



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode
Globalizing Indian Thought

Chief Revenue Officer (CRO) Programme

Own enterprise growth and revenue outcomes across sales, marketing, and core commercial functions.

For Senior Leaders, P&L Owners & Founders with 8+ Years Experience



Message

from the

Director



IIM Kozhikode programmes are designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights which empower participants to manage and lead complex business challenges with confidence and informed decision-making ability.

Our growing global footprints, acknowledged and accredited by leading institutions of the world, are a testimony to the growth we have achieved in our 30-year journey of academic excellence.

At this juncture, it is also pertinent to share that both future and past are integral to the path taken by an institution on this journey of excellence. Having a wide, far-seeing vision is not an indulgence but an activity that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination.

That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration.

The Chief Revenue Officer (CRO) Programme is designed for leaders stepping into enterprise-wide revenue and growth ownership, where success depends on integrating strategy, financial rigour, and cross-functional leadership to drive sustained business outcomes.

Wishing you all the very best!

Prof. Debashis Chatterjee

Director IIM Kozhikode

Debashis Chatterjee

The Meeting That Changes Everything

You are in the quarterly business review. The CEO turns to you.



"We want you to step up. Take over as Chief Revenue Officer. You will own the number. All of it. Sales, marketing, market strategy, growth design, partnerships. Are you ready?"

You say "Yes".



Then the questions begin.

The CFO asks about CAC payback and revenue leakage. You have not built models for these before.

The CMO wants alignment on brand spend versus performance spend. You have opinions, but no framework.

The board wants a 3-year growth roadmap with scenario planning. You have done annual targets, not strategy.



The CRO Gap

Most leaders were never trained for this kind of ownership:

- **Finance fluency**
CAC, LTV, payback, margin models
- **Cross-functional alignment**
One revenue model, many teams
- **Board narrative**
Strategy, scenarios, defensible numbers

This programme exists because this gap is common - and over a **structured 32-week journey**, it is systematically addressed.



How Your Role Evolves Over The Programme

Today

You own a sales target for your function

You lead your team

You present numbers to your manager

You react when CAC rises

You execute someone else's growth plan

After 32 Weeks

You own a P&L across four functions
→ Outcome: Finance and Revenue Model

You align people across teams you do not control
→ Outcome: Integrating Multiple Silo Verticals

You present growth strategy to the board
→ Outcome: 3-Year Growth Strategy Map

You design CAC, LTV, and payback into your GTM plan
→ Outcome: Revenue Analytics Mastery

You design the growth architecture yourself
→ Outcome: Enterprise Growth Blueprint

What You Will Build

You graduate with six strategic artefacts. Not just knowledge. Tools you can use in your next board meeting.

01 3-Year
Growth Strategy Map

02 Financial Model
for Growth Investments

03 Predictable Revenue
System Blueprint

04 Revenue
Analytics Dashboard

05 AI Use Case Blueprint
for Sales & Marketing

06 Enterprise Growth
Blueprint (Capstone)

Board-ready = numbers defensible,
trade-offs explicit, execution mapped.

Templates provided: financial model,
dashboard skeleton, roadmap
formats.

Programme Overview



Learn from Top Faculty & Experts

Gain insights from distinguished IIMK faculty & seasoned industry experts



Seasoned Peer Group

Network & collaborate hands-on with accomplished leaders from diverse industries



Credibility Boost

Strengthen your profile with a certificate of completion from IIM Kozhikode



Duration / Total Learning

8 months / 120 hours



Mode

Async (51 hrs) + Live (42 hrs) + Campus Workshops (27 hrs)

Live Session Timings: Sunday 10 am - 1 pm

Weekly Commitment 4 to 6 hours

Live Session timings are subject to change as per faculty availability



Campus Immersions

Workshop 1: Two days (15 hrs)

Workshop 2: Two days (12 hrs)



Evaluation

Quizzes, Activities and Assignments (80%) + Capstone (20%)



Alumni Status

Executive Alumni Status & associated benefits from IIM Kozhikode

What Makes This Programme Different



P&L Ownership Focus

Most programmes treat finance as a support topic. Here it is a dedicated 15-hour workshop with applied modelling.



Practitioner-Led

Industry experts from leading companies teach from real P&L experience.

(Sessions subject to availability)



AI-Forward

Dedicated 6-hour module on GenAI and Agentic AI for sales and marketing.

→ Output: AI Use Case Blueprint



Board Ready Outputs

You graduate with 6 strategic artefacts, not just knowledge.

Who Is This Programme For?

This programme is designed for senior professionals who are accountable for growth, revenue, or business outcomes.



Sales Leaders aspiring to CRO / CGO roles

Move from sales leadership to enterprise-wide revenue ownership, with stronger strategic, financial, and cross-functional alignment.



Business Heads & P&L Owners

Strengthen your ability to unify commercial functions, scale revenue models, and deliver sustained growth and profitability.



Founders & CXOs scaling growth

Build predictable, scalable revenue engines and professionalise growth across teams, markets, and customer segments.



Strategy, Growth, and RevOps leaders influencing enterprise revenue

Translate strategy into integrated revenue systems, improving forecasting, execution, and cross-functional decision-making.



Marketing Leaders transitioning into revenue ownership

Expand from demand generation to end-to-end revenue leadership, integrating pricing, GTM, sales, and customer outcomes.

ELIGIBILITY: Diploma/Bachelor's/Master's Degree holders with minimum 8 years of professional experience.

Curriculum

32 Weeks | 120 Hours | Average Weekly Commitment: 4-6 hours (Live + Async)

Module 1 Foundations Of Growth & Revenue Leadership

Topic

- Evolving Business Environment & CRO/CGO's Role
- Business & Revenue Model Innovation
- Growth Mindset and Organisational Growth Philosophy

→ **Outcomes:** CRO Role Charter | Business and Revenue Model Innovations

Module 2 Market Strategy & Growth Design

Topic

- Market Mapping, Sizing & Growth Opportunity Identification
- Designing 3-5 Year Growth & Revenue Strategy
- New Market Entry & Competitive Advantage
- Strategic Pricing

→ **Outcomes:** Market Opportunity Map Growth | Revenue Strategy

Module 3 Marketing Excellence for Revenue Growth

Topic

- STP for Revenue Optimisation
- Product and Brand Strategy
- Pricing and Monetisation

→ **Outcomes:** Brand-led Growth Strategy

Campus Workshop 1

2 Days at IIM Kozhikode (15 hours)

What happens: Case discussions | Model-building labs | Cohort roundtables

Module 4 Financial Acumen for CROs

Topic

- P&L, Cash Flow, Gross Margin Mastery
- Financial Modelling for Growth Investments
- Investment Prioritisation and Growth Capital Allocation

→ **Outcomes:** PnL Model | Investment Prioritisation Framework

Module 5 Growth Marketing

Topic

- Design Thinking and Growth Management
- Value Proposition Strategy
- Customer Journey Orchestration
- Content Strategy
- Business Experimentation
- Performance Marketing

→ **Outcomes:** Scalable Growth Engine Blueprint

Module 6 Go-To-Market Strategy

Topic

- GTM Architecture for B2B and B2C
- Omni Channels and Last Mile Distribution
- Scaling, Optimisation and Metrics

→ **Outcomes:** End-to-end GTM Playbook

Module 7 Sales Leadership

Topic

- Strategic Selling
- Pipeline Design and Execution
- Strategic Account Growth
- Creating Workforce Retention Strategies
- Incentives & Field Performance

→ **Outcomes:** Predictable Revenue Systems Design | Sales Organisation and Incentive Blueprint

Module 8 RevOps

Topic

- Process Optimisation across customer journey
- Tech and Data Governance
- Integrating Cross Functions
- Revenue Risk Integrity

→ **Outcomes:** RevOps Operating Model

Module 9 Data-based Growth and Revenue Analytics

Topic

- Customer Analytics (RFM, CLV, Journey Analytics)
- Revenue & Sales Analytics (Forecast models, Pricing and revenue leakage models, territory and Quota Analytics)
- Growth and Demand Analytics (Attribution model, Funnel Analytics, Cohort Analysis, Viral Coefficient Analytics, Channel Performance Analytics)
- Predictive Analytics (NLP, Revenue scoring, and deal prioritization models)

→ **Outcomes:** Revenue Analytics Dashboard

Module 10 Digital Transformation & Growth Systems

Topic

- Customer Relationship Management
- Digital Transformation Roadmap
- Platform Business, Ecosystem Mapping and Co-Creation

→ **Outcomes:** Digital Growth Architecture Blueprint

Module 11 AI and GenAI in Marketing and Sales

Topic

- AI-assisted Revenue Decision System – Copilots
- AI for Customer Success
- Agentic AI – Building agents for marketing use cases

→ **Outcomes:** Applied AI Use-Case Portfolio

Campus Workshop 2

2 Days at IIM Kozhikode (12 hours)

What happens: Leadership Masterclass | Case discussions | Presentations

Module 12 Change and Growth Culture

Topic

- Leading Teams
- Board Influence and Communications
- Storytelling
- Crisis Management
- Growth and Performance Culture

→ **Outcomes:** Growth Change Playbook | Growth Narrative and Communication Framework

Capstone Project

Topic

- Learners work on a hands-on capstone project to develop an Enterprise Growth Blueprint aligned to their organisation or a real business context.
- The capstone integrates strategy, revenue design, GTM, pricing, and execution planning, enabling participants to translate learning into practical, board-ready outcomes.

→ **Outcomes:** Board-ready Growth Plan

The Campus Experience

You will spend **4 days at IIM Kozhikode** with a focused peer group of Senior Leaders.

The campus sits on 100 acres in Kerala's Western Ghats. It is one of India's most beautiful business school settings.

➤ **Workshop 1** (2 days)

Financial Modelling Bootcamp
+
Design Thinking Lab

➤ **Workshop 2** (2 days)

Leadership Masterclass
+
Capstone Presentations

What you do on campus?

Case discussions, model reviews, cohort roundtables, capstone presentations, award ceremony.



*Accommodation and Meals are covered for participants. Travel to & from the campus has to be borne by participants. Exact dates of campus immersion will be conveyed at least a month in advance.

Programme Co-ordinator and Faculty

IIM Kozhikode faculty bring research depth and frameworks that translate into executive action.



Prof. G. Sridhar

Programme Co-ordinator
Marketing Management



Fellow Programme in Rural Management from Institute of Rural Management, Anand

Ph.D. from Kakatiya University



Prof. Sudershan Kuntluru

Dean (Executive Education)
Finance, Accounting & Control



Post Doctoral Fellow (Indian School of Business, Hyderabad)

Ph.D. (Osmania University, Hyderabad)

M.Com Osmania University



Prof. Saparya Suresh

Decision Sciences and Operations Management



Ph.D. in Decision Sciences, IIM Bangalore

Integrated MS in Mathematics, IISER Bhopal



Prof. Surya Prakash Pati

Organizational Behaviour and Human Resources



Fellow, Indian Institute of Management Lucknow [2012]

MSc. (Chemistry), Sri Sathya Sai Institute of Higher Learning, Prasanthinilayam [2005]

BSc. (Hons.) (Chemistry), Sri Sathya Sai Institute of Higher Learning, Prasanthinilayam [2003]



Prof. Sony Thomas

Finance, Accounting & Control

Ph.D in Finance , IIT Madras

MBA in Finance Mahatma Gandhi University, Kerala



Prof. Nivedita Bhanja

Marketing Management

PhD - Indian Institute of Management Calcutta, Kolkata

PGDM - Xavier Institute of Management, Bhubaneswar

MA in Applied Economics - Utkal University, Bhubaneswar



Prof. Shaphali Gupta

Marketing Management

PhD from the Shailesh J Mehta School of Management, IIT Bombay

Gold medalist certified trainer by the Indian Society for Training and Development, Ministry of HRD



Prof. Rachappa Shette

Finance, Accounting & Control

Ph.D (Osmania University)

M.Com (Osmania University)



Learn From Leaders Who Have Done It

This programme is taught by practitioners who have owned P&Ls and faculty who have shaped how growth is understood.

Speaker list indicative. Sessions subject to availability. Designations as of Dec 2025

Industry Experts



Ramesh Hande

Director,
Professional Certified Coach
FrontEdge Human
Capital Pvt Ltd



Raja Reddy

Director of Operations,
Servier Myanmar



Arpan Biswas

Chief Marketing Officer,
Reliance Ajo



Srikanth Dahagam

CHRO,
GoAptiv



Sumeet Gupta

Senior Director,
Moglix



Sanjay Panigrahi

Independent Director
Former Chief Customer
Officer, Pidilite
Former GM, Amul



Syamal Ram Kishore

Co-founder & Partner,
Hexawel Healthcare



Vikas Vikram

Sr. Vice President and Head
of Portfolio Management
NIVA Bupa Health
Insurance Ltd

Plus additional leaders across diverse sectors.

Your Credentials



**This Executive Education credential does not confer IIM Kozhikode degree programme alumni status
Executive Alumni status is awarded to participants of this programme*



About IIM Kozhikode

Established in 1996, with its first Post Graduate Programme (PGP 01) officially initiated in 1997, the Indian Institute of Management Kozhikode (IIMK) is on a high-growth trajectory today, offering a wide range of academic programmes in the field of management education. These include the Fellow Programme in Management, Executive PG Programmes, Management Development Programmes, and Faculty Development Programmes. In 2013, IIMK set up a satellite campus at Infopark, Kochi, dedicated to Executive Education. The institute also has the unique distinction of launching a PhD (Practice Track) programme for working professionals, besides introducing dynamic programmes such as the one-year Post Graduate Programme in Business Leadership (2019), MBA in Finance, and MBA in Liberal Studies & Management (2020). IIMK is also home to IIMK LIVE – a first-of-its-kind start-up incubation programme, the Indian Business Museum and seven Centres of Excellence.

IIM Kozhikode has retained its 3rd position in the NIRF India Rankings 2025 (Management) — marking the third successive year among India's Top 3. The institute also features regularly among top global institutions for its flagship MBA (PGP) and EMBA (EPGP) in the QS World University Rankings. IIMK has leapfrogged 100 spots to secure a place in the Top 151–200 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2024. In a remarkable boost to IIM Kozhikode's global credentials, newly launched programmes like PGP-BL (2019) and PGP-Fin (2020) have also entered the Top 151+ programmes worldwide in their respective QS Rankings. IIM Kozhikode is globally accredited by EQUIS (EFMD) and AMBA (UK).

IIM Kozhikode made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked #76 globally in the Financial Times Open-Enrolment Executive Education Rankings 2025. The feat has further consolidated the 30-year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute has also consistently featured among the Top 70 MBA programmes globally in the Financial Times Masters in Management (MiM) Rankings for its flagship PGP. Over the past two decades, IIM Kozhikode has successfully delivered close to 1,450 MDP programmes, training more than 55,000 participants from 200+ organisations, including several Fortune 500 companies.



Accreditations



Rankings, 2025

#76 Globally

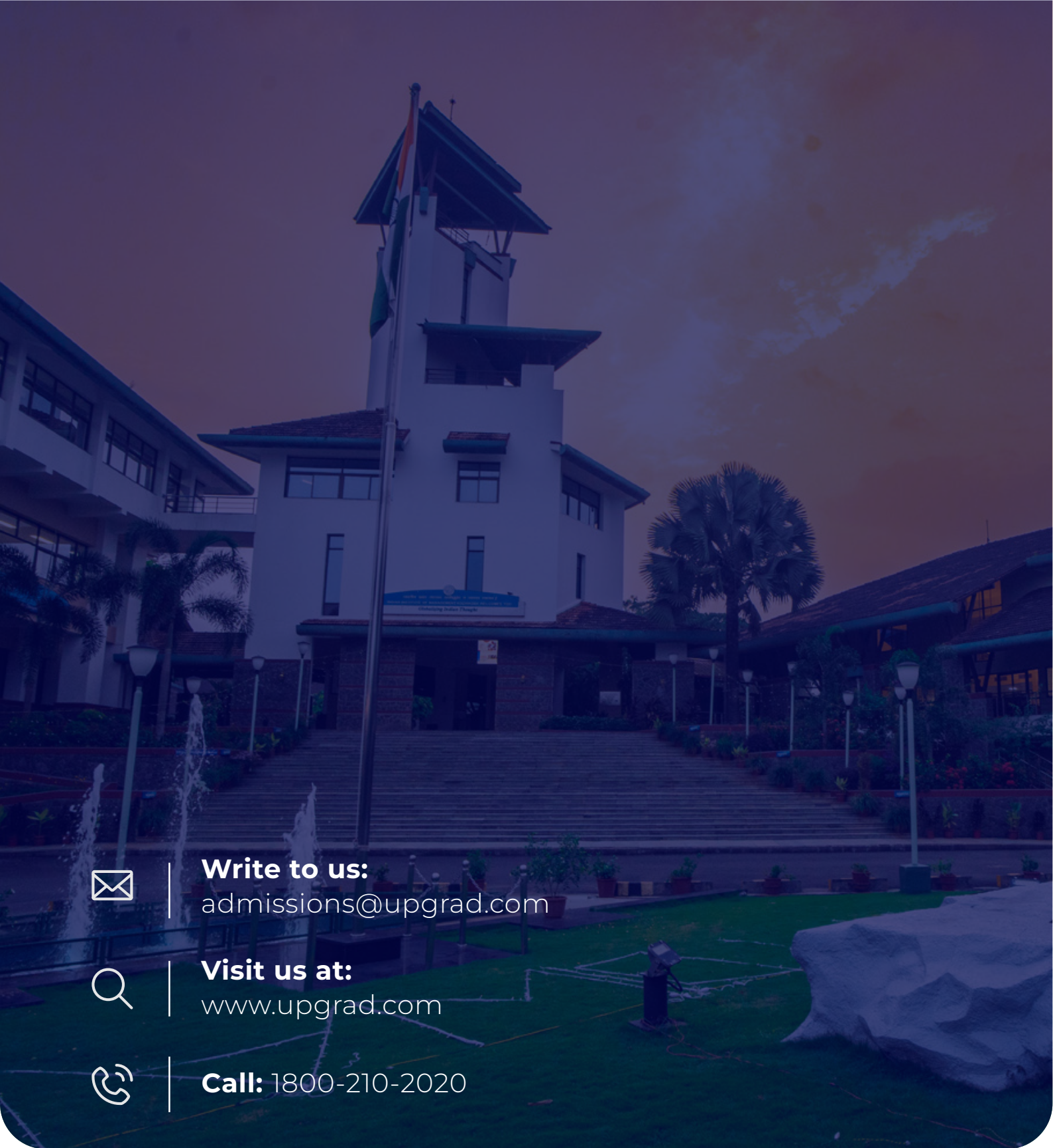


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LET'S TALK
