



# **The CMO's Playbook: Executive Edition**

*Five-day in-campus open MDP*

Oct 12 – 16, 2026 (30 hours) | IIM Kozhikode

## Overview

A playbook is a set of rules and methods suitable for a particular role, and is a term often used in sports. 'The CMO's Playbook: Executive Edition' aims to help marketing managers develop a playbook for themselves, in order to enable strategic decision making in marketing. The program focuses on marketing strategy and decision making across contexts and covering the range of 4Ps.

Through a set of interactive lectures, case discussions, and a highly effective multi-session team-against-team simulation, participants will develop the ability to define and analyze strategic issues that concern CMOs (Chief Marketing Officers) and marketing managers every day. During the program, participants will consider multiple perspectives, develop alternatives, and make choices, which enables deep hands-on learning. This course is useful for anyone currently in or aspiring for a senior management role in marketing.



## Who is this program for?

01

Marketing professionals aiming to develop/refresh their strategic marketing skills or transition to strategic roles in marketing

02

Revenue and growth managers, product marketing managers, as well as managers in customer-facing roles

03

Business owners and founders aiming to enhance market orientation of their business

04

At least three years of work experience in marketing or allied role is required

## Pedagogy

This program will involve interactive lectures with faculty from academia and industry, case discussions, and a detailed multi-session team-against-team simulation. Participants have the opportunity to learn how to work in dynamic teams.

## Learning outcomes

- 01 Understand the basics of high-level decision making in the domain of marketing
- 02 Gain the perspective required to define and analyze strategic issues concerning the CMO
- 03 Understand the role of deep consumer psychology, martech, and AI in the larger marketing effort
- 04 Learn how to drive business results through impactful marketing



## Main topics



Segmentation, targeting, positioning and branding



AI in marketing and AI-enabled martech



Marketing strategy, marketing mix, and marketing plan



Marketing in the organization: interface with production, R&D, and finance



Product portfolio management, new product launch, market research



How to think like a CMO



## Facilitator:



**Prof. Priya Narayanan**

Associate Professor,  
Marketing Management

Dr. Priya Narayanan is Associate Professor of Marketing at the Indian Institute of Management Kozhikode. Her work focuses on marketing strategy, consumer psychology, and AI in marketing. She teaches doctoral, graduate, and executive courses, including the well-received 'The CMO's Playbook' and 'AI in Marketing'. She is currently writing the book 'The CMO's Playbook: Marketing Strategy for Today's Businesses' under contract with a leading university publisher. Her research has been published in leading journals such as Psychology & Marketing and Journal of Strategic Marketing. Besides academic research and teaching, Priya engages actively with the startup ecosystem. She obtained her MBA and PhD from the Indian Institute of Management Ahmedabad. Prior to her PhD, Priya was a consultant with a global strategy consulting firm, and she continues to advise businesses on marketing strategy.

## Programme Fee:

RESIDENTIAL

**Rs. 1,12,500**

NON-RESIDENTIAL

**Rs. 1,02,500**

GST @ 18%

*Discount will be available for IIMK Alumni & Corporate nominations (in group)*

## Cancellation Policy:

Joining instructions will be sent to the selected candidates 10 days prior to the start of the programme. Kindly do not make your travel plans unless you receive the confirmation email from IIM Kozhikode. If the programme is cancelled, the participants or the sponsoring organization will have the option to either get the fee paid by them adjusted against any other future management development programme(s) of the Institute or get a refund. IIM Kozhikode will not be liable for any other expenses incurred by the organization or the participant. Also the transaction fee will not be refunded.



### Management Development Programme

IIMK Campus P. O.,  
Kozhikode 673 570, Kerala, India



email:mdp@iimk.ac.in



+91-(495)-2809558  
+91-(495)-2809549

