

EBS Business School

in cooperation with



EADS-SMI Endowed Chair
for Sourcing and Supply Management

Indian Institute of Management Bangalore



Aerospace & Defense in India **Strategy & Scenario Workshop** Exploring the Future Business Environment of the Indian A&D Industry in 2020

2nd & 3rd December 2010

Main Campus EBS Business School, close to Frankfurt Airport

Lead: Prof. Dr. Roger Moser
EADS-SMI Endowed Chair Professor, IIM Bangalore, India
Professor for Strategic Management, EBS Business School, Germany

Association Partners:



Research Partners:





Participants of the workshop benefit from the following features:

(1) Access to exclusive study material from India

Participants receive upfront to the workshop our exclusive study results providing them with unique insights into how more than 50 senior Aerospace & Defense managers and other experts in India perceive the

- *political environment*
- *economic environment*
- *social environment*
- *technological environment*

of the Indian Aerospace & Defense industry in 2020. In detail, participants will be able to understand:

- **What** is the **probability**, **impact**, **desirability** and **degree of consensus** of 20 future projections.
- **Why** the experts believe there is a low or high probability, impact or desirability of these 20 future projections
- **What kind** of **scenarios** the experts expect for the political, economic, social and technological environment of the Indian Aerospace & Defense industry in 2020 with respect to **what** are the **consequences** of these scenarios for the following stakeholders of the Indian A&D sector:
 - *Customers*
 - *Suppliers*
 - *OEMs*
 - *Government of India*
 - *Society at large*
- **How** do **consistent and integrated scenarios** combining political, economic, social and technological perspectives look like.
- **What** are potential **crossroad events** between 2010 and 2020 that strongly influence the future configuration of the developed scenarios.

***This study report is also separately available for € 950,- (excl. VAT)
Please contact Ms. Kassing: Silke.Kassing@ebs.edu for your order.***

(2) Participation in the Scenario Analysis and Strategy Development Workshop on 2nd and 3rd December 2010 at EBS Business School, Wiesbaden.

During the workshop the participants will get first-hand insights and analysis input from the moderators to better interpret and make use of the input from the study report. Workshop participants are kindly requested to read the study report upfront to the workshop as a strongly recommended preparation.

The major workshop work will be done in moderated small groups to develop (re)action strategies for the following strategy areas to get ready for the opportunities of the future Indian Aerospace & Defense industry:

- **Human resources**
- **Organizational structures**
- **Technological aspects**
- **Financial resources**
- **Infrastructure**
- **Marketing & Reputation**

(3) Follow-up documentation and results analysis of the group work during the workshop

Participants will finally also receive a follow-up report that documents the results of the different group works during the workshop and offers insights into the most important (re)action strategies for the different integrated scenarios.



The workshop is basically structured along both an **Scenario Review Session** of the industry experts' input and a **Strategy Development Session** for each of the four PEST environments in order to develop in small groups different (re)action strategies, present them in the plenum and discuss them jointly to maximize the insights for each participant. However, all strategies discussed during the workshops are of a more general nature are not (yet) tailor-made for a specific company. Therefore, no participant is forced to reveal any proprietary knowledge.

Workshop Day 1, 2nd December 2010

09.30-10.00: Registration/Get-Together

10.00-10.15: Welcome of Participants

10.30-11.00: Key Note Speech

11.00-12.00: Introduction

*Global Aviation Trends – The other Perspective.
The Industry Scenario Development Approach for Emerging Markets – Workshop Procedures.*

12.00-13.00: Networking Lunch

13.00-13.30: The Political Environment: Scenario Review Session

Understanding the input from the expert panel study and the developed scenarios for the political environment of the Aerospace & Defense industry in India.

13.30-15.15: The Political Environment: Strategy Development and Discussion

Analyzing opportunities/threats and developing potential (re)action strategies for the relevant resource categories.

15.15-15.45: Coffee Break

15.45-16.15: The Economic Environment: Scenario Review Session

Understanding the input from the expert panel study and the developed scenarios for the economic environment of the Aerospace & Defense industry in India.

16.15-17.15: Case Study Presentation focusing on the Political/Economic Environment: The Future Role of Aerospace & Defense “SEZs and Clusters” in India

17.15-17.30: Wrap-up of Day 1

19.00-22.00 Optional: Networking Dinner

*Dinner Speech: India – Quo Vadis?
Prof. Amit Karna, PhD, IIM Ahmadabad
Professor for Organizational Behavior
EBS Business School*

Workshop Day 2, 3rd December 2010

08.00-08.30: Morning Coffee (Day 2)

08.30-10.15: The Economic Environment: Strategy Development and Discussion

Analyzing opportunities/threats and developing potential (re)action strategies for the relevant resource categories.

10.15-10.45: Coffee Break

10.45-11.15: The Social Environment: Scenario Review Session

Understanding the input from the expert panel study and the developed scenarios for the social environment of the Aerospace & Defense industry in India.

11.15-13.00: The Social Environment: Strategy Development and Discussion

Analyzing opportunities/threats and developing potential (re)action strategies for the relevant resource categories.

13.00-14.00: Networking Lunch

14.00-14.30: The Technological Environment: Scenario Review Session

Understanding the input from the expert panel study and the developed scenarios for the technological environment of the Aerospace & Defense industry in India.

14.30-16.30: The Technological Environment: Strategy Development and Discussion

*Analyzing opportunities/threats and developing potential (re)action strategies for the relevant resource categories.
Including:*

15.00-15.15: Coffee Break

16.30-17.00: Workshop Wrap-up & Review / Discussion of Follow-up Activities



The Workshop Moderators



Prof. Dr. Roger Moser
Professor, Research Director

EADS-SMI Endowed Chair Professor
IIM Bangalore
Bannerghatta Road
560075 Bangalore, India
0091 9902760938
Roger.Moser@iimb.ernet.in

Assistant Professor Strategic Management
EBS Business School
Rheingaustrasse 1
65375 Oestrich-Winkel, Germany
0049 611 7102 2068
Roger.Moser@ebs.edu

Prof. Dr. Moser serves as the EADS-SMI Endowed Chair Professor at the Indian Institute of Management in Bangalore and is Assistant Professor for Strategic Management at EBS Business School, Wiesbaden/Frankfurt. Prof. Moser has been living in Bangalore for more than 3 years intensively studying the Indian Aerospace and Defense as well as the Automotive industry. He has jointly developed with the Centre for Future Studies at EBS a new industry-specific environment analysis approach which serves as primary input for future scenario analysis and strategy development activities.



Dr. Marco Linz
Director

Director Aviation Management & Aviation Future Studies
EBS Business School
Soehnleinstrasse 8f
65201 Wiesbaden, Germany
0049 611 36018 800
Marco.Linz@ebs.edu

Dr. Linz serves as the Director Aviation Management & Aviation Future Studies at EBS Business School and manages the projects of the Aerospace and Defence Competence Center at EBS. Dr. Linz is frequently speaking on leading Aviation & Aerospace events such as the ILA and has recently conducted a global study on the aviation market.

The Academic Institutions

EBS Business School

EBS Business School is a leading management research and education institution in Europe located in Wiesbaden, Germany. The IndiaCentre at EBS is a cross-functional research center and focuses on industry-specific solutions for corporations and government institutions in Europe and India. Jointly with its research partners in India such as the Indian Institute of Management in Bangalore it provides management research, competitive intelligence and platform/networking activities in India and Europe. The Competence Center Aerospace & Defense offers in-depth insights from local research studies and expert discussions for European and US companies as well as other Aerospace & Defense organizations that want to strengthen their activities in India. (www.ebs.edu)



EADS-SMI Endowed Chair
for Sourcing and Supply Management
Indian Institute of Management Bangalore

The EADS-SMI Endowed Chair at the Indian Institute of Management, Bangalore conducts and promotes as the only chair at an Indian top business school Aerospace & Defense specific management research in India especially focusing on strategy, sourcing and supply chain management challenges. The EADS-SMI Endowed Chair is an joint project of the European Aeronautic, Defence and Space Company (EADS) as industry partner and EBS Business School as well as the Indian Institute of Management (IIMB) as academic partners. (www.iimb.ernet.in)





The seats for this workshop are limited to 20. We therefore highly appreciate your early participation confirmation.



For your Registration, please fill in the required information and send the page via fax, mail or e-mail to:
Ms. Silke Kassing
Address: EBS Business School, Rheingaustrasse 1, 65375 Oestrich-Winkel, Germany
Fax: + 49 0611 710210 2061
E-mail: silke.kassing@ebs.edu

I confirm my participation in the Scenario Analysis and Strategy Development Workshop for the Indian Aerospace & Defense Industry on 2nd & 3rd December 2010 at EBS Business School, Wiesbaden, Germany.

- Regular Price:** € 1.450,- excl. VAT
- Early Bird Price:** € 1.290,- excl. VAT (applicable till 15th October 2010)

I confirm the order of the study report “The Future of the Indian Aerospace & Defense Industry 2020” **but do not want** to participate in the workshop at EBS Business School.
Regular Price: € 950,- (excl. VAT)

Name/First Name:

Company/Function:

Address:

E-mail:

Phone:



What kind of knowledge is developed during the workshop?

During the workshop we first develop a joint understanding of the developed scenarios that evaluate how the A&D-specific political, economic, social, and technological industry environments of India in 2020 might look like. Based on this first step, we identify potential crossroads between 2010 to 2020 and other major activities of different stakeholder groups that might promote or prevent the realization of a specific scenario. Based on these insights, we then work in small groups to develop (re)action strategies for different scenarios and their implications on different resource investments. This knowledge can then serve as major input for your India strategy development activities in your company.

Based on what research activities is this knowledge developed during the workshop?

Our specific industry scenario analysis and strategy development workshop is based on the insight that, especially in emerging markets such as India, the extrapolation of past data does not help decision makers to understand what they need their companies to prepare for. Moreover, we believe that in order to understand such markets there is no better way than to use the expertise and networks of local experts to gain a better understanding of what the future might bring. As a result, we have developed an industry analysis approach that is based on the input of dozens of industry experts, including senior executives (~60%), academics/government (~25%), consultants (~5%), analysts (~5%), and journalists/editors (~5%). Their opinion about the potential future trends in the Indian A&D industry serves as the primary input for our reports and discussions during the workshop at EBS Business School.

Our preparation process for an industry analysis workshop includes the following:

First, we develop via expert interviews and desktop research 8 (outcome) projections for the Indian A&D industry in 2020 trying to answer the following 8 questions:

- *Political Environment:* What is the most important regulation for your industry? What is the most important business development incentive for your industry? — How will they look like in 2020?
- *Economic Environment:* What is the most important criterion determining the major players of your industry and who will fit into this criterion in the future? What is the most important criterion regarding the relationship between the major business partners across your industry's value chain? — How will they look like in 2020?
- *Social Environment:* What is the most important trend in the society for your industry? What is the most important buying criteria for the major consumer groups of your industry? — How will they look like in 2020?
- *Technological Environment:* What is the most important soft (knowledge) technology for your industry? What is the most important hard (infrastructure) technology for your industry? — How will they look like in 2020?

Second, we develop via expert interviews and desktop research 12 (enabler) projections for the Indian A&D industry in 2020 trying to identify the most important enabler activities of the five major industry stakeholder groups including customers, suppliers, major industry players, government, and the society.

Third, we evaluate via an online expert panel study with approx. 40–50 local experts the different opinions and arguments that exist for each of the 20 projections and analyze the data through statistics tools and case study research methods.

Fourth, we conduct follow-up workshops locally in India with some of the participants and additional experts to clarify open issues and create a series of potential scenarios, roadmaps, and industry activities finally resulting in consistent scenarios for the political, economic, social, and technological industry environment of the Indian A&D industry in 2020 and an extended understanding of the different viewpoints and arguments. In addition, we evaluate how potential roadmaps between 2010 and 2020 might look like and what they mean for the strategies of different companies.

Before joining our workshop at EBS Business School you receive upfront a detailed report with the following input:

- A complete overview on the statistics (probability, industry impact, desirability, degree of consensus and convergence) for each projection of the online expert panel study and different strategic map analyses.
- A complete overview on the arguments of the expert panel study participants for each projection.
- A complete overview on the numerous scenarios developed based on the expert panel study and the input of the follow-up workshops in India.

During the workshop we will jointly analysis the study report and develop appropriate strategies regarding HR, organizational structure, technological aspects, financial resources, infrastructure and marketing activities.

After the workshop you will receive a final summary of the developed scenarios including a consistency matrix that allows you to develop your own final scenarios for the political, economic, social and technological environment of the Indian A&D industry.