



**Centre for Digital
Transformation**
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD



ANNUAL REPORT

Centre for Digital Transformation (CDT)

2025-26



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Message from the Centre Chairpersons

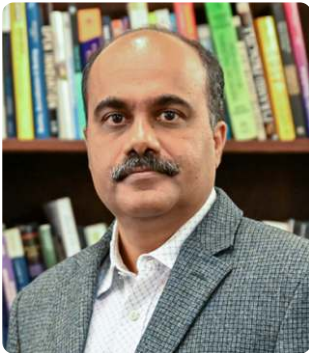
Greetings from the Centre for Digital Transformation (CDT) at IIM Ahmedabad!

The Centre entered its fifth year of operation since its inauguration in August 2021. The Centre focused on research related to digital transformation and received support from leading academicians, faculty members, administrative team members, and industry leaders.

This year, we completed various research projects that created cutting-edge knowledge. The research papers were published and completed. A couple of primary survey research reports were prepared. In addition, we organized the second India Conference on Information Systems (InCIS 2026) and co-organized the second India Management Research Conference (IMRC) 2025 at IIM Ahmedabad. We organized six practitioner seminars by the experts and re-launched online courses on Digital Transformation: Theory and Applications (in Hindi) on SWAYAM & Advanced Digital Transformation Specialization (in English) on the Coursera portal with Online@IIMA.

In addition, we made an impact through advocacy, policy briefs, research, and industry practices.

We would like to thank all stakeholders for their continued support and look forward to more engagement in the future.



Prof. Pankaj Setia
Co-chairperson



Prof. Swanand Deodhar
Co-chairperson

Academic research

The Centre worked on research themes related to information systems and digital transformation last year. The following works were published:

Journal Papers

Havakhor, T., Rahman, M. S., and Setia, P. (2025). Reaping IT Externality Benefits Across Business Units in Multibusiness Firms. *Production and Operations Management*, 35(1), 147-166. <https://doi.org/10.1177/10591478251369600>.

Swanand J. Deodhar, Arvind Sahay, and Tara Tiwari, "Breaking Fad: Unpacking Orchestration of Blockchain Ecosystems", JAIS pre-print (https://aisel.aisnet.org/jais_preprints/229/)

Conference Paper

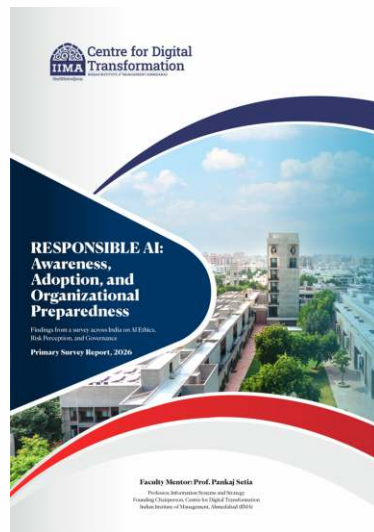
Gupta S., Gupta M., Chandra Kruse, L., and Setia, P. (2025). SequenceFlow: Configuring smarter workflows through graph theoretic recommendations and generative AI-powered explanations. The 35th Workshop on Information Technologies and Systems (WITS2025) Nashville, Tennessee

Research Reports:

Centre for Digital Transformation (2026). [Digital Leadership & Capabilities Assessment: Pilot Report. Ahmedabad: Indian Institute of Management.](#)



Centre for Digital Transformation (2026). [Responsible AI: Awareness, Adoption and Organizational Preparedness: Primary Survey Report. Ahmedabad: Indian Institute of Management.](#)



Case Studies:

Tiwari, T. and Setia, P. (2025). ONDC: Catalysing Digital Transformation in India's E-Commerce Landscape. IIMA Case Centre, CDT0003

<https://cases.iima.ac.in/index.php/ondc-catalysing-digital-transformation-in-india-s-e-commerce-landscape.html>
(Prof. Pankaj Setia received the IIMA Endowment Fund Case Award for the year 2026 for this case study in March 2026)

Sharma, Rajat, Deodhar, Swanand, and Singh, Harshita (2026). EaseMyTrip: Bootstrapped Redemption. IIMA Case Centre, STRO495

<https://cases.iima.ac.in/index.php/easemytrip-bootstrapped-redemption.html>

Policy Brief

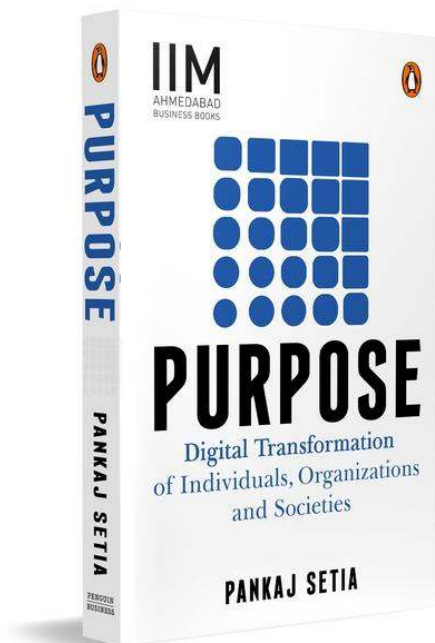
Responsible AI: Awareness, Adoption, and Organizational Preparedness. March 2026.

Faculty Mentor: Prof. Pankaj Setia

Book:

The following book, launched in the USA after its India launch, continues to be a best-seller in its category on online platforms like Amazon India:

Setia, P. (2024). PURPOSE: Digital Transformation of Individuals, Organizations, and Societies. Penguin Random House. New Delhi.



Amazon Bestsellers
Our most popular products based on sales. Updated frequently.

Bestsellers in Theory & Philosophy

<p>#1</p>  <p>The Power of Your Subconscious Mind: Original... » Harold Murthy ★★★★★ 50,331 Paperback ₹149.00</p>	<p>#2</p>  <p>Think and Grow Rich (Original Edition) (Comple... » Napoleon Hill ★★★★★ 2,905 Paperback ₹123.00</p>	<p>#3</p>  <p>Small is Beautiful » E.F. Schumacher ★★★★★ 644 Paperback ₹52.00</p>	<p>#4</p>  <p>Skin in the Game: Hidden Asymmetries in Daily... » Nassim Nicholas Taleb ★★★★★ 4,382 Paperback ₹432.00</p>	<p>#5</p>  <p>The Art of War (Hindi) » Sun Tzu ★★★★★ 772 Paperback ₹99.00</p>	<p>#6</p>  <p>Black Swan, The: The Impact of the High... » Nassim Nicholas Taleb ★★★★★ 7,275 Paperback ₹482.00</p>	<p>#7</p>  <p>The Art of Strategy: A Game Theorist's Guide to... » Benjamin E. Hoot ★★★★★ 1,237 Paperback ₹587.00</p>
<p>#8</p>  <p>Psycho-Cybernetics (Updated and Expanded) » Maxwell Maltz M.D. ★★★★★ 147 Paperback ₹326.00</p>	<p>#9</p>  <p>Economics 101: From Consumer Behavior to... » J. Alfred Hill ★★★★★ 519 Kindle Edition ₹309.70</p>	<p>#10</p>  <p>The Art of War by Sun Tzu (Pocket Classic)... » Sun Tzu ★★★★★ 28 Paperback ₹119.00</p>	<p>#11</p>  <p>The Wealth of Nations (Original Edition)... » Adam Smith ★★★★★ 1,817 Paperback ₹299.00</p>	<p>#12</p>  <p>Make Time: How to focus on what matters every... » Jake Knapp ★★★★★ 5,207 Audiobook ₹615.00</p>	<p>#13</p>  <p>The Divine Comedy: The Original Unabridged... » Dante Alighieri ★★★★★ 233 Paperback ₹284.00</p>	<p>#14</p>  <p>Purpose: Digital Transformation of Individuals... » Prof Pankaj Setia ★★★★★ 10 Paperback ₹321.00</p>

Digital Immersive Events

India Management Research Conference (IMRC 2025)

CDT organized the Digital Transformation Track in the India Management Research Conference (IMRC) 2025 at the IIMA campus from December 5 to 7, 2025, with the theme - **The Future of the Economy: People, Organizations, and Policy**.

The track-level keynote address was delivered by Prof. Anant Mishra, Director of Research and Professor of Supply Chain at the College of Business & Management, VinUniversity in Hanoi, Vietnam, on "**Digital Systems and Frontline Workers: Insights from Two Empirical Studies on Public Health Supply Chains in Developing Economies**".



Thirty-two authors presented 27 peer-reviewed research papers over different thematic sessions, and 10 research posters were presented by 15 authors in the digital transformation track of IMRC 2025.



For track on digital transformation, Sagnik Sarkar from IIM Ahmedabad received the best paper award for his paper titled “Designing Consumer Service Systems in the Age of Yelp: Integrating Digital Reviews into Queuing Decisions”, co-authored with Debjit Roy (IIM Ahmedabad) and Abhishek Roy (Fox School of Business at Temple University). Siddharth Majhi from IIM Sambalpur received the best paper (runner-up) award for his paper titled “Bimodal Information Technology and Structural Transformation: the Case of a Consulting Firm”, co-authored with Proma Chowdhury (IIM Ranchi) and Arindam Mukherjee (IIM Ranchi).



Second India Conference on Information Systems (InCIS 2026)



2nd India Conference on
Information Systems (InCIS)

CONFERENCE COMMITTEE

Conference Chair



Prof. Pankaj Setia

Professor of Information Systems, Founding Chair
Centre for Digital Transformation, IIM Ahmedabad

Senior Advisory Group



Prof. Bharat Bhasker
Director, IIM Ahmedabad



Prof. Rahul Dé

Independent Consultant and Researcher
Former Dean (Programmes) and Retired Professor of
Information Systems, IIM Bangalore



Prof. Saji Mathew K

Professor of Information Systems
DoMS, IIT Madras



Prof. Sathish Krishnan

Professor, Information Systems
IIM Kozhikode



Prof. Sujeet K Sharma

President INAIS, Professor of
Information Systems, IIM Nagpur

Program Co-Chairs



Dr. Adrija Majumdar
IIM Ahmedabad



Dr. Jang Bahadur Singh
IIM Trichy



Dr. Neena Pandey
IIM Visakhapatnam



Dr. Samrat Gupta
IIM Ahmedabad

The second edition of InCIS 2026 was organised by IIM Ahmedabad's Centre for Digital Transformation (CDT) in collaboration with the AIS India Chapter (INAIS) from March 5 to 7, 2026, with the theme: Digital Public Infrastructure for a sustainable and sovereign Digital Future. There was Inauguration Keynote by Prof. Bharat Bhasker, Director, IIMA, Conference Keynote by Prof. Pankaj Setia, conference chair, address by Prof. Sujeet Sharma, President, AIS India Chapter (INAIS), Academic Keynote by Prof. Alok Gupta, Curtis L. Carlson Chair in Information Management, University of Minnesota, on "XHumans "The Mirror and the Mentor": Using LLMs to Explain Human Decision-Making at Work", an industry keynote on "Building for a Billion - via Digital Public Infrastructure (DPI)" by Dr. R. S. Sharma, Distinguished visiting professor, IIT Kanpur, Former Secretary to Govt. of India, Former DG and Mission Director, UIDAI. A workshop on "Framing Research Problems for Impact: Perspectives from an Author, Reviewer, and Editor" by Prof. Hillol Bala and another workshop on "Designing a World-Class Information Systems Program: Lessons learned from 25 years of success" by Prof. Ramesh Venkataraman and Prof. Bipin Prabhakar, from the Kelley School of Business at Indiana University, USA, was organized. The following three paper development workshops (PDW) were organized as part of InCIS 2026:

- Information Systems Journal (ISJ – ABDC A*) PDW by Prof. Sutirtha Chatterjee and Prof. M. N. Ravishankar.
- Special Issue of the Journal of Strategic Information Systems on India at the Intersection: Reconfiguring Commerce, Capabilities and Culture in the Age of Technological Acceleration by Prof. Abhishek Kathuria, Prof. Pankaj Setia, Prof. Priya Seetharaman, and Prof. Saji Mathew.
- Special issue of the Journal of Systems and Information Technology (JSIT) on The Next Frontier in Business: How Generative and Agentic AI are Driving Transformation by Prof. Rahul De, Prof. Neena Pandey, Prof. J. B. Singh and Prof. Sujeet Kumar Sharma.

The conference received 194 paper submissions, which were reviewed by 207 reviewers, resulting in 307 reviews. A total of 135 Research Papers were presented over 27 Parallel Sessions from 14 Parallel Tracks.

A Panel discussion on "Digital Public Infrastructure (DPI) and India's Digital Transformation" was moderated by Prof. Samrat Gupta, Programme co-Chair, InCIS 2026, with the following Panellists:

- Dr. Pankaj Dikshit, Executive Director, Chief AI and Digital Officer, Cygnit.One
- Mr. Sanjay Moralwar, Chief Information Officer, Senores Pharmaceuticals Limited
- Mr. Tarun Vijh, Chief Information Officer, HyFun Foods







Seminars

1. Seminar by Mr. Shankar Maruwada (Co-founder and CEO, Ekstep Foundation) titled “**Digital Public Infrastructure (DPI) in the age of AI - The path traversed and the road ahead for India**” on August 11, 2025, from 11:55 AM IST at AB2 Auditorium, IIMA.



Presents SEMINAR

Digital Public Infrastructure (DPI) in the age of AI - The path traversed and the road ahead for India

August 11, 2025 11:55 AM - 01:10 PM

AB2 Auditorium, IIMA New Campus



Speaker:
Mr. Shankar Maruwada
Co-founder and CEO
Ekstep Foundation



[in IIMA Centre for Digital Transformation](#) www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract:

How can technology become a force for systemic transformation of an entire nation?

This talk explores how India's Digital Public Infrastructure (DPI) mindset powered breakthroughs like Aadhaar and UPI—reshaping how a billion-plus people access identity, finance, welfare and public services.

As AI redefines the frontiers of technology, the DPI approach is evolving to drive change across education, agriculture, and governance.

Drawing from first-hand experience, Shankar Maruwada will share powerful design principles and stories that reveal how nations can build tech as a public good—and reimagine their future.

About the Speaker:

Shankar Maruwada is a rare leader with three decades of experience across corporate, entrepreneurial, government and development environments. He began his career with P&G, then co-founded Marketics, a pioneering data analytics firm. His inspiring entrepreneurial journey was featured in Rashmi Bansal's 2008 bestseller 'Stay Hungry, Stay Foolish' on IIMA entrepreneurs. As a founding team member of UIDAI in 2009, he led marketing and coined the name Aadhaar. He now serves as Co-founder and CEO of the EkStep Foundation, which he set up with Nandan and Rohini Nilekani in 2015. EkStep works at the intersection of Digital Public Infrastructure (DPI), AI and open networks, driving digital transformation across sectors from education to agriculture and learning to earning. An IIT Kharagpur and IIM Ahmedabad alum (PGP-96), Shankar brings startup agility to public problems and is committed to building scalable digital infrastructure that serves billions and delivers societal value.



2. Seminar titled "**Unlocking Digital Transformation at Billion Scale**" by Mr. T. Koshy (Founding MD & CEO, Open Network for Digital Commerce (ONDC)) on August 13, 2025, from 02:30 PM IST at AB2 Auditorium, IIMA.



Presents SEMINAR

Unlocking Digital Transformation at Billion Scale

August 13, 2025 02:30 PM to 03:45 PM IST

AB2 Auditorium, IIMA New Campus



Speaker:
Mr. T. Koshy
Founding MD & CEO
Open Network for Digital Commerce (ONDC)



in IIMA Centre for Digital Transformation www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract:

The talk shall focus on enabling digital transformation at a billion-scale level, emphasizing the role of digital commerce infrastructure like Open Network for Digital Commerce (ONDC). The ONDC was introduced as the foundational infrastructure for digital commerce in India, aiming to democratize by promoting interoperability, specialization, and inclusivity. Global digital markets face issues of concentration and limited penetration, which ONDC seeks to address. The speaker will cover the regulatory efforts in the US, EU, and UK to address platform dominance. ONDC is positioned as a network-based alternative to platform-centric models, enabling new business models and cross-domain applications. Ultimately, the success of ONDC depends on how effectively the ecosystem embraces and leverages it.

About the Speaker:

T. Koshy is a globally recognized expert in Digital Transformation with a special focus on Digital Public Infrastructure and has 30+ years of experience in the domain. Most recently, he was the founding MD and CEO of Open Network for Digital Commerce (ONDC) - a globally first initiative in India.

He's been part of multiple digital initiatives in India, including as part of the founding team of National Security Depository Limited (NSDL), He played key role implementation of many digital transformation projects, including the New Pension Systems in India, Tax Information Network (TIN), Online tax accounting system for direct and indirect tax, SEZ Online etc.

He has played key consulting roles for UIDAI (unique ID), GSTN, eVIN & CoWIN for the healthcare sector. He consulted for the World Bank and ADB in the areas of Identity and Social Protection for more than 10 countries. He has been a keynote speaker in India and globally in more than 150 events.

He is recognized as a Distinguished Alumnus of IIM Bangalore.



3. Seminar by Dr Rajkumar Upadhyay, Chief Executive Officer and Chairman Board, Centre for Development of Telematics (C-DOT) titled "Role of Indigenization in Digital Transformation" on January 14, 2026 from 12:00 PM



Presents SEMINAR

Role of Indigenization in Digital Transformation

January 14, 2026 12:00 PM – 01:00 PM

AB2 Auditorium, IIMA New Campus



Speaker:
Dr. Rajkumar Upadhyay
Chief Executive Officer and Chairman Board,
Centre for Development of Telematics (C-DOT)



[in IIMA Centre for Digital Transformation](#) www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract:

Digital Public Infrastructure (DPI) is playing a pivotal role in accelerating India's digital and socio-economic transformation by making public services more accessible, efficient, and inclusive. The session will underline that DPI should be seen not just as a set of digital tools, but as a foundational framework for nation-building. A key focus will be on the necessity of indigenizing core digital technologies to reduce external dependency, enhance cybersecurity, and strengthen domestic intellectual property in an increasingly uncertain global environment. The session will outline how the Centre for Development of Telematics (C-DOT) continues to support contemporary DPI needs through advanced telecom solutions, secure network architectures, and next-generation digital infrastructure aligned with national initiatives such as "Atmanirbhar Bharat". The session will emphasize the need for deeper collaboration among policymakers, academia, and industry, with institutions such as IIM Ahmedabad positioned to advance leadership and innovation essential for achieving India's digitally sovereign and inclusive future.

About the Speaker:

Dr Rajkumar Upadhyay is an officer of the Indian Telecommunication Services (ITS) of the Government of India and is currently the Chief Executive Officer and Chairman of the Board, Centre for Development of Telematics (C-DOT), a premier R&D Centre of the Ministry of Communications, Government of India.

Prior to this engagement, his assignments included Additional Director General & Head of South India in Prasar Bharati, Deputy Director General in the Department of Telecommunications, Government of India, and Advisor to the Telecom Regulatory Authority of India (TRAI). He also worked as a Scientist in the Defence Research & Development Organization, Ministry of Defence.

Dr Upadhyay is a Senior IEEE member. He is a member of the IEEE Collaborative Activities Governance Board (CAG). He also serves as the thematic lead of the Expert Network of the Digital Innovation Board of ITU. He is a founding and Governing Council (GC) Member of 'Bharat 6G Alliance' and steering committee member of the apex council of 'Bharat 6G mission' formed by the Government of India. Dr Upadhyay is the co-chair of the Quantum Communication Hub under the National Quantum Mission and also the chairman of the task force for quantum migration in the country. He is a member of the Apex Committee under the State Quantum Mission under the "Quantum Valley" initiative launched by the Government of Andhra Pradesh. He is also a member of the Technical Advisory Committee of C-DAC.

He is a governing council member of the IETE, Telecom Centre of Excellence (TCOE), and an Executive Council member of the Broadband India Forum (BIF). He is also a member of the Confederation of Indian Industry (CII)'s National Committee on Electronics manufacturing and National Committee on Telecom and Broadband, TSDSI Standing Committee on Standardization & Transposition and has been the Chairman TSDSI Outreach Committee.

He has been the Chairman of the working group on 'Policy and Regulation for South Asian Regulators Council (SATRC) during 2011-12, the Chairperson of the Global Standards Symposium of the International Telecommunication Union (ITU) held at WTSA in New Delhi in October 2024.

Dr Upadhyay holds a Ph.D. in Corporate Strategy & Policy and an MBA from IIM Bangalore & MTech from the Indian Institute of Technology (IIT), Roorkee. He is the winner of several awards, including J.C. Bose award by the Ministry of Defence, the National e-Governance award by the Government of India, the CIO 100 award by International Data Group (IDG), Deepak C. Jain Award by IIM Bangalore. During his tenure at Prasar Bharati, he received several awards in the name of the organization. Under his leadership in C-DOT, the organization has received numerous prestigious recognitions, including two awards from ITU, the Deendayal Upadhyay Award from DoT, the Telecom Person of the Year award, and the Path Breaker of the Year award from Voice and Data. Dr Upadhyay has authored various papers in journals and articles in magazines and has delivered Lectures at the International Telecom Union (ITU) and premier institutes.



4. Seminar by Mr Nitin Mishra, Executive Director, National Payments Corporation of India (NPCI) titled “**Digital Commerce & Payments with Trust: A DPG approach**” January 14, 2026, from 2:30 PM



Presents **SEMINAR**

Digital Commerce & Payments with Trust: A DPG approach

January 14, 2026 02:30 PM – 03:45 PM

AB2 Auditorium, IIMA New Campus



Speaker:
Mr Nitin Mishra
Executive Director
National Payments Corporation of India (NPCI)



[in](#) IIMA Centre for Digital Transformation www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract:

India has unique problems around engaging with distinct diaspora of population offering value that cuts across their needs. Digital Public Infrastructure provides transparent, trusted and efficient for these value deliveries suited to specific needs for citizens. With concepts like UPI, ONDC and Aadhaar, it has been proven without doubt that such an ecosystem provides for an agile approach to delivering value to every section of society, built on digital rails. We will delve deeper into some of these initiatives that create a seamless and equitable platform for ordinary citizens to engage, interact, and extract value through well-authenticated, trusted, and efficient processes. Digital Payments and Commerce: A trusted and transparent ecosystem built on digital rails.

About the Speaker:

Mr. Nitin Mishra is associated with NPCI as the Executive Director - Operate. Mr. Nitin holds strong result-oriented technology leadership traits with extensive experience in design, architecture, development, and operating internet-scale applications and infinitely scalable technology stack for the significant use cases in Government Taxation, FMCG, Telecom, EDA, Banking and Financial Services and large consumer internet application. Before NPCI, his assignment was with ONDC as a CTO, where he was responsible for overall technology development and strategy for the first commerce network in India. Prior to ONDC, Nitin was also CTO for GSTN and has played a key role in building & operating the largest taxation network of the world. Nitin played a key role in implementation of GST in India. Nitin is a strong proponent of Opensource and Opensource inspired technology stack and is an avid practitioner of open source technologies. Nitin holds a total 30+ years of industry experience, with prior assignments ranging with the conglomerates namely EY, Good & Services Tax Network, Walmart Labs India, Oracle, Yahoo, Goldman Sachs Services, etc.

Mr. Mishra holds an Executive Post Graduate Diploma in Management majoring in Finance and Marketing from the Indian Institute of Management Kozhikode and a Bachelor of Engineering, Industrial Electronics from Doctor Babasaheb Ambedkar Marathwada University.



5. Seminar by Mr B. G. Mahesh, CEO, Sahamati, titled “Account Aggregator (AA) ecosystem as a Digital Public Infrastructure (DPI): Enabling Efficiency, Productivity, and Inclusion in the Financial Sector” on February 16, 2026, from 12:00 PM



Presents SEMINAR

Account Aggregator (AA) ecosystem as a Digital Public Infrastructure (DPI): Enabling Efficiency, Productivity, and Inclusion in the Financial Sector

February 16, 2026 12:00 PM – 01:00 PM

AB2 Auditorium, IIMA New Campus



Speaker:
Mr B. G. Mahesh
CEO, Sahamati



in IIMA Centre for Digital Transformation www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract:

The Account Aggregator (AA) ecosystem is a consent-based framework that enables individuals and small businesses to securely share their financial information across regulated financial institutions, based on explicit and informed user consent. It provides a standardized and interoperable mechanism for financial data sharing across sectors such as banking, lending, insurance, capital markets, and taxation.

By improving the availability, quality, and timeliness of data sharing, the AA framework helps reduce information asymmetries and operational friction in financial services. This enables financial institutions to design more efficient processes and offer products that are better aligned to customer risk profiles, particularly for underserved and thin-file users. The session will examine the role of AA as an emerging digital public infrastructure and discuss its implications for financial inclusion and institutional decision-making.

About the Speaker:

Mahesh is the CEO of Sahamati, a not-for-profit industry alliance of participants in the Account Aggregator (AA) ecosystem.

He’s been leading the implementation of the Account Aggregator framework, a Digital Public Infrastructure for Data empowerment. AA is a techno-legal framework that gives individuals & small businesses control of their data. It’s being rolled out in India and is the largest implementation of Open Finance globally.

Mahesh was also the visionary founder of OneIndia.com, credited with bringing all major Indian languages online as early as 2000, breaking barriers to digital access and inclusion. Guided by a deep commitment to empowerment, he continues to champion technology-led innovation for societal good.



6. Seminar by Mr Tarang Bhargava, Chief Information Officer (CIO), Petrochemical Division, Adani Group titled “**Digital Transformation Experiences**” on February 16, 2026, from 02:30 PM

Digital Transformation Experiences

February 16, 2026 02:30 PM - 03:45 PM IST

AB2 Auditorium, IIMA New Campus



Speaker:
Mr Tarang Bhargava
Chief Information Officer (CIO),
Petrochemical Division, Adani Group



in IIMA Centre for Digital Transformation www.iima.ac.in/faculty-research/centers/Centre-for-Digital-Transformation

Abstract:

The speaker shall cover experiences/case studies of how digital transformation use cases are deployed with an emphasis on large enterprises and conglomerates. He would also cover some of the dos and don'ts on embarking on a digital transformation journey for organizations.

About the Speaker:

Tarang Bhargava is an accomplished professional currently serving as the Chief Information Officer (CIO) for the Petrochemical division at Adani Group. Tarang brings more than 25 years of extensive experience in various roles at Adani Enterprises Limited, SAP, IBM & TCS. His expertise lies in driving digital transformation, optimizing IT strategies, and ensuring seamless technology integration.



Online Courses

Prof. Pankaj Setia offered the following online courses through Online@IIMA on the SWAYAM and Coursera platforms:

- Digital Transformation: Theory and Applications (in Hindi) re-launched on SWAYAM
- Online@IIMA (Coursera) courses on
 - Leading with a Digital Strategy
 - How to Transform Digitally?
 - Transforming Life and Organizations in the Digital Age
 - Certification course on Advanced Digital Transformation Specialization

Representation in Conferences and Discussions

- Prof. Swanand Deodhar participated in a panel discussion on **Digitalization and International Business**, organized by the Association of International Business Asia with Prof. Jongmin Lee and Prof. Ziliang Deng, in December 2025 at Hanoi, Vietnam.

- Prof. Pankaj Setia delivered a keynote address at the Bank of America Annual Treasury Exchange Conference at Gurugram on 18th June 2025.

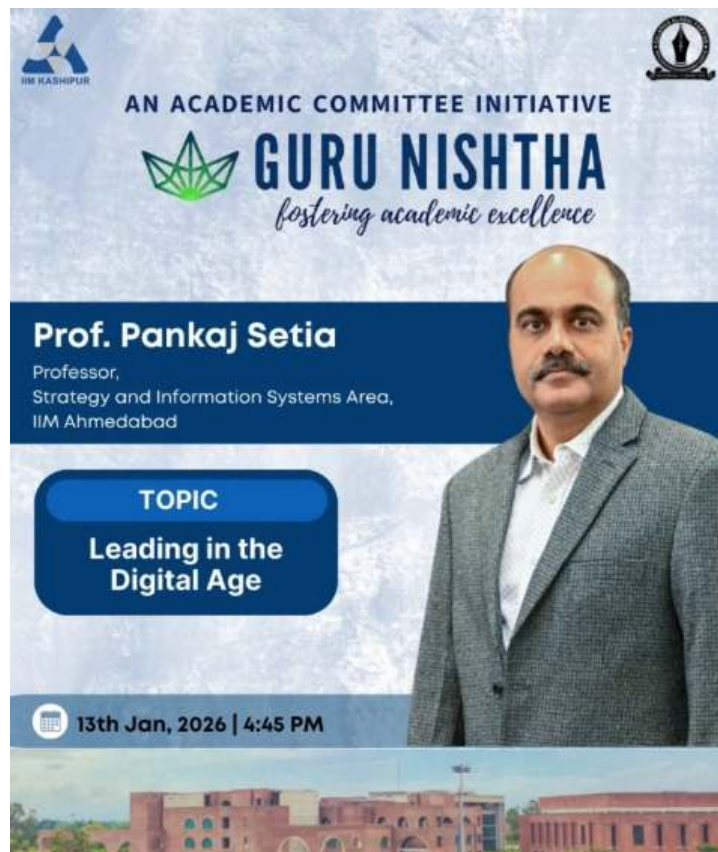
AGENDA

4.30 PM - Registration

5.00 PM - Opening Remarks – Winnie Chen, Head of Asia Pacific Global Payments Solutions (GPS)

5.05 PM – Keynote address – Pankaj Setia, Information Systems & Strategy Professor, IIMA
Co-Chairperson, Center for Digital Transformation
Indian Institute of Management (IIM), Ahmedabad

- Prof. Pankaj Setia conducted a session on "**Leading in the Digital Age**" for Guru Nishtha at IIM Kashipur on January 13, 2026.



The poster features the IIM Kashipur logo at the top left and the IIMA logo at the top right. The central text reads "AN ACADEMIC COMMITTEE INITIATIVE" above the "GURU NISHTHA" logo, which includes a green crown icon and the tagline "fostering academic excellence". Below this, a blue banner identifies "Prof. Pankaj Setia" as a Professor in the Strategy and Information Systems Area at IIM Ahmedabad. A dark blue rounded rectangle highlights the "TOPIC" as "Leading in the Digital Age". At the bottom left, a calendar icon indicates the date and time: "13th Jan, 2026 | 4:45 PM". The background of the poster shows a portrait of Prof. Setia and a view of the IIM Kashipur campus.

- Prof. Pankaj Setia delivered two seminars at the Shailesh J. Mehta School of Management, IIT Bombay, in February 2026: (1) **"Purpose: Leading in the Digital Age"** for the MBA students and (2) **"Reaping IT Externality Benefits Across Business Units in Multibusiness Firms"** for the research students based on his FT50 journal paper.



- Prof. Pankaj Setia participated in an exclusive event, "India Accelerates 2026", hosted by the Bank of America during the India AI Summit in New Delhi on February 18, 2026



PARTICIPANTS

		
<p>Nandan Nilekani Co-Founder & Chairman, Infosys</p>	<p>Nilesh Jasani Founder, GenInnov Funds</p>	<p>Olivier Blum CEO, Schneider Electric</p>
		
<p>Pankaj Setia Founding Chair, Center for Digital Transformation, IIMA</p>	<p>Prashant Warier Co-Founder & CEO, Qure.ai</p>	<p>Priya Malik Artist</p>
		
<p>Pratyush Kumar Co-Founder, Sarvam AI</p>	<p>Rahul Patil CTO, Anthropic</p>	<p>Ravi Mhatre Co-Founder & Partner, Lightspeed</p>




INDIA ACCELERATES
/// 2026

- Session on **"Getting Your First Break: Paper Acceptance, Rejection, and Everything in Between"** conducted by Prof. Swanand Deodhar at the 5th Annual International Research Conference and Doctoral Workshop, IIM Lucknow, on February 13, 2026



- Prof. Swanand Deodhar conducted a couple of sessions for Schaeffler/Kotak startup cohort on **"GenAI for Integration and Customization"** and **"AI for customer segmentation"** on February 4, 2026, at IIMA Ventures

- Prof. Swanand Deodhar conducted a session at the Management Conclave 2026 on the theme **"AI for Business: Perspectives on Emerging Opportunities & Challenges"** at IILM Academy of Higher Education, Jaipur, on March 20, 2026.



Media Coverage and Op-ed Articles

- Financial Express (India) CIO website published an interview with Prof. Pankaj Setia on "AI Transforms CIO From Cost Centre to Catalyst". Full interview is available at:

<https://db.financialexpressb2b.com/interviews/ai-transforms-cio-from-cost-center-to-catalyst-prof-pankaj-setia-iim-a>

AI Transforms CIO From Cost Center to Catalyst: Prof Pankaj Setia, IIM-A

With AI automating routine tasks, CIOs must focus on innovation, organisational change, and creating new revenue streams to build future-ready enterprises.

By Vaishendra Singh
Updated at: July 2, 2023 2:42 PM



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- FUTECH Financial Express Article by Prof. Pankaj Setia published on March 26, 2026, on "Beyond the Prompt: Managerial Muscle in the Age of AI". The complete article is available at:

<https://futech.financialexpressb2b.com/blogs/beyond-the-prompt-managerial-muscle-in-the-age-of-ai>



- Prof. Pankaj Setia has been appointed as a distinguished expert on the Interview Panel for the Recruitment of Senior Technical Manpower and Team Leaders (contractual) at the High Court of Gujarat

Prof. Pankaj Setia of the Information Systems Area has been appointed as a distinguished expert on the Interview Panel for the Recruitment of Senior Technical Manpower and Team Leaders (Contractual) at the High Court of Gujarat.



- InCIS 2026 was covered by TechDay, ITBrief India, India Education Diary, Navjeevan Express, Bilkul Online, and The Live Ahmedabad in the online media.

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