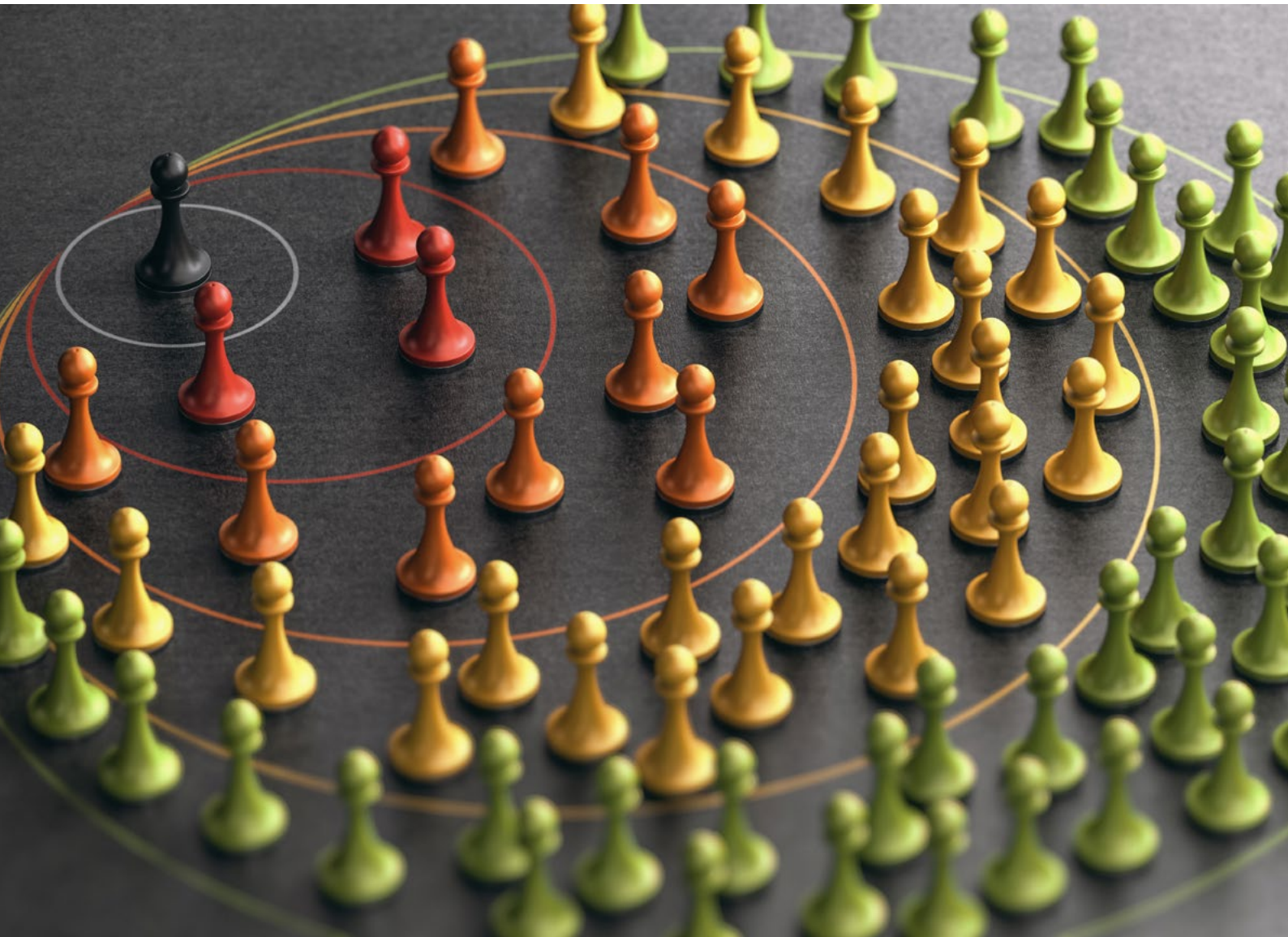


A Confederation of Indian Industry (CII) collaboration with Kearney

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## Beyond Strategy:

# The Evolving Role and Success Imperatives for the Chief Strategy Officer in India



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# Foreword

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As the Confederation of Indian Industry (CII), it is our privilege to introduce the groundbreaking report, "Beyond Strategy: The Evolving Role and Success Imperatives for the Chief Strategy Officer in India." This comprehensive analysis, developed in partnership with the management consulting firm Kearney, aims to delineate the expanding and increasingly critical role of Chief Strategy Officers (CSOs) in navigating businesses through an era of unrelenting global volatility and uncertainty.

The contemporary business landscape is fraught with challenges that are complex, interconnected and evolving at an unprecedented pace. This scenario has prompted a shift from the conventional VUCA (Volatility, Uncertainty, Complexity and Ambiguity) framework to what is now being recognized as a 'permacrisis' environment—a state of persistent upheaval and disruption. The CSO, in this context, emerges not just as a navigator but as a visionary, whose role is pivotal in steering their organizations towards sustained growth and resilience.

This report is the outcome of rigorous research, including detailed surveys and in-depth interviews with numerous CSOs across diverse industries in India. The insights garnered provide a deep dive into how these leaders are crafting innovative strategies to cope with and capitalize on the rapid changes defining today's business environment. The narratives shared here reflect a blend of strategic foresight, adaptability and the critical capability to balance short-term pressures with long-term goals.

We are immensely grateful to all the CSOs who offered their valuable perspectives and to Kearney for their robust analytical support in bringing this study to fruition. Their collective expertise has significantly enriched the content and the conclusions of this report.

Through this publication, CII continues its commitment to fostering excellence in business leadership and strategic thinking within the Indian industry. We trust that the findings and recommendations presented will serve as a vital resource for current and future strategy leaders.

We hope this report inspires all stakeholders—current CSOs, aspiring strategy leaders and business executives—to reflect, recalibrate and reinvigorate their strategic approaches, ensuring that their organizations not only survive but thrive in the face of ongoing global challenges.



**A. K. Parameswaran**  
*Chairman, CII Chief Strategy Officers Forum*

# Preface

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"Beyond Strategy: The Evolving Role and Success Imperatives for the Chief Strategy Officer in India" is a report offering a comprehensive deep dive into the critical function of Chief Strategy Officers (CSOs) within the dynamic landscape of Indian business.

As organizations across the globe face unprecedented challenges—from rapid technological advances and geopolitical tensions to environmental crises and public health emergencies—the role of the CSO has never been more important. These leaders are at the forefront of developing strategic responses that not only mitigate risks but also seize new opportunities that arise from these disruptions. Our study focuses on how CSOs in India are adapting to these challenges, reshaping their roles and setting the course for future growth and sustainability.

This report is the result of exhaustive research, including qualitative interviews and extensive surveys with some of the leading CSOs across various sectors in India. Our analysis provides a unique lens through which we view the strategic shifts that are necessary in an age marked by continuous and overlapping crises, a period we have termed the "permacrisis."

We are immensely grateful to the CSOs who shared their experiences and insights with us, making this report not just a reflection on strategy but a practical guide filled with real-world wisdom and forward-thinking approaches. Our collaboration with the CII has been invaluable in reaching a broad spectrum of strategic leaders and ensuring that our findings reflect the rich diversity of the Indian business ecosystem.

At Kearney, we believe that the ability to anticipate and respond to future challenges is what distinguishes leaders from followers. It is our hope that this report will serve as an essential tool for current and aspiring CSOs, as well as other senior executives, helping them to refine their strategic thinking and prepare their organizations for whatever lies ahead.

We invite you to explore the insights and recommendations contained within these pages and to consider how they might be applied within your own context to drive success and innovation in an increasingly complex and unpredictable world.



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# Executive Summary

The Chief Strategy Officer (CSO) role in India is transforming due to technological advancements, market shifts and evolving business models. "Beyond Strategy: The Evolving Role and Success Imperatives for the Chief Strategy Officer in India," a report by the Confederation of Indian Industry (CII) and Kearney, explores the expanded responsibilities and strategic imperatives crucial for CSOs in today's complex environment.

The report emphasizes how the digital age and a volatile global landscape have reshaped CSOs from strategic planners to dynamic leaders, requiring visionary leadership, operational expertise and technological proficiency.

## Key findings from the report include:



**External stimuli:** In a "permacrisis" world, CSOs must navigate constant instability, driven by climate change, digital disruption, geopolitical factors and economic shifts. They must integrate foresight into strategic initiatives, leverage mega trends and ensure organizational resilience.



**Internal stimuli:** The crucial yet ambiguous role of a CSO involves broad responsibilities with unclear boundaries, balancing short-term results with long-term goals, planning with execution and leading change while maintaining stability. They must challenge the status quo and secure alignment across the organization without antagonizing stakeholders.



**Multifaceted role:** The role of the CSO has evolved and today's CSOs find themselves at the helm of a "Strategy+" role, wearing multiple hats which integrates responsibilities beyond conventional strategy setting. CSOs need a versatile mindset to navigate diverse responsibilities, maintain strategic momentum and adapt swiftly to varied business challenges.



**People-driven imperatives for success:** Success for modern CSOs hinges on strong organizational backing through clear role definitions, committed resources and senior-level support, particularly from the CEO.



**Skills & tools for success:** This includes leveraging advanced risk management, scenario planning, strategic flexibility, proactive innovation and diversification to build resilience. Organizing a dedicated strategy team with diverse skills is also critical. Technology plays a crucial role, using platforms with an integrated approach to strategic management. Use of tools combining key functionalities such as business intelligence, program management, outcome measurement and collaboration enhances decision-making and execution.

In conclusion, the report provides valuable insights and actionable strategies to enhance CSO effectiveness and drive organizational success in an increasingly complex and unpredictable business landscape. The findings serve as a blueprint for CSOs to refine their strategic approaches and align them with both immediate needs and long-term goals. As businesses navigate the permacrisis world, CSOs will be vital in leading firms through today's challenges and opportunities.

# 1. Introduction: The Evolving Role of the Chief Strategy Officer

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The Chief Strategy Officer (CSO) role originated in the late 20th century due to increasingly complex global dynamics, expanding beyond long-term planning and market analysis as competition intensified.

Previously handled by CEOs and CFOs, strategy now demands continuous planning and adaptability. Digital transformation has broadened the CSO's scope, requiring both strategic and digital expertise. Clear boundaries are needed to define the CSO's responsibilities, complement other executives and guide effective strategy.

Now a vital part of the C-suite, CSOs lead strategic initiatives, drive growth, foster innovation and maintain agility. They address challenges like technological changes, economic shifts, political instability and environmental concerns by aligning strategies with company values. Without a dedicated CSO role, organizations risk strategic fragmentation, missed market opportunities and insufficient innovation, ultimately weakening the organization's competitive position and resilience to external shocks. While progressive organizations have already introduced the role of a CSO, others are yet to do so.

In this chapter we explore how external and internal dynamics result in unique challenges for the CSO.



# 1.1 The External Lens: Beyond VUCA – Strategy in a Permacrisis World

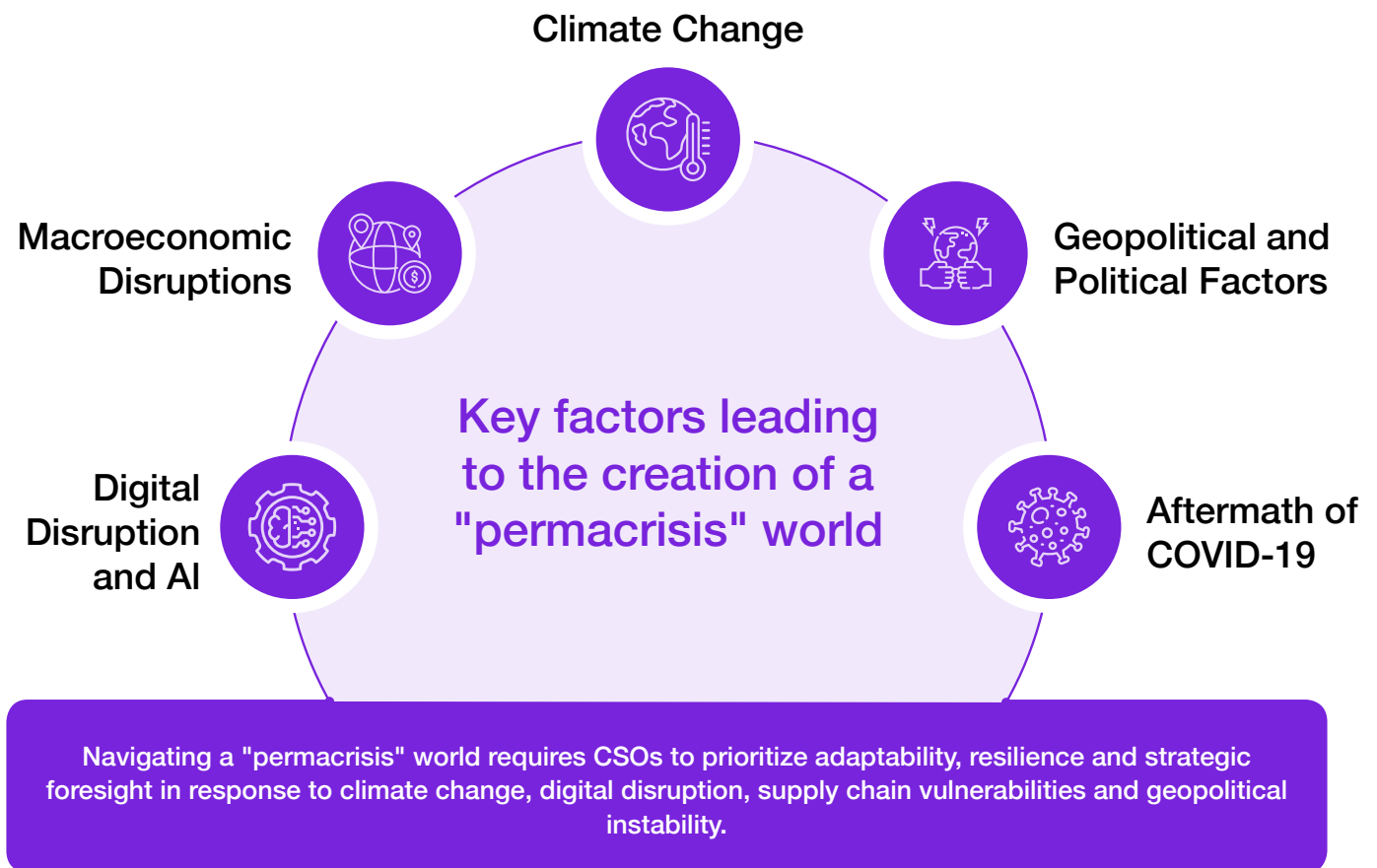
In today's rapidly changing global market, the CSO is essential for guiding organizations through volatile environments.

CSOs must anticipate future scenarios and ensure the organization responds flexibly to change, integrating foresight into strategic initiatives. Mega trends like technological progress, demographic shifts, globalization and environmental changes often overlap, complicating the strategic environment and requiring strong leadership.

CSOs need to stay alert to these trends and their effects on the market. Incorporating this knowledge into strategic planning allows CSOs to leverage opportunities and reduce risks posed by external forces.

## The Transition from a VUCA World to a Permacrisis World

The VUCA (Volatility, Uncertainty, Complexity and Ambiguity) framework has guided leaders in understanding global challenges. However, escalating disruptions led to a "permacrisis" world, marked by constant instability where traditional strategies are less effective.



Climate change, COVID-19, digital disruption and AI are reshaping customer behaviours, supply chains and business models. CSOs must adapt to these trends, ensuring resilience and agility. Geopolitical and political dynamics, such as shifts in trust levels and increasing localization efforts, pose unique challenges. Meanwhile, macroeconomic factors encompass a range of influences, from economic recessions and supply chain shocks to sector-specific investments, requiring strategic planning to mitigate risks and seize new opportunities.

## Perspectives from Industry Stalwarts

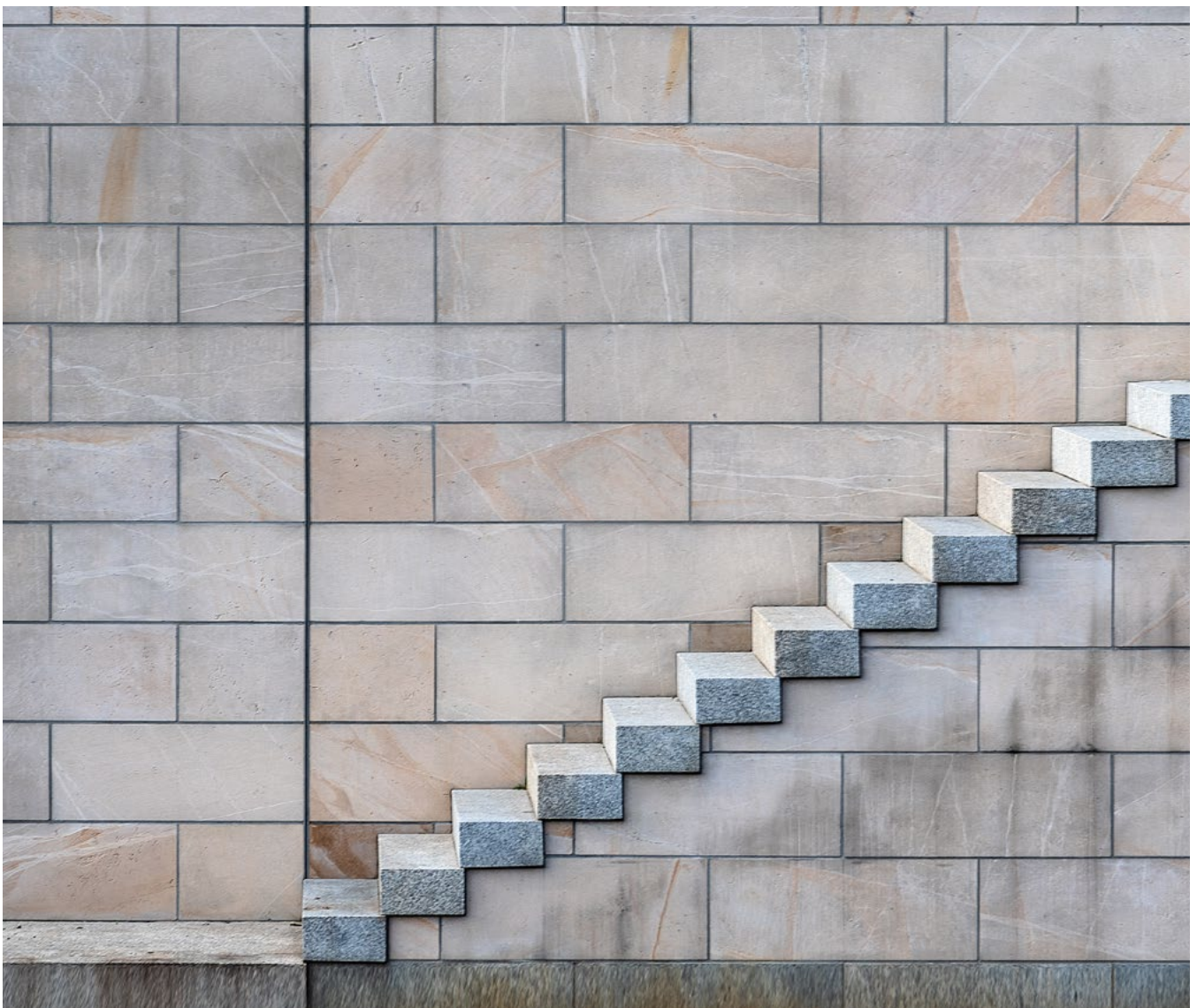
In a VUCA environment, the CSO's role becomes even more crucial in “building tomorrow's enterprise” as they provide strategic leadership, drive innovation and navigate uncertainty to position the organization for long-term success. This involves building new capabilities, leveraging technologies such as artificial intelligence (AI) and integrating digital tools and processes across the organization to enhance agility, efficiency and competitiveness.

The CSO establishes governance structures and processes to guide decision-making, prioritize initiatives and allocate resources effectively in response to changing conditions and emerging opportunities. To navigate complexity and ambiguity, the CSO must also bring fresh insights and diverse perspectives from outside the organization. They collaborate with external stakeholders, industry experts and thought leaders to gather intelligence, identify emerging trends and gain a deeper understanding of market dynamics and competitive forces.

**Nitesh Aggarwal**

*Chief Strategy Officer, Tech Mahindra*

”



## 1.2 The Internal Lens: Leadership Expectations

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The CSO holds a crucial yet ambiguous role in the C-suite, with responsibilities spanning a broad spectrum. This position requires foresight, versatility and strategic acumen, blending corporate strategy with daily business realities. The CSO must be a polymath, able to align overarching strategies with the complexities of daily operations.

### Expectations from the C-Suite

As the link between C-suite strategy and operational execution, the CSO navigates inherent contradictions. Balancing diverse expectations underscores the complexity of their role and the need for nuanced management:



#### **THINK BROADLY, IMPLEMENT PRECISELY**

Maintain a wide lens on market trends, emerging technologies and global economic shifts, while managing detailed strategic initiatives.



#### **VISION FOR THE FUTURE, RESULTS TODAY**

Design long-term strategic paths for future growth while delivering immediate results to support current business objectives.



#### **DRIVE COMPREHENSIVE STRATEGIES, OPERATE WITH A LEAN TEAM**

Oversee comprehensive strategic developments with limited resources, leveraging cross-functional teams and influencing without direct authority.



#### **INNOVATE CONTINUOUSLY, SUSTAIN CORE OPERATIONS**

Continuously explore new ideas and projects while ensuring the stability and efficiency of ongoing core operations.



#### **LEAD CHANGE, MAINTAIN STABILITY**

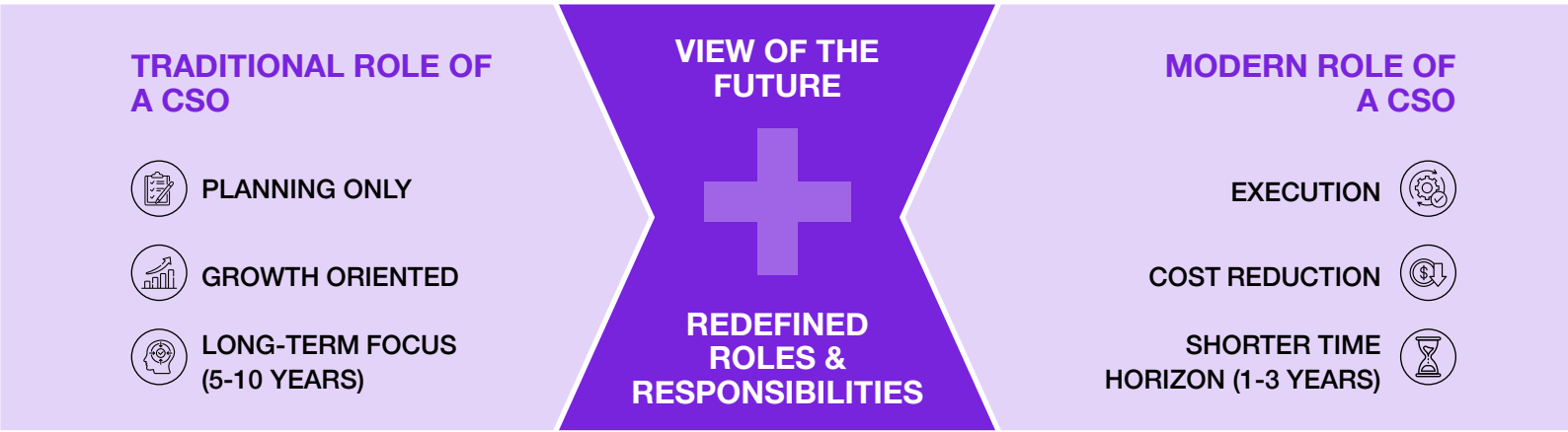
Lead transformational initiatives while safeguarding organizational stability, ensuring minimal disruption and maintaining employee trust and morale.



#### **MANAGE DIVERSE RESPONSIBILITIES**

The absence of role clarity often results in CSOs becoming the catch-all for various tasks, including “no man’s land” duties, while balancing strategic leadership with operational demands.

The ability to manage these dichotomies is what distinguishes an exceptional CSO from their peers in the C-suite.

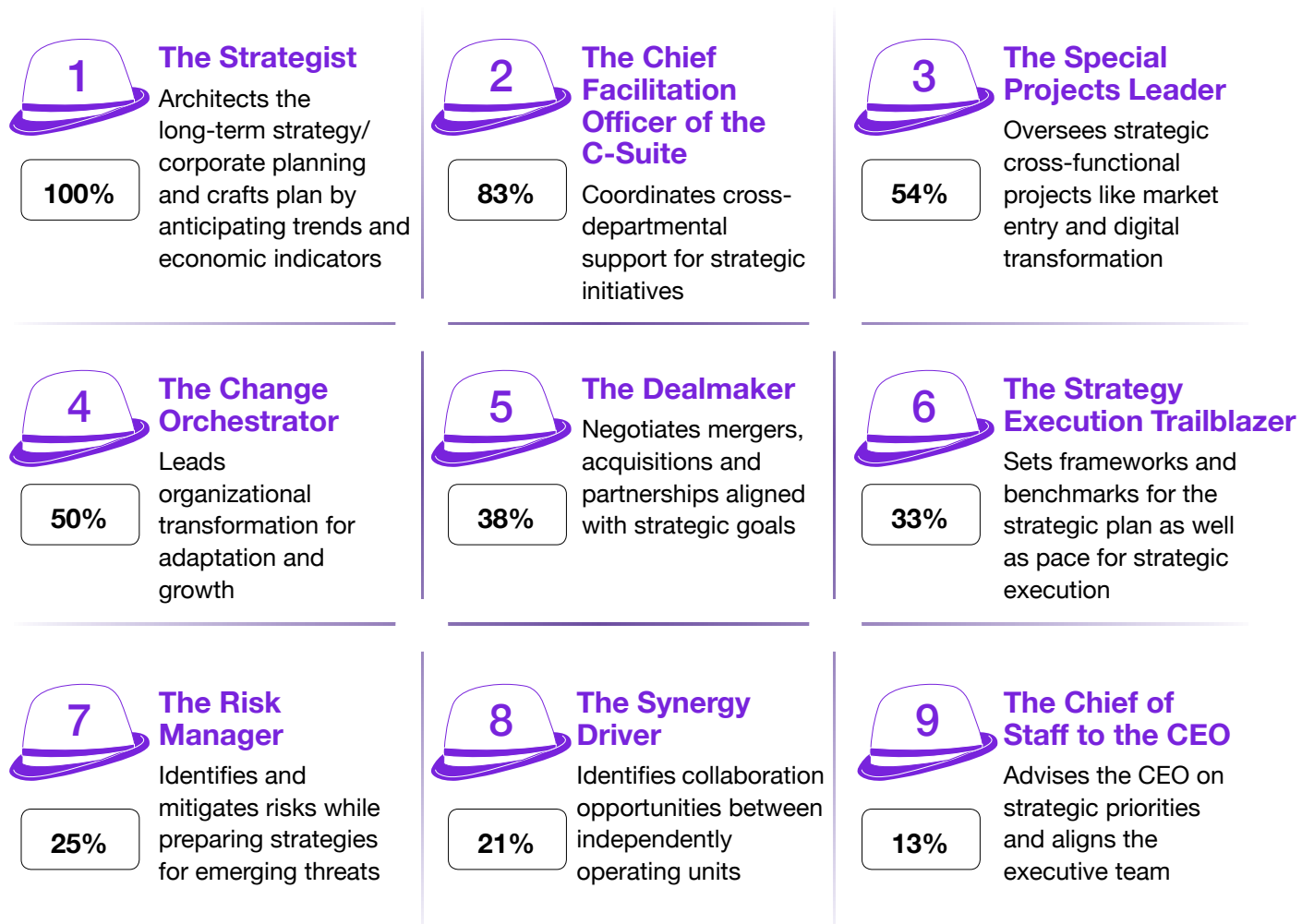


## 2. The Emerging Challenges Faced By CSOs

The CSO requires a versatile skill set to fulfil the diverse responsibilities of the role. Steering the organization through calm and turbulent times, the CSO adapts swiftly to maintain strategic momentum while wearing many hats that often overlap.

### 2.1. Many Hats of the Chief Strategy Officer

Below, we outline the critical roles of a CSO, demonstrating the breadth and depth of this C-suite position. Each role underscores the CSO's importance in shaping strategy and the unique skills needed to navigate today's complex business challenges.



\*% indicates prevalence of role among CSO survey respondents



### THE STRATEGIST

At the core, the CSO is the conventional architect of the organization's long-term strategy / corporate planning and crafts plan by analyzing market trends and economic indicators to secure growth. They blend analytical rigor with creativity to navigate complex landscapes.



### THE CHIEF FACILITATION OFFICER OF THE C-SUITE

Ensures seamless coordination and communication among departments, fostering a collaborative environment and ensuring strategic alignment across the organization.



### THE SPECIAL PROJECTS LEADER

Leading special projects like new market entries or cost optimization initiatives, the CSO ensures cross-functional leadership and alignment with strategic goals.



### THE CHANGE ORCHESTRATOR

Leads transformational initiatives, directing technological, cultural and structural changes to help the organization adapt and thrive in a dynamic environment.



### THE DEALMAKER

The CSO spearheads corporate venturing initiatives i.e. orchestrating mergers, acquisitions and partnerships, managing due diligence and deal structuring to align with strategic interests while adding value.



### THE STRATEGY EXECUTION TRAILBLAZER

The CSO is a framework and pacesetter who sets performance benchmarks and adjusts strategic plans based on market conditions to ensure effective execution.



### THE RISK MANAGER

Identifying, assessing and mitigating risks, the CSO also anticipates emerging threats and creates strategies to navigate challenges.



### THE SYNERGY DRIVER

In diversified organizations, the CSO drives synergies between business units operating in silos by identifying collaborative opportunities at the centre that improve efficiency, reduce costs and spur innovation.



### THE CHIEF OF STAFF TO THE CEO

Acting as a strategic advisor and extension of the CEO, the CSO helps set priorities, align the team and maintain strategic direction.

The role of the CSO has evolved and today CSOs find themselves at the helm of a "Strategy+" role, which integrates responsibilities beyond conventional strategy setting.

This broadened scope increasingly tasks a modern CSO with a variety of critical functions that spans across a wide range of topics. Their role transcends the mere identification of growth and new business opportunities; it now involves a significant focus on driving transformation programs, optimizing business models, leading mergers and acquisitions etc. These multifaceted responsibilities make the CSO essential in forging strategic partnerships and managing stakeholder relationships, highlighting their integral role in corporate governance.

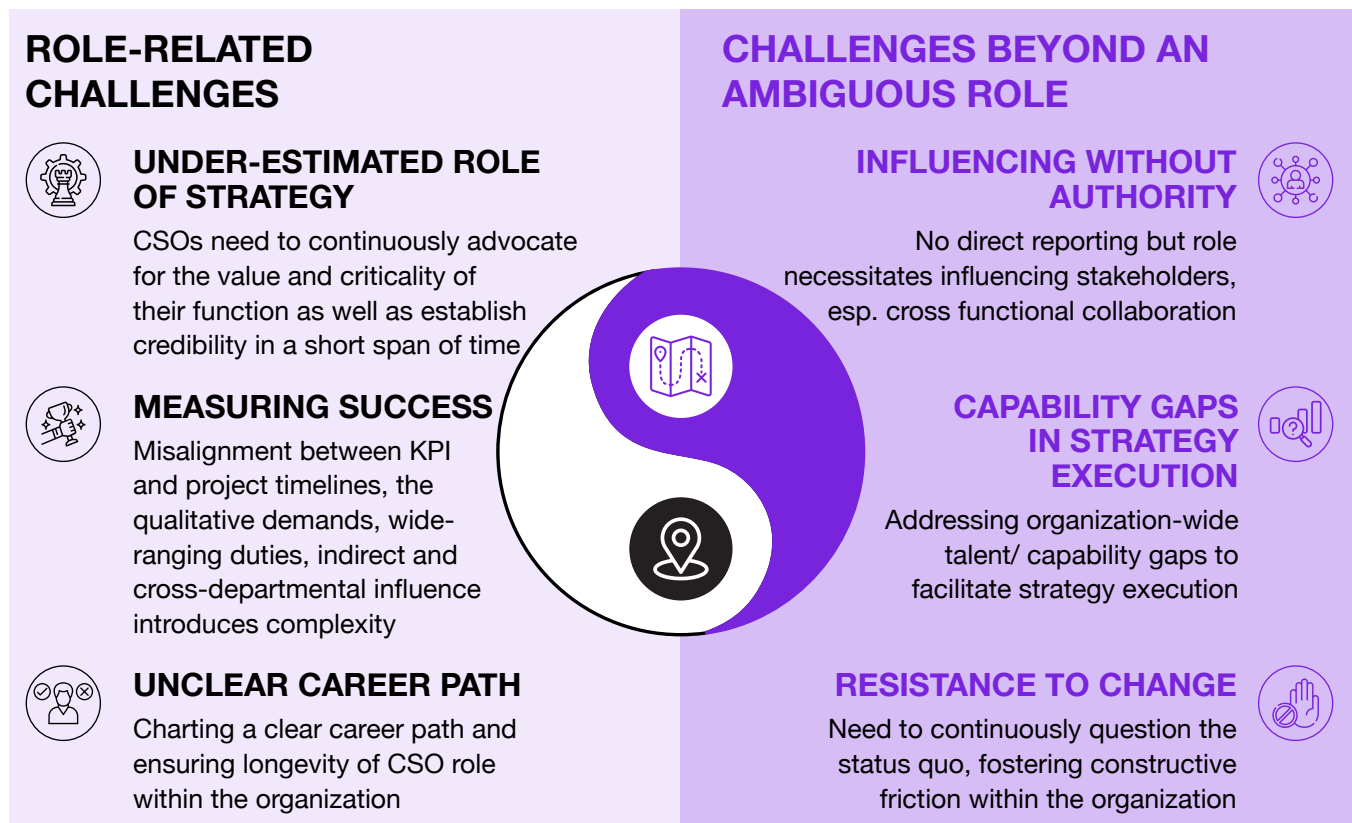
## 2.2 Additional Considerations for the CSOs of Today

Navigating the challenges faced by CSOs is a complex endeavour, as they grapple with a variety of hurdles that span from role ambiguity to ensuring the execution of strategies across the organizational spectrum. CSOs often wear multiple hats, dealing with a broad range of activities that can extend their bandwidth and risk diluting their focus on strategic priorities. The absence of clarity of role also runs a risk of “no man’s land” tasks being relegated to the CSO.

In the vast landscape of strategy, diverse perspectives abound within the organization. Yet, dispersing this critical function across various roles risks diluting its potency. Hence, the CSO's pivotal role, coupled with their dynamic rapport with the CEO, becomes paramount in crafting and driving high-level strategy.

### Balancing Strategy and Influence

CSOs face challenges like role ambiguity, cross-functional collaboration without authority and overextension, which can hinder strategic focus. They must justify their role's significance while managing both immediate and future company needs, requiring a blend of strategic insight and interpersonal skills



Each CSO role is shaped by the unique characteristics of the organization—its size, structure, maturity and industry. This makes the role highly inconsistent and CSOs must be adept at tailoring their strategies to these distinct factors, ensuring that they maintain relevance and efficacy in their leadership. It becomes clear that the modern CSO must be influential and a resilient leader, equipped to navigate the complexities of their role while driving strategic innovation and long-term organizational success.

### 3. Blueprint for Success: What Makes a CSO Successful in Today's Age?

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In today's era, characterized by rapid technological evolution and one in permacrisis, the role of the CSO is more vital than ever. The digital age demands not only a keen understanding of traditional business principles but also a profound grasp of how digital technologies impact business strategies and operations. Furthermore, securing unwavering backing from senior leadership ensures the CSO has the authority and influence needed to drive transformative initiatives across the organization. This chapter outlines the organizational support, team structures, competencies and technological tools necessary to sculpt a successful CSO in the modern business landscape.

#### Perspectives from Industry Stalwarts

The CSO needs to solicit and ensure strong CEO support to co-own strategy development and strategy execution. In both the areas, helping gain alignment across departments within or across businesses should be a key role played by the CSO. While they may let the business primarily own it, they should provide secondary ownership through thought leadership, change management, resolving key conflicts and providing actionable options to bottlenecks. Strategic success hinges on empowerment, collaboration and shared ownership of KPIs between the CSO and business leaders.

The need for an empowered leadership to extend support to the CSO role in the organization and later to ensure effective functioning can be a challenge, as strong support from the CEO and above is crucial but not always readily available. Support from peers such as business heads, CFOs etc. for the role is essential for success. This usually consumes time as today's leaders have not fully recognized the value a strategy function can bring to an organization.

**A. K. Parameswaran**

*Chairman, CII Chief Strategy Officers Forum*

## a. Enabling the CSO to Succeed: Prescriptions for the C-Suite

Organizational support is crucial in empowering a CSO by providing access to resources, collaboration opportunities and executive alignment. By fostering a culture of innovation and cross-departmental cooperation, the CSO can effectively strategize and implement long-term goals.

Empowering CSOs requires clear role definitions, committed resources and a senior position within the company. Unwavering CEO support and organizational support in the form of collaboration with C-suite members will be crucial for a CSO's success and hence can be rightfully demanded by a new CSO.



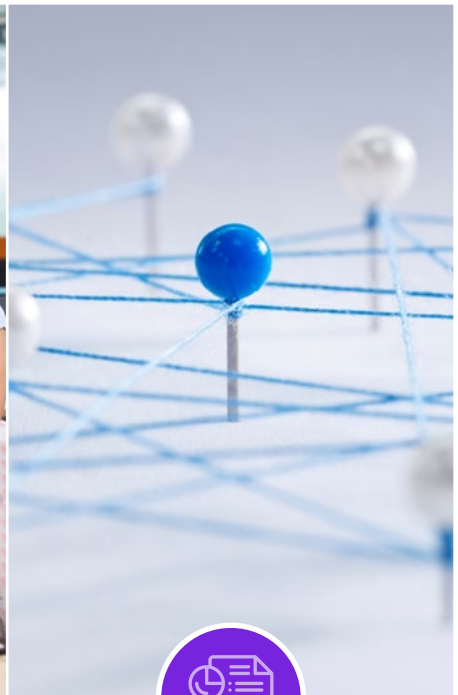
### ORGANIZATIONAL SUPPORT

This includes having role clarity and defining the sphere of influence of CSOs vs other executive positions. In addition, **commitment of required resources** and the establishment of a well-defined, senior CSO role within the company structure is crucial.



### CEO SUPPORT

**Unwavering support from the CEO** is critical, as it empowers the CSO with the autonomy needed to execute their strategic vision effectively.



### CLARITY ON REPORTING

A clear reporting line for the CSO that leads to a position of power, typically the CEO or Chairman, **ensures authority and recognition** within the organization.

This success can manifest in the following ways:



### **ALIGNMENT ON STRATEGIC VISION**

It's vital that all C-suite executives are aligned with the strategic vision and understand the connect to operational goals across departments.



### **RESOURCE ALLOCATION**

Ensuring that the CSO has access to necessary resources, such as budget, technology and personnel, is essential for the implementation of plans.



### **OPEN COMMUNICATION CHANNELS**

Maintaining open and regular communication with the CSO allows for better strategic alignment and faster decision-making.



### **SUPPORT FOR STRATEGIC INITIATIVES**

Active support for the CSO's strategic initiatives ensures broader organizational buy-in and aids in overcoming resistance to change.

## **b. Developing a playbook for permacrisis**

In the permacrisis world, CSOs need a robust, adaptable playbook that addresses immediate crises while fostering long-term resilience. Here are key strategies:



### **ADVANCED RISK MANAGEMENT**

Risk management requires predictive analytics to identify and mitigate threats. Regular risk assessments and specialized crisis teams help organizations react swiftly. Balancing risk and reward creates long-term value.



### **INCORPORATE SCENARIO PLANNING**

In a world with multiple crises, the futures could look very different. Developing these scenarios and stress testing strategies becomes important.



### **STRATEGIC FLEXIBILITY**

CSOs must pivot strategies quickly through modular, scalable plans that can adapt to market demands. A test-and-learn innovation approach encourages agility and rapid decision-making.



### **PROACTIVE INNOVATION**

A customer-first approach to business and incubating new ideas to respond to macro changes become critical. Adoption of new-age tools such as AI, machine learning and blockchain further improves agility in this context.

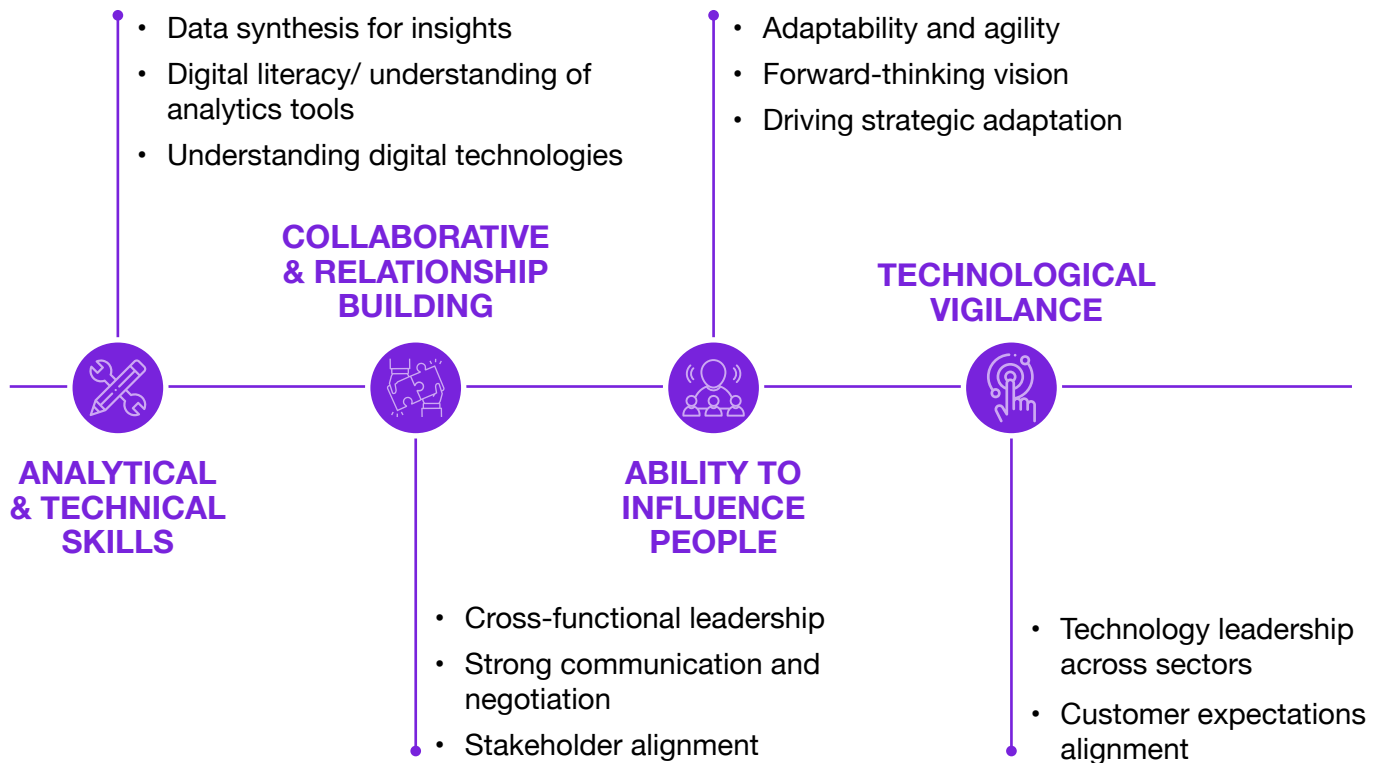


### **BUILDING RESILIENCE THROUGH DIVERSIFICATION**

Diversify products, markets and supply chains to reduce concentration risks. Diversifying talent helps generate ideas and capabilities for tackling complex, multifaceted challenges.

## c. Key Skills and Competencies for Future CSOs

The role of CSOs in the digital era demands proficiency across diverse skill sets, categorized into four key buckets. These competencies underscore the multifaceted nature of the CSO role, requiring a blend of analytical prowess, collaborative leadership and influential capabilities to navigate the complexities of the digital landscape.



## d. The Role of Technology: Enabling Success

Technology plays a pivotal role in enabling CSOs to perform their functions effectively by providing the tools and insights needed for strategic planning, execution and evaluation.

Advanced analytics and business intelligence platforms allow the CSO to gather and analyze vast amounts of data, generating insights that inform strategic planning and execution. Digital communication tools ensure the efficient dissemination of the strategy, enabling clear and consistent messaging throughout the company. Furthermore, collaboration platforms break down silos, facilitating cross-functional teamwork essential for the implementation of strategic initiatives.

By leveraging technology, the CSO can monitor progress through real-time dashboards, adjust strategies promptly and ensure alignment with the company's goals, ultimately driving innovation and achieving a competitive advantage in the market.

Modern tools such as Cascade and Shibumi can be leveraged as they provide an integrated approach to strategic management. These platforms serve as a single point of reference, combining key functionalities such as:



**Analytics and Intelligence Tools** similar to business intelligence platforms like Tableau, Power BI and QlikView provide CSOs with critical data insights for quick, informed decisions.



**Program Management:** Offering comprehensive project management capabilities that enable the CSO to monitor the progress of strategic initiatives in real time through dashboards and performance-tracking systems, allowing for timely adjustments and informed decision-making.



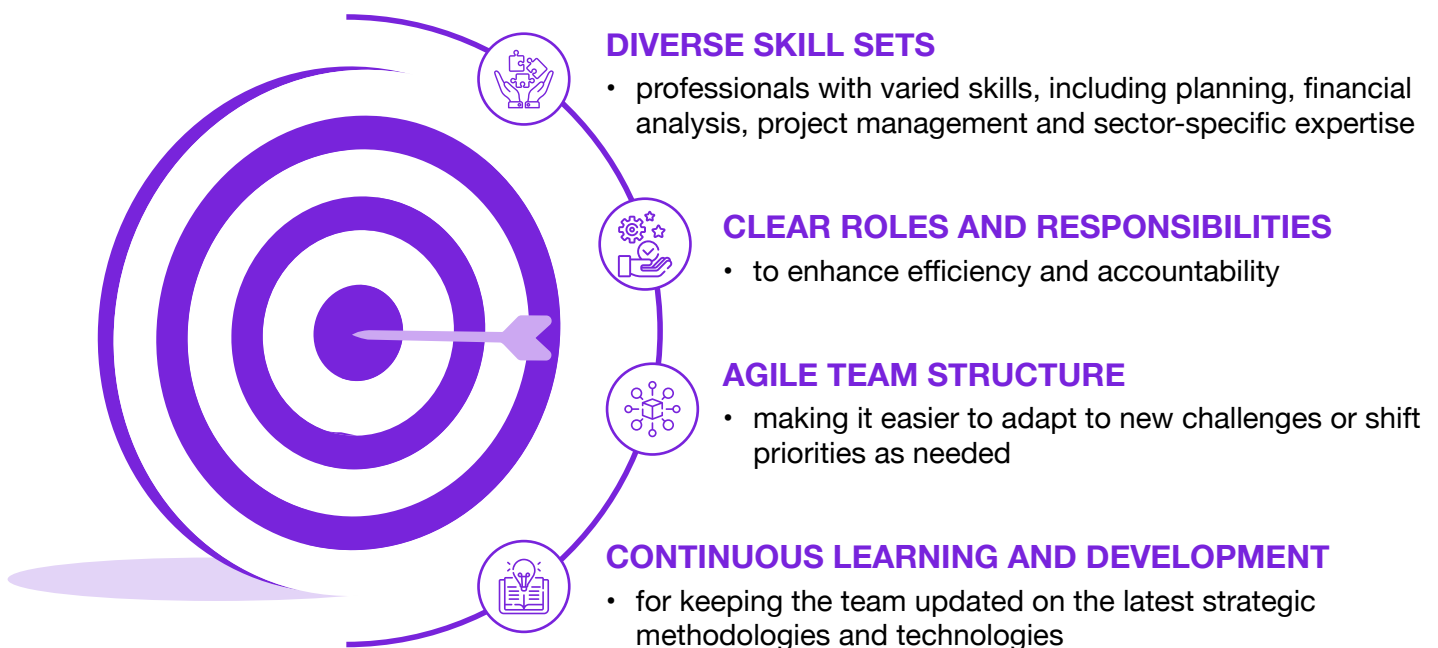
**Collaboration Platform:** Enhancing communication and collaboration across different locations and departments, which is crucial for the execution of complex strategic initiatives.



**Measure Results and Outcomes:** Facilitating the measurement of results and outcomes to ensure alignment with the company's goals and enabling holistic analytics.

## e. Organizing the Strategy Team: Key Principles for the CSO Office

Given the width of the skills, organizations need to increasingly look to set up a Chief Strategy Office as opposed to only having an individual tasked with the function. Profiles needed in a CSO's office typically include financial analysts, data analysts, project managers and change management specialists, each bringing essential skills to support comprehensive strategy development. Further, this office can become a training ground for future leaders.



## f. Metrics, Indicators and Outcomes: Crafting a CSO Scorecard

Effective measurement of a CSO's performance is key to understanding the impact of strategic initiatives. A comprehensive CSO Scorecard should include:



### STRATEGIC ALIGNMENT

Measures alignment of business units with strategic goals.



### EXECUTION EFFICIENCY

Monitors the execution of strategic initiatives against plans.



### INNOVATION IMPACT

Evaluates the effectiveness of new strategies, such as market expansions or new product launches and their contribution to business growth.



### STAKEHOLDER SATISFACTION

Assesses the satisfaction levels of key stakeholders with strategic initiatives, providing insights into areas for improvement.

Success of a CSO is deeply intertwined with the collective efforts of the various stakeholders and is best measured with co-owned goals. This collective ownership of goals with other executives enables integrated and cohesive strategic execution of the scorecard parameters.



# Conclusion

As we conclude "Beyond Strategy: The Evolving Role and Success Imperatives for the Chief Strategy Officer in India," it is evident that the role of the Chief Strategy Officer (CSO) is both multifaceted and indispensable in steering organizations through the complexities of the modern business environment. Throughout this report, we have explored the evolving responsibilities of CSOs, the distinct challenges they face in the Indian context and the strategic imperatives required for success.

From navigating the pressures of a permacrisis world to mastering the art of multifaceted leadership, the CSO's role requires an impressive range of skills and competencies. We've seen that CSOs must be adept analysts, visionary planners, effective communicators and resilient leaders. The digital age has further expanded the CSO's toolkit, necessitating a deep understanding of technology and data analytics to enhance decision-making and strategic execution. The key skills and competencies outlined in this report underscore the necessity for CSOs to embrace continuous learning and adaptability in their roles.

Organizing an effective strategy team and ensuring robust support from the C-suite are also critical for a CSO's success. We have discussed how the formation of a cohesive strategy team, equipped with diverse skills and an agile structure, is vital for implementing complex strategies across large organizations. Additionally, the support and alignment within the C-suite are crucial for enabling CSOs to drive strategic initiatives that align with overall business objectives.

In summary, the role of the Chief Strategy Officer is critical not only for navigating current challenges but also for shaping the future of their organizations. As the business landscape continues to evolve, the insights and recommendations provided in this report will equip current and future CSOs with the knowledge and tools necessary to lead their organizations to success in an increasingly unpredictable world.



# Contributors

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## CII Chief Strategy Officers Forum



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# Our approach and methodology

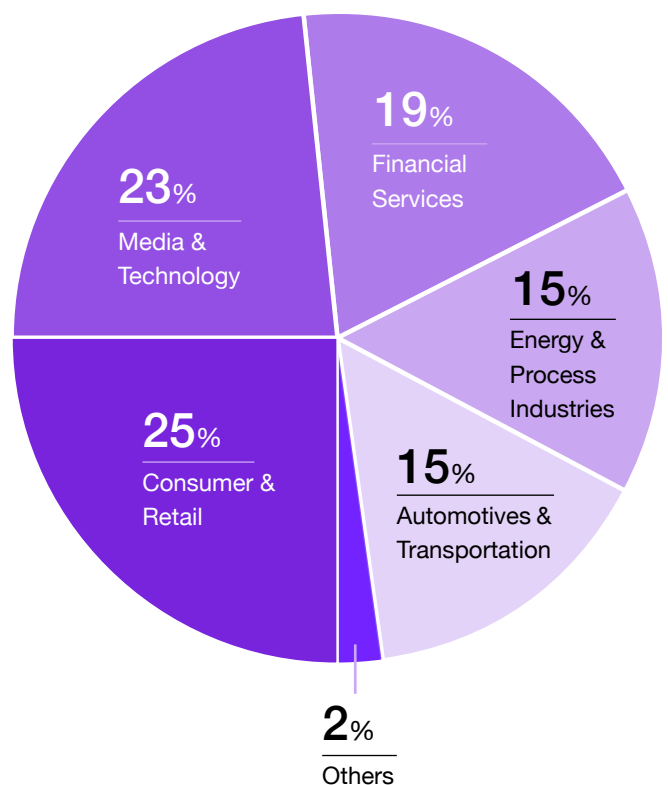
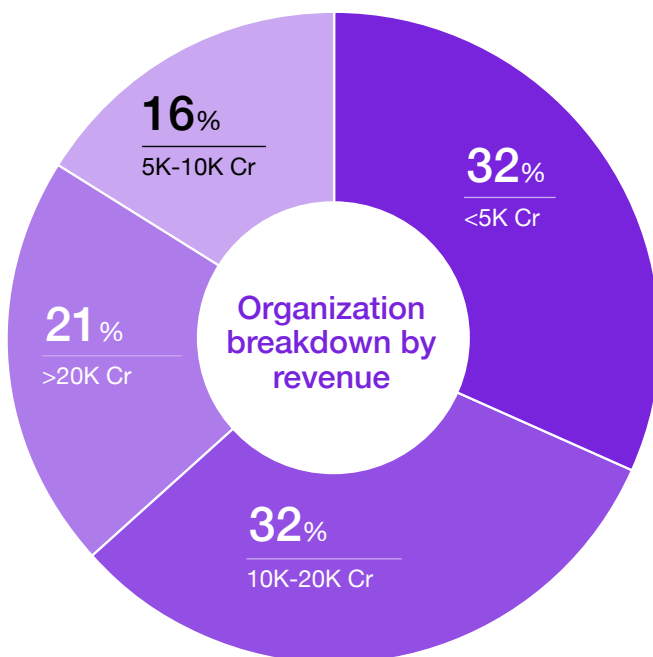
We spoke to Chief Strategy Officers (CSO) of Indian organizations of various sizes and tenures, operating in a broad spectrum of industry sectors to gather insights and perspectives

# 25+

CHIEF STRATEGY OFFICERS

# 5+

DIFFERENT SECTORS REPRESENTED



To assess the role of a CSO in modern organizations, the interviews were organized into 4 strategic themes, which were then explored through discussions with survey participants.

1

### **THEME 1: ROLE OF A CSO**

Which are the key activities of a CSO and how have they evolved over time?

2

### **THEME 2: ORGANIZATION'S ROLE IN ENSURING CSO SUCCESS**

How empowered and influential do you find yourself and your reporting authority in the decision-making processes?

3

### **THEME 3: PRIMARY CONCERNS/ CHALLENGES FACED BY CSO**

What are the primary concerns for a CSO during these volatile and uncertain times?

4

### **THEME 4: IMPERATIVES OF SUCCESS FOR A CSO**

How do you measure the impact of your strategic initiatives? What are the essential elements for achieving success?

CSO role is two-fold – strategy development and implementation. The former is about painting a canvas, providing various possibilities, defining what a good strategy looks like and ensuring it is implementable. The latter is about forming guidelines on how to form teams, divide work, review progress and identifying ways to make it successful.

**A. K. Parameswaran**

*Chairman, CII Chief Strategy Officers Forum*

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## Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, with around 9,000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 294 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2024-25, CII has identified "Globally Competitive India: Partnerships for Sustainable and Inclusive Growth" as its Theme, prioritizing 5 key pillars. During the year, it would align its initiatives and activities to facilitate strategic actions for driving India's global competitiveness and growth through a robust and resilient Indian industry.

With 70 offices, including 12 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 300 counterpart organizations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

### Confederation of Indian Industry

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