch of CCBP came to a close.





# IIMA

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

## Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (MBA- FABM)
- Ph.D. Programme in Management
- One-Year Full Time Post Graduate Programme in Management for Executives (MBA- PGPX)
- Executive Education offers short duration programmes through open enrollment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme (FDP)
- Two-Year e-Mode (online + campus) Post Graduate Programme in Management (ePGP)
- ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA)

The Institute has 103 faculty members working in the following management areas and centres:

## Disciplinary Areas and Groups

• Centre for Management in Agriculture (CMA) • Ravi J. Matthai Centre For Educational Innovation (RJMCIE) • Communication • Economics • Finance and Accounting • Human Resources Management • Information Systems • Marketing • Organizational Behaviour • Production and Quantitative Methods • Public Systems Group • Strategy

## Interdisciplinary Centres

• Centre for Digital Transformation • Centre for Innovation, Incubation and Entrepreneurship (CIIE) • Centre for Management of Health Services (CMHS) • Centre for Transportation and Logistics • Gender Centre • IIMA-Idea Telecom Centre of Excellence • India Gold Policy Centre • Misra Centre for Financial Markets and Economy (MCFME) • NSE Centre for Behavioural Science in Finance, Economics and Marketing • The Ashank Desai Centre for Leadership and Organisational Development

# CIIE.CO

Centre for Innovation Incubation and Entrepreneurship Continuum (CIIE.CO), the technology business incubator at IIM Ahmedabad, helps entrepreneurs turn ideas into viable businesses. In partnership with their mentors, corporates, development agencies, IIMA community and investors, CIIE cultivates a rare breed of entrepreneurs by incubating, accelerating, mentoring and funding innovative start-ups. CIIE has, over the years, played a multi-dimensional role in the entrepreneurial landscape of India. Their deep understanding of the evolving gaps, needs, and opportunities in the markets and the entrepreneurial ecosystem has enabled it to design initiatives that have attracted and supported the best entrepreneurs in various sectors.





## Nominations & Inquiries

Nominations should reach the Executive Education Office latest by **April 7, 2023**. The last date for early bird reduced rate is **March 30, 2023**.

Organizational sponsorship is generally required but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact: Executive Education  
Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-7152 6400 Email: [exed@iima.ac.in](mailto:exed@iima.ac.in)  
Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

### Certificate

A certificate of participation will be issued to the participants at the end, subject to their having attended all the sessions of the programme.

### Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get full board and air-conditioned single room accommodation on the Institute campus or at a hotel nearby incase Institute accommodation is full.

IIMA norms do not allow participants to have guests staying with them during the programme.

### Programme Fee and Payment

**INR 5,00,000 Fee** plus 18% GST per person for participants from India and its equiva- lent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **April 7, 2023**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organization concerned.

## Nominations & Inquiries

The programme fee can be paid in one of these two ways:

[A] Electronic Fund Transfer:

1. Name of Beneficiary: Indian Institute of Management Ahmedabad
2. Savings Bank A/c IIMAHMOEP HDFC Bank Limited, Ahmedabad Vastrapur Branch (IFSC Code: HDFC0000048, MICR Code: 380240003)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organization)
4. Purpose of Remittance: Creative and Cultural Businesses Programme
5. IIMA Permanent Account Number (PAN): AAATI1247F
6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
7. IIMA GST Registration Number: 24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

[B] Payment Gateway

For more information, please visit the respective programmes listed on our website ([www.iima.ac.in/exed](http://www.iima.ac.in/exed)).

### Early Bird Fee

Early Bird Fee: Nominations, subject to acceptance, received with payments on or before **March 30, 2023** will be entitled to an early bird reduction in fee of 7%.

Group Discount: Any organization sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organizations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organization sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable. The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

### Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.









कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद

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**EXECUTIVE EDUCATION**  
**INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**

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