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AHMEDABAD



# CENTRE FOR DIGITAL TRANSFORMATION (CDT)

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ANNUAL  
REPORT

2021  
2022





# CONTENTS

• <b>Message from the Founding Chairperson - Prof. Pankaj Setia</b> .....	<b>01</b>
• <b>About Us</b> .....	<b>02</b>
• <b>Our Work on Industry Connect</b> .....	<b>04</b>
▪ Retail Tech Consortium .....	04
▪ Leadership Survey .....	04
• <b>News Snippets</b> .....	<b>05</b>
• <b>Ongoing Research Themes and Projects</b> .....	<b>06</b>
▪ Consumer and Retail .....	06
▪ Organizational Transformations .....	07
▪ Inclusion and Bridging Digital Divide .....	07
• <b>Publications</b> .....	<b>08</b>
• <b>Events</b> .....	<b>11</b>
• <b>Budget</b> .....	<b>16</b>
• <b>Advisory Committee</b> .....	<b>17</b>
• <b>Council for Responsible Digital Transformation</b> .....	<b>17</b>
• <b>Members of the Centre</b> .....	<b>18</b>
• <b>Our Research Team</b> .....	<b>19</b>
▪ Current Members and Past Members .....	19





## MESSAGE FROM THE FOUNDING CHAIRPERSON PROF. PANKAJ SETIA



Greetings! The centre for digital transformation (CDT) at Indian Institute of Management Ahmedabad (IIMA) was conceptualized and championed in collaboration with the Bank of America (BoA). Subsequently, we now have received support from leading academicians and industry leaders. Two key bodies within the centre include a council to discuss responsible digital transformation and advisory committee to guide the centre's activities. Our goal with the council for responsible digital transformation is to deliberate on these hard and complex decisions which will shape humanity going forward. We intend to create new knowledge through research to tackle these challenges. The advisory committee broadly looks at the centre, its priorities, and the things we work on including being involved with the work of the council. Ms. Cathy Bessant is co-chair with me on the advisory committee.

Many faculty members, research, and administrative team members are helping us with the centre's activities. These activities involve addressing issues related to the use of digital technologies. As an example, the use of AI-enabled algorithms brings to the fore the issues related to in-built bias. The challenge for responsible digital transformation is whether these algorithms will learn to be unbiased.

We intend to be one of the leading voices for building thought and knowledge leadership. Three focus areas are most significant in our works:

**Consumer and Retail:** ubiquitous digital technologies have transformed what consumers and society now expect. World over, customers expect products to be delivered to them at the doorstep. If you go back a few years, India had the concept of haats. A lot of traders traveled to serve customers across villages, visiting them after many weeks. Digitally enabled transformations in customer expectations are now pertinently seen across various work domains, such as the government, and healthcare services. Therefore, our first focus is on retail and consumer expectations.

**Organizational Transformation:** widespread transformation is happening at the organizational level. Many digital technologies and frameworks are changing how the organization works, as they assimilate hyper-automation, Robotic Process Automation (RPA), automated warehouses or the Internet of Things (IoTs), and many other technologies and digital frameworks. So, the second theme of our works is around the leadership of organizational digital transformation.

**Inclusion and Bridging Digital Divide:** although many people have expectations that are very high, many others are left untouched, despite great economic progress. For example, if one may not have access to a smartphone, it's hard for them to expect advanced services that everybody else is getting used to. Therefore, we focus on social development and related domains.

In the three areas identified above, we engage in activities associated with research, webinars, case studies, field experiments, policy briefs, reports, and so on. To engage in these activities, the CDT was inaugurated in the hybrid mode on 26<sup>th</sup> August 2021. The centre's activities during the past year are highlighted below.

# ABOUT US

The Centre for Digital Transformation does cutting-edge research studying organizational dynamics related to the development, strategy, and leadership of digital innovations. Using various conceptual frameworks that integrate theories and developments in strategy, economics, information systems, and other business disciplines, the centre examines digital transformation, emphasizing a focus on:

- | **Digital Value Chain Innovations**
- | **Leadership in Digital Social Networks**
- | **Human Emotions and Sentiments in the Digitized World**
- | **Building Online Marketplaces and IT-enabled Disintermediation**
- | **Digital Architectures and Governance Models**
- | **Business Analytics**
- | **Digital Channels for Retail**
- | **Effects of Digitization on Jobs, Incomes, and Wages**
- | **Digital Processes, Products, Platforms, and Services**
- | **Digitally Engendered Network Effects**
- | **Digital Business Strategy**
- | **Digitization and Transformation of Work**
- | **Neuroscientific Dynamics Underlying Customer Interactions with Technology**
- | **Digitally Enabled Customer Participation for Co-creation and Co-innovation**
- | **Role of Artificially Intelligent (AI) Technologies in Organizational and Societal Transformation**





## CENTRE FOR DIGITAL TRANSFORMATION (CDT)

The mission of the centre is to help the country and world develop skill sets that bring about responsible digital transformation. The centre engages in various activities that guide thought and action in the digital era. Specifically, the centre focuses on activities that enhance an understanding of the digital ecosystem and catalyzes leadership, as it leverages its expertise in research and development of strategy, economics, information systems, and digital innovations. Some of the key activities of the centre include research, organizational engagement and offerings, digital transformation program, and knowledge dissemination initiatives like webinars, discussion series, on digital transformation.

During the last fiscal, the Centre for Digital Transformation (CDT) was actively engaged in the industry-connect with the formation of the Retail Tech Consortium (RTC) and focused research on three chosen themes viz. Consumer and Retail, Organizational Transformation, and Inclusion and Bridging Digital Divide. The notable RTC industry partners include Chroma, Fabindia, Flipkart, Oyo, Patanjali, Procter and Gamble (P&G), Snapdeal, and Unilever with a few more in the pipeline. The CDT got inaugurated in hybrid mode on 26th Aug'21, which got delayed due to the ongoing pandemic and was attended by all the advisory committee & council for responsible digital transformation members. Wide media coverage was received by the centre on the inauguration and formalization of industry connect under the RTC in Dec'21 and Mar'22. The CDT organized a panel discussion on Augmented Artificial Intelligence (AI) and also published a case study on the applicability of augmented AI in the agriculture domain. The centre organized knowledge dissemination activities like webinars and made an invited representation in industry/academic forums through keynote addresses, panel discussions and webinars. The faculty members of the centre published 24 research articles in top journals, conferences, and books chapters during the last fiscal.





## OUR WORK ON INDUSTRY CONNECT

### Retail Tech Consortium

Digitization of retail is happening very fast in India and poses many challenges and opportunities, both for online retailers as well as traditional retailers. Digital technologies are being intertwined with retail processes, opening newer avenues for retailers of all types. Through the Retail Tech consortium, we are taking a deeper look at this changing landscape and presenting solutions that enhance the overall well-being of society. We aim to initiate cutting-edge research on issues the retail sector is facing, gather insights and facilitate knowledge sharing to help retailers across the industry come up to speed with the current demands. We identify this as an urgent need as retailers need to quickly react to the constantly changing preferences of customers and the advent of new technological innovations. Managing inventory, labor shortages, supply chain logistics, and adhering to sustainable practices are a few other challenges that most online sellers are facing. The Retail Tech Consortium (RTC) at Centre for Digital Transformation (CDT) at Indian Institute of Management Ahmedabad (IIMA) will create and share insights gathered through research that can enable the development of solutions by partners across the board.

Some of the activities that the consortium will undertake include nationwide consumer surveys on retail tech, development of case studies, conducting field experiments and research studies, retail tech webinars, conferences, and more. These interventions will not only allow a healthy cross-pollination of ideas and impartation of knowledge among companies and industries but also help create open data sources to enable learning across Retail Tech. Consortium (RTC) under the aegis of the Centre for Digital Transformation (CDT) at IIM Ahmedabad is also providing its industry partners to collaborate on benchmarking and sharing good practices, networking, policy advocacy, and industry analysis.

In financial year 21-22, RTC partnered with industry leaders like Flipkart, OYO, Snapdeal, Croma, Fabindia, Unilever, P&G and the likes for thought leadership and knowledge sharing on retail technologies.

In financial year 22-23, we plan to focus on - technology-enabled inclusive and sustainable retailing. Our vision is to engage with retail technology leaders to deliver knowledge on technology trends and facilitate collaboration across the retail sector.

The centre is undertaking a consumer survey on digital channels and consumer emotions which is intended to collect pan-India data of around 35,000 individual consumers capturing their experiences in accessing and using online retail shopping platforms.

### Leadership Survey

Due to this widespread adoption of technologies, digital transformation is changing the way organizations operate and compete today at various levels. With this background, we aim to undertake a survey of various public and private firms to collect data from around 1000 organizations by interviewing their top management or department heads. The objective is to capture their leadership styles and capabilities that drive the digitization planning, communication, and execution. The survey will focus on collecting data related to demography, strategic decisions, investments, outcomes, and other factors which help us evaluate the leadership styles and capability development of firms embracing digital transformation. The survey will cut across a spectrum of small, medium, and large organizations in the private and public sectors.







## ONGOING RESEARCH THEMES AND PROJECTS

### Our research work on **Consumer and Retail**:

Collaborating with various online retailers to shape the environment for the digitalization of modern retail. Focusing on customer needs and well-being, the centre is engaged in research to ascertain what consumers value and how retailers may serve them better. Ascertaining the principles of value creation in retail, the role of technology in engaging patients in creating healthcare services, etc. Current projects under this research theme are as follows:





Our research work on **Organizational Transformations:**

As more companies strive to develop new digital capabilities, many are making significant changes to their organizational culture, capabilities, digital architectures, and leadership profiles. The centre is assessing various aspects related to using digital business strategies to leverage digital technologies that span social media, artificial intelligence, or crowdsourcing technologies. The research projects conducted at CDT assess how digital technologies are leading to a transformation of leadership, data-driven decision-making and supply chain efficiency. Current projects are as follows:



Our research work on **Inclusion and Bridging Digital Divide:**

With its focus on responsible digital transformation, the centre is pursuing research on bridging the digital divide, leveraging digital technologies for social justice, and examining modern slavery in supply chains. Current projects are as follows:







## PUBLICATIONS FROM THE MEMBERS OF THE CENTRE (MARCH - 2020 TO MARCH - 2022)

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## Articles in Newsletters / Magazines

**Prof. Pankaj Setia**

Leading Research on Digitalization :  
The Centre for Digital Transformation, Ideas from IIMA, February 2022

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**Prof. Pankaj Setia**

How to Digitize India? (Outlook India Article) 16-Jun-21

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**Prof. Pankaj Setia**

Leveraging digital technologies: How information quality leads to localized capabilities and customer service performance (DQINDIA Article) 8-Jun-21

[CLICK HERE](#)

**Prof. Pankaj Setia**

India needs to find its digital dharma. Forbes, India

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## ACTIVITIES AND EVENTS

### Inauguration of the Centre for Digital Transformation (CDT)

The centre was formally inaugurated on 26-Aug-21 in presence of the members of the advisory committee and the council for responsible digital transformation. The advisory committee members in attendance included Prof. Pankaj Setia, founding chair & institute chair professor at IIMA; co-chair Ms. Catherine P. Bessant, Chief Operations and technology officer, Bank of America, Prof. Errol D'souza, Director, IIM Ahmedabad; Mr. Sumeet Chabria, Global Business Services Executive, Bank of America; Dr. Debjit Roy, Institute Chair Professor, IIMA; and Prof. (Dr.) Ramayya Krishnan, Dean of

Heinz College, Carnegie Mellon University. The attending council members included Prof. Ritu Agarwal from Robert H. Smith School of Business at the University of Maryland; Debjani Ghosh, President of NASSCOM; Rajesh Gopinathan, CEO of Tata Consultancy Services; Nandan Nilekani, Non-executive Chairman of Infosys; Aditya Puri, Senior Advisor, The Carlyle Group; Dr. Vallabh Sambamurthy, Albert O. Nicholas Dean of the Wisconsin School of Business of the University of Wisconsin–Madison. Ms. Kaku Nahate, India Country head, Bank of America and Ms. Arundhati Bhattacharya, Chairperson and CEO of Salesforce, India also joined the inauguration proceedings.

“Advancements in the information technology sector are growing rapidly and transforming the way we function. The pandemic has further revealed the value of digital operating models and the need for industry, institutions, and nations to ramp up their adoption of technology. Therefore, it becomes imperative that we study the impact of this digital transformation on business, government, individuals and society,” said Professor Errol D'Souza, Director, IIMA.

“Our global economy is quickly becoming more reliant on digital technologies as underscored by our current environment,” said Cathy Bessant, Bank of America Chief Operations and Technology Officer. “With the development of digital economies increasing at an exponential rate, shared learning and best practices are critical for shaping the future for our governments, private industry and universities. It’s how we’ll ensure we’re creating and implementing technology responsibly.”



“Over the last decade, the Indian government has empowered citizens to access social security, financial products, education and health services using digitization as the key enabler,” said Kaku Nakhate, India Country Head, Bank of America. “Bank of America is a key supporter of these initiatives, and this new Centre will only strengthen the responsible digital framework in India.”

The centre will focus on activities that enhance an understanding of the digital ecosystem and catalyze leadership, as it leverages its expertise in research and development to provide thought leadership for digital transformation,” said Professor Pankaj Setia, Founding Chair, Centre for Digital Transformation, IIMA. This will include bringing together leaders from academia, government and private sector to address the pressing moral and ethical questions surrounding the future application of technology and data, conducting and catalyzing cutting-edge research by disseminating white-papers, and research reports and conducting training programs, among other things.



## Creation or Destruction? STEM OPT Extension and Employment of Information Technology Professionals

**Abstract:** Information technology (IT) professionals play an important role in firms' IT investments, innovation, and entrepreneurship, contributing to significant economic growth in the U.S. The use of temporary work visas and related immigration policies has attracted a significant controversy and policy debates in the U.S. On the one hand, foreign IT professionals complement domestic IT professionals by facilitating innovation and entrepreneurship. On the other hand, the foreign IT professionals substitute

the domestic counterparts by intensifying labor market competition. In this study, we focus on an extension in the Optional Practical Training (OPT) program for STEM graduates from U.S. institutions. Specifically, we explore the effects of the OPT extension on the number and wage of domestic workers in STEM occupations and how these effects differ between IT and non-IT STEM occupations. Our results demonstrate that an increase in the supply of foreign IT professionals from the OPT extension boosts the employment of domestic IT professionals. This study contributes to the information systems, labor economics, and public policy literature by quantifying the impacts of a policy change on the employment of IT professionals and provides rich implications for policymakers.



Centre for Digital Transformation (CDT)

Webinar on

**Creation or Destruction? STEM OPT Extension and Employment of Information Technology Professionals**

February 4, 2022 | 4 p.m. to 5:30 p.m. IST (5:30 a.m. - 7 a.m. EST)

**Professor Min-Seok Pang**  
Milton F. Stauffer Research Fellow and Associate Professor of Management Information Systems at Fox School of Business, Temple University USA

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STEM OPT Extension and Employment of IT Professionals

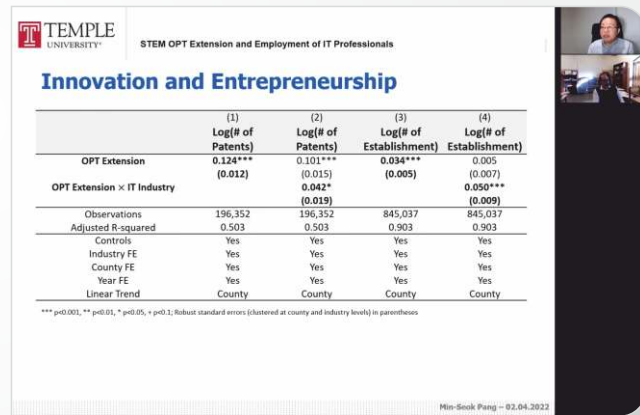
### Global Competition for High-Skilled Workers

Where do the world's talents immigrate to?

- 28 million High-Skilled migrants residing in OECD Countries in 2010
- An increase of 130% since 1995
- Only four OECD countries constitute the destination for nearly 70% of the 28 million
- In 2010, the United States hosted 11.4 million skilled migrants
- 4.1% of the OECD total
- High-skilled female immigrants in OECD countries grew by 52% between 1990 and 2010

Source: Global Talent Poles

Min-Seok Pang - 02.04.2022



STEM OPT Extension and Employment of IT Professionals

### Innovation and Entrepreneurship

	(1)	(2)	(3)	(4)
	Log[# of Patents]	Log[# of Patents]	Log[# of Establishment]	Log[# of Establishment]
OPT Extension	0.124*** (0.012)	0.101*** (0.015)	0.034*** (0.005)	0.005 (0.007)
OPT Extension × IT Industry		0.042* (0.019)		0.050*** (0.009)
Observations	196,352	196,352	845,037	845,037
Adjusted R-squared	0.503	0.503	0.903	0.903
Controls	Yes	Yes	Yes	Yes
Industry FE	Yes	Yes	Yes	Yes
County FE	Yes	Yes	Yes	Yes
Year FE	Yes	Yes	Yes	Yes
Linear Trend	County	County	County	County

\*\*\* p<0.001, \*\* p<0.01, \* p<0.05, + p<0.1; Robust standard errors (clustered at county and industry levels) in parentheses

Min-Seok Pang - 02.04.2022

**Speaker's Profile:** Prof. Min-Seok Pang is an Associate Professor of Management Information Systems and Milton F. Stauffer Research Fellow at Fox School of Business, Temple University. He serves as a senior editor of the Journal of the Association for Information Systems (AIS) and an Associate Editor at MIS Quarterly. He has received a B.S. in Industrial Engineering and an M.S. in Management from Korea Advanced Institute of Science and Technology (KAIST) and holds a Ph.D. in Business Administration from University of Michigan. His research interests include strategic management of information technology in the public sector and technology-enabled public policies. His research has been published in Management Science, MIS Quarterly, and Information Systems Research. He received an AIS Best Information Systems Publication Award, a Best Published Paper Award from Information Systems Research, and an Outstanding Reviewer of the Year Award from MIS Quarterly. He teaches Information Technology Management for Fox MBA programs.



## A panel discussion on Augmented AI: Opportunities and Challenges moderated by Prof Pankaj Setia

(The IIMA chair professor, Chairperson – CDT, and Professor of information systems, IIMA) with the following panelists:

Prof Hemant Jain  
(W. Max Finley Chair, Gary W. Rollins College of Business, The University of Tennessee at Chattanooga, USA),  
Dr Manish Gupta  
(Director, Google Research India), and  
Prof Vidya Vemireddy  
(Assistant Professor, Centre for Management in Agriculture, IIMA)

**Abstract:** Recent developments in artificial intelligence (AI) have increased interest in combining AI with human intelligence to develop superior systems that augment human and artificial intelligence. In this paper, augmented intelligence informally means computers and humans working together, by design, to enhance one another, such that the intelligence of the resulting system improves. Intelligence augmentation (IA) can pool the joint intelligence of humans and computers to transform individual work, organizations, and society. Notably, applications of IA are beginning to emerge in several domains, such as cybersecurity, privacy, counterterrorism, and healthcare, among others. We provide a brief summary of papers in this special section that represent early attempts to address some of the rapidly emerging research issues. We also present a framework to guide research on IA and advocate for the important implications of IA for the future of work, organizations, and society. We conclude by outlining promising research directions based on this framework for the information systems and related disciplines.

**Reference:** [CLICK HERE](#)

Centre For Digital Transformation  
Panel Discussion  
**Augmented AI: Opportunities and Challenges**  
November 23, 2021 | 7 p.m. - 8.15 p.m. IST

**Moderator:**  
Professor Pankaj Setia  
The IIMA Chair Professor, Chairperson - CDT and Professor of Information Systems, IIM Ahmedabad

**Speakers:**  
Dr. Manish Gupta  
Director, Google Research India  
Professor Hemant Jain  
W. Max Finley Chair, Gary W. Rollins College of Business, The University of Tennessee at Chattanooga, USA  
Professor Vidya Vemireddy  
Assistant Professor, Centre for Management in Agriculture, IIM Ahmedabad

IIMA Centre for Digital Transformation | [www.iima.ac.in/web/cdt/](http://www.iima.ac.in/web/cdt/)

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“...the main intellectual advances will be made by men and computers working together in intimate association” -- J C Licklider, 1960.

GARY W. ROLLINS COLLEGE OF BUSINESS  
UNIVERSITY OF TENNESSEE AT CHATTANOOGA



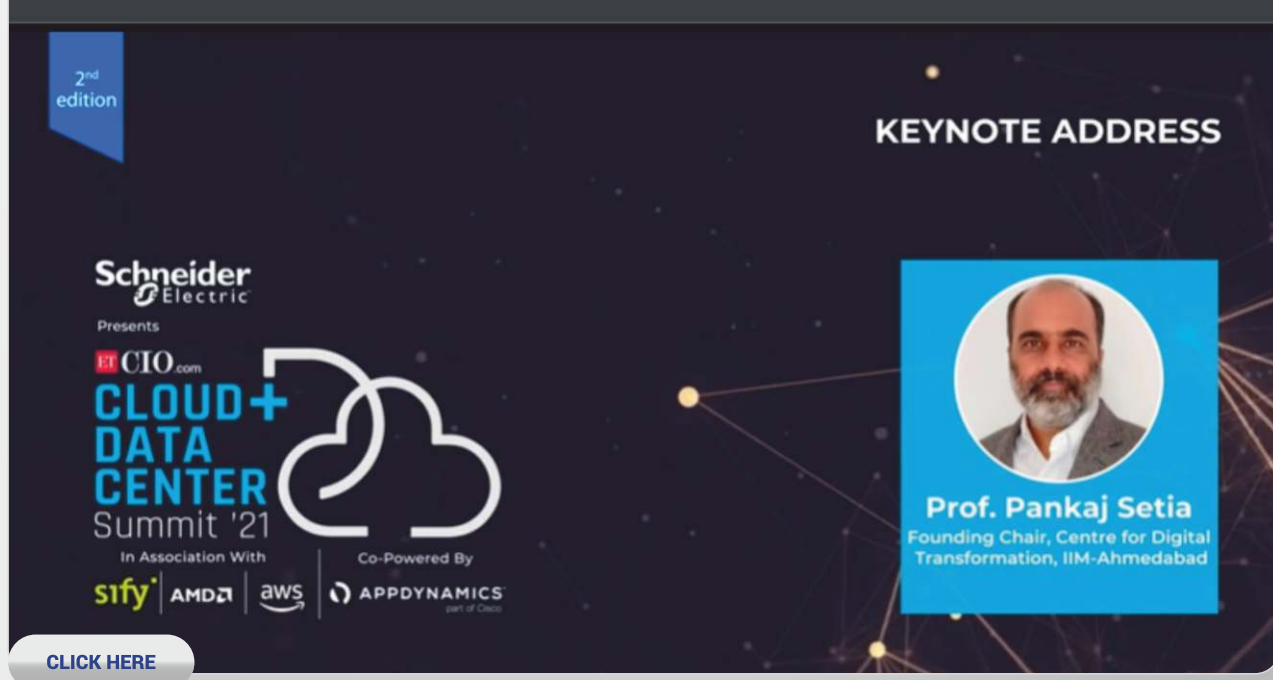


**Representation in Conferences and Discussions**



Keynote session by **Prof. Pankaj Setia** on "Purpose of Digital Technologies in our organizations and societies" at the 'International conference on Interdisciplinary Research in Technology and Management (IRTM)' 24-26 February, 2022

**ETCIO Cloud Data Center Summit 21**





Participation by **Prof. Pankaj Setia** in a panel discussion on **'E-Governance for Effective Government'** at the Annual Conference on Digital India: Policy, Society, and Governance, organized by IIM Kozhikode (EPS) on 13-Nov-21



Keynote Speech by **Prof. Pankaj Setia** on **Slavery in Supply Chains: XXIV Annual International Conference of The Society of Operations Management (SOM-2021), XLRI, Jamshedpur, 12-15 November' 2021.**

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**Prof. Pankaj Setia** moderated the panel discussion on Academia-Startup discussion, during the International conference on **Quantum Information and Computation: From Foundations to Applications - 2021**, on 21-Oct-2021 organized by IIT Jodhpur





**Prof. Pankaj Setia**  
participated in a webinar hosted by  
“The Journal of Supply Chain Management” discussing fifth  
emerging discourse incubator (EDI) entitled “**Leveraging Multiple  
Types of Resources within the Supply Chain Network for  
Competitive Advantage**”  
on 15-Oct-21



Participation in panel Discussion on  
“**Innovation and Technology in Behavioural Science Impacting  
Organizational Behavior and Human Resource Management**”  
during Behavioral Science in Marketing (BSIM) 2021 conference,  
9-Apr-21  
**Prof. Pankaj Setia** (IIMA), and  
**Mr. Deepak Agrawal** (CEO, TurboHire) moderated by  
**Prof. Aditya Moses** (IIMA)



Keynote Speech by **Prof. Pankaj Setia at Vamrr Digital Transformation Summit 2021**  
(Industry Academia Edition) on 26-Feb-21



## ADVISORY COMMITTEE MEMBERS



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**Mr. Vatsal Suthar**  
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**Ms. Shubhangi Agrawal**



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**Dr. BR Kuldeep Reddy**





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