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## Context to the nugget

Rama talks about the notion of playing a game that only "you" know how to play, as espoused by Prof Indira Parikh. She talks about how she has taken consumer insights and applied it to different contexts.

## Transcription

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Deepak Jayaraman (DJ): I remember a quote that you mentioned from Indira Parikh "if there is a game that only you can play then go and find a playground or create a playground" so talk to us a little bit about how you thought about it at different points in time and what that means for you?

Rama Bijapurkar (RB): So I told you earlier about the quadrant of business understanding and customer understanding wanting the high-high on both because and that was the context in fact in which Indira said it because I was disappointed that McKinsey didn't have the high-high and I was complaining and not doing anything about it so that's when I went and I actually setup my practice to do that and then I had learnt in McKinsey the framework so there's a framework, so there was a front enders so then I conceptualize that it is a front fender strategy which is what game will you play in the market? So where and how to compete as a business as a whole. And I saw the backend was aligning all your functional strategies with it so the make or buy decision is aligned with how are you best going to fulfil the promise to your customer so it fits with choose the value, deliver that value, signal the value, so I said the front piece is mine and that's a piece I am going to hang on to and in order to make sure when the downstream happens that everybody is true to the game the market game so decided, you need to hire me in order to just be the not the police man but the protector of the strategy that you first had because otherwise it gets blurred as you go down the line. So once I pick that piece up then we actually did a course in Ahmedabad around it, it's called customer based business strategy which is still do along with Professor Jain and we started now looking and the challenges to find case material which is high because we get a lot of case material that's high low so we started inviting CEOs to talk about it, we started sensitizing, we started doing a little bit of, we do an EVP, so every year now we do a PGP, so four years ago CK Pralhad used to say write for your own clarity, don't write for others and I was also tired off teaching this course which I still teach by the way now so I wrote a book around the course it's called Customer in the board room crafting customer based business strategy and then I brought out all my board experience etc. so when you have a hammer everything as a nail or the other way or if you have a lens then everything you look at through the lens so I started looking at CEO evaluation and assessments of companies and how the balance co card is so week on the customer dimension, its usually market share which is a derived arithmetic number and then I started looking at net promoters score and how it would reward the CEO for operational marketing performance but it does not reward the CEO for missing all the other games in town. So then you start seeing, so continuously kind of look at it

through the lens and learn it and build that space so I am always clear that I want to show my body across the space and I will build later so how do you throw your body across the space? so even with this people researched my think tank we call it 'Ice 360' its India's consumer economy and citizen environment, I am saying to them that, how do we throw our body across the space, so we put out the 16 part series and meant and put out income data, we put a lot of stuff and you have to frame the debate and shape the debate if you want to through your body across the space, so it's pretty aggressive metaphor but, and I have often asked myself when people say to me that, you have not stayed in the job forever and ever and I think about it and I think I was married to the same man for close to thirty something years and so it's not like and I have lived in the same city for the long time so it's not like I don't have staying power so what is that professionally that I think about and then I realized that I have taken that stream which is my interest and competence which is customer insight and I have taken it into the cusp of governance, I have taken it into the teaching space, built along it so I have kind of stayed faithful to that particular area of what I am going to doing and now when I realized whether I am good at doing it I am trained to recognize patterns and you have to have some brand intension along the way.

## Reflections from Deepak Jayaraman

DJ: What is fascinating for me is how Rama has moved from being a Consumer Insights person and has taken it to different places ranging from Customer based Business Strategy to having a customer perspective in the Boardroom. It is a great example of having deep domain in a certain area but really going broad and looking at different applications across different canvases.

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## End of nugget transcription

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### About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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