



विद्याविनियोगाद्विकासः



CENTRE FOR
DIGITAL TRANSFORMATION
(CDT)

2ND

ANNUAL
REPORT

2022
2023



CONTENTS

• Message from the Chairperson	01
• Academic research, case studies, and policy papers	02
▪ Research Projects	02
▪ List of Publications by CDT faculty members	02
• Research Reports	04
• Digital immersive events (industry and research)	05
• Webinars, Seminars, and panel discussions	16
• Advisory Committee	24
• Council for Responsible Digital Transformation	24
• Members of the Centre	25
• Our Research Team	26
▪ Current Members and Past Members	26

MESSAGE FROM THE FOUNDING CHAIRPERSON PROF. PANKAJ SETIA



Greetings!

The Centre for digital transformation (CDT) at Indian Institute of Management Ahmedabad (IIMA) envisions becoming a leader to guide responsible digital transformation in India and the world. During last year, the Centre received support from many faculty members, leading academicians, administrative team members, and industry leaders. These have helped us excel in our areas of focus :

Academic Research, Case Studies, and Policy Papers: The Centre works on dissemination of academic research through papers, case studies, and policy briefs. In the previous year, we worked on many of these, in areas such as retail tech, organizational transformation, and healthcare. The research supported by the Centre has been published or is under review at leading journals of the world.

Research Reports: In the last year, Centre worked on a research report, in collaboration with various industry partners. The report on “Digital Retail Channels and Consumer Emotions in India’ in association with partner members of our retail tech consortium- Flipkart, Snapdeal, Patanjali, P&G, Unilever, Nykaa, Tata Croma, and many others.

Webinars: We organized various webinars, panel discussions, and in-person seminars by researchers, government, and industry leaders, including the head of Digital India, ONDC, Tata Medical and Diagnostics (MD) etc.

Digital Immersive Events (Research and Industry): We conducted an academic conference, [International Conference On Digital Organization \(ICODO 2023\)](#), which had participation from both Indian and global institutes including IIMB, IIMC, other IIMs and IITs, and many US universities – John Hopkins University, Virginia Tech, Univ. of Minnesota, and Indiana Univ, amongst others. We also conducted industry interactions through the Retail Tech Consortium (RTC) in Delhi and Bangalore.

We are very excited to be making an impact through advocacy, policy briefs, research, and public and industry practices. For example, our works have featured in various public discourses, and were covered by CNBC Awaaz, ABP News, and News18 and most leading newspapers (Economic Times, Indian Express, The Hindu, Outlook, Forbes India, and so on)

We look forward to making a continuing impact through the study and research of digital transformation.



ACADEMIC RESEARCH, CASE STUDIES, AND POLICY PAPERS

The Centre is disseminating academic research in the form of research papers, case studies, and policy briefs.

Soh, F., & Setia, P. (2022). The Impact of Dominant IT Infrastructure in Multi-Establishment Firms: The Moderating Role of Environmental Dynamism. *Journal of the Association for Information Systems*, 23(6), 1603-1633.

Research Projects

Modern Slavery and Digital Technologies

Agrawal, S., Krishna Harsha, K.H., & Setia, P. (2022). How Digital Technologies Impact Tolerance to Modern Slavery in Supply Chain Networks: An Institutional Theory Perspective.

Organizational Transformation: 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:

- Leadership in social media

- Enterprise Application Architecture

Healthcare: Our research in the area of rehabilitation of Parkinson's patients is underway.

List of Publications by CDT faculty members

Beyer, R. C., Jain, T., & Sinha, S. (2023).

Lights out? COVID-19 containment policies and economic activity. *Journal of Asian Economics*.

[CLICK HERE](#)

Chandwani, R., Edacherian, S., & Sud, M. (2023).

National digital infrastructure and India's health care sector: Physician's perspectives. Qualitative Report.

[CLICK HERE](#)

Edacherian, S., Richter, A., Karna, A., & Gopalakrishnan, B. (2023).

Connecting the right knots: The impact of board committee interlocks on the performance of Indian firms. *Corporate Governance: An International Review*.

[CLICK HERE](#)

Jain, S., Desai, N., Pingali, V., & Tripathy, A. (2023).

Choosing beyond compliance over dormancy: Corporate response to India's mandatory CSR Expenditure Law. *Management and Organization Review*.

[CLICK HERE](#)

Khan, S. J., Badghish, S., Kaur, P., Sharma, R., & Dhir, A. (2023).

What motivates the purchasing of green apparel products? A systematic review and future research agenda. *Business Strategy and the Environment*.

[CLICK HERE](#)

Purohit, S., & Desai, N. (2023).

Voting on auditor ratification by shareholder type: Impact of institutional shareholder dissent on NAS fees and audit quality. *Journal of Accounting, Auditing & Finance*.

[CLICK HERE](#)

Singla, C., & Levasseur, L. (2023).

The role of family in unfolding the process of external corporate venturing in small family businesses. *Small Business Economics*.

[CLICK HERE](#)

Tripathi, N., & Sangar, S. (2023).

Temporal dynamics of justice climate and team innovation. *Frontiers in Psychology*.

[CLICK HERE](#)

Gupta, V.K., Goktan, A.B., Shirokova, G.V., & Karna, A. (Eds.) (2022).

Research handbook on strategic entrepreneurship. Edward Elgar.

D'Cruz, P., & Noronha, E. (2022).

India's platform economy experience: A site for the commodification-decommodification dynamic. In Immanuel Ness (Ed.), *Platform capitalism and global dynamics: A research companion*. Routledge.

D'Cruz, P., Du, S., Noronha, E., Parboteeah, K. P., Trittin-Ulbrich, H., & Whelan, G. (2022).

Technology, megatrends and work: Thoughts on the future of business ethics. *Journal of Business Ethics*, 180(3), 879-902.

[CLICK HERE](#)



Deodhar, S. J., Babar, Y., & Burtch, G. (2022).

The influence of status on evaluations: Evidence from online coding contests. *MIS Quarterly*, 46(4), 2085–2110.

[CLICK HERE](#)

Soh, F., & Setia, P. (2022).

The impact of dominant IT infrastructure in multi-establishment firms: The moderating role of environmental dynamism. *Journal of the Association for Information Systems*, 23(6), 1603–1633.

[CLICK HERE](#)

Karna, A., Mavrovitis (Mavis), C., & Richter, A. (2022).

Disentangling reciprocal relationships between R&D intensity, profitability and capital market performance: A panel VAR analysis. *Long Range Planning*, 55(5), 102247.

[CLICK HERE](#)

Banerjee, S., Karna, A., & Sharma, S. (2022).

Imprinting effects of exposure to the Indian independence movement on export intensity of firms. *Journal of Business Research*, 149, 548–557.

[CLICK HERE](#)

Bose, G., Jain, T., & Walker, S. (2022).

Women's labor force participation and household technology adoption. *European Economic Review*, 147.

[CLICK HERE](#)

Deodhar, S. J., Tandon, A., Tandon, A., & Tripathi, A. (2022).

Effects of social information signals on user engagement: evidence from randomized field experiments. *Behaviour & Information Technology*, 1–22.

[CLICK HERE](#)

George, N., Karna, A., & Sud, M. (2022).

Entrepreneurship through the lens of dynamic managerial capabilities: A review of the literature. *Journal of Management & Organization*, 28(3), 605–631.

[CLICK HERE](#)

Kariya, A. (2022).

Earnings-based borrowing constraints & corporate investments in 2007–2009 financial crisis. *Journal of Corporate Finance*, 75.

[CLICK HERE](#)

Karna, A., Mondal, S. S., & Pingali, V. (2022).

Policy uncertainty and behavior of foreign firms in emerging economies. *Management Decision*, 60(8), 2294–2310.

[CLICK HERE](#)

Kumar, P., Deodhar, S. J., & Zaheer, S. (2022).

Cognitive sources of liability of foreignness in crowdsourcing creative work. *Journal of International Business Studies*.

[CLICK HERE](#)

Narayanaswami, S., & Saini, L. S. (2022).

Operational policies based on fare-box revenue management of the Indian railways. *International Journal of Logistics Systems and Management*, 42(1), 117–139.

[CLICK HERE](#)

Banerjee, S., Karna, A. & Sharma, S. (2022).

Imprinting effects of exposure to the Indian Independence movement on export intensity of firms. *Journal of Business Research*.

[CLICK HERE](#)

Buddhiraja, S., Varkkey, B., & McKenna, S. (2022).

Work-life balance indicators and Talent Management approach: A qualitative investigation of Indian luxury hotels. *Employee Relations: The International Journal*.

[CLICK HERE](#)

Dhar, D., Jain, T., & Jayachandran, S. (2022).

Reshaping adolescents' gender attitudes: Evidence from a school-based experiment in India. *American Economic Review*, 112(3), 899-927.

[CLICK HERE](#)

Mendonca, A., D'Cruz, P., & Noronha, E. (2022).

Identity work at the intersection of dirty work, caste, and precarity: How Indian cleaners negotiate stigma. *Organization*.

[CLICK HERE](#)

Noronha, E., Bisht, N., & D'Cruz, P. (2022).

From fear to courage: Indian lesbians' and gays' quest for inclusive ethical organizations. *Journal of Business Ethics*.

[CLICK HERE](#)

Vijayalakshmi, A., Dev, P., & Kulkarni, V. (2022).

Domestic workers and sexual harassment in India: Examining preferred response strategies. *World Development*, 155.

[CLICK HERE](#)

Research, opinions, and other articles

- Prof. Pankaj Setia, "Digital Channels & customers loyalty", *Business World Marketing Whitebook*. 2022

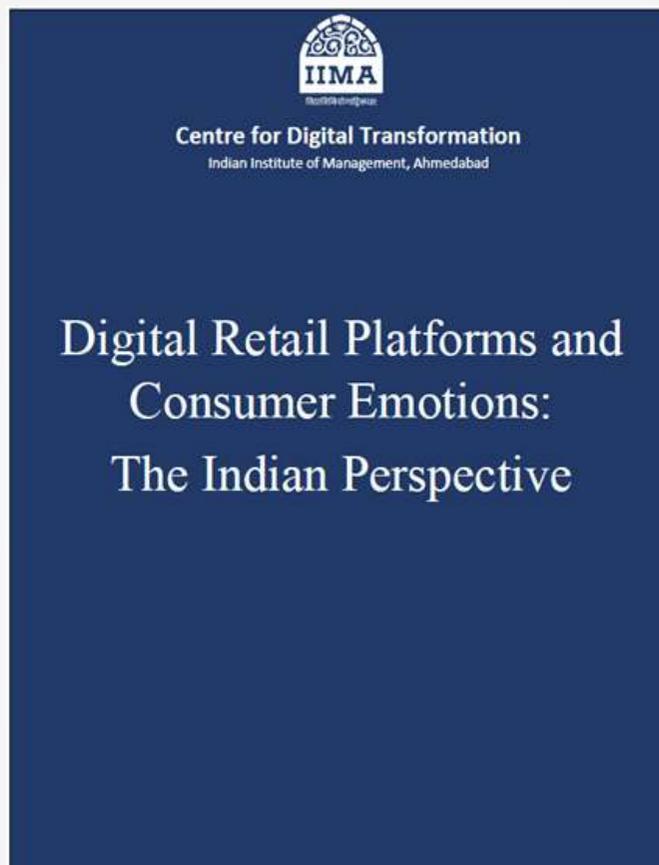
- Retail Retake. [How online shopping is changing India's retail fabric](#). *Hindu business online*. 2023

RESEARCH REPORTS

Publishing research reports with support from industry. The Centre published the following report in 2022-23

- Setia, P., Deodhar, S., and Dadhich, U. (2023). Digital Retail Channels and Consumer Emotions in India. Ahmedabad: Indian Institute of Management.

RETAIL TECH CONSORTIUM (RTC) REPORT



Executive Summary

This report focuses on the use of digital retail platforms by consumers and retailers. Both consumers and retailers are the core drivers of the retail landscape and also of digital retail platforms. Consumers have been using these retail platforms to shop conveniently and retailers have been using these platforms to expand their businesses. With ongoing improvements in digital infrastructure and its increasing uptake by India's large population, the future of the digital retail landscape (e-commerce) looks promising in the country.

However, this growth of digital retail will be more meaningful, only if it can meet the needs of diverse consumer groups in an affordable manner. For this, understanding consumer behaviour and retailers' operations is important; this report presents a few aspects of these. The findings presented in this report are based on the pan-India consumer survey and a pilot enterprise survey undertaken by IIMA.

- The pan-India Consumer Survey: collected data from 35,869 consumers residing across 25 States of the country. The survey was conducted from May to September 2022 and mainly explored the details of the last online shopping transaction done by consumers and the benefits consumers perceived from shopping on digital retail platforms.
- The pilot enterprise survey: collected data from 68 enterprises. The survey was a mix of open and closed-ended questions aimed at exploring the benefits of digital retail platforms for enterprise owners. The survey was conducted in January 2023 and a majority of the surveyed enterprises were in and around the city of Ahmedabad, Gujarat.

The findings of the consumer survey are classified into four thematic areas - generic, browsing behaviour, spending by consumers, and perceived utilities. The key findings of the two surveys along with the recommendations from them are outlined in the report.

DIGITAL IMMERSIVE EVENTS (INDUSTRY AND RESEARCH)

Retail Tech Consortium and conclaves

With the objective of understanding the changing space and space of the sector, the CDT at the Indian Institute of Management Ahmedabad created the Retail Tech Consortium – a forum that brings together the biggest players from the e-commerce space, a year ago 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.

Some of the activities that the consortium is undertaking currently are:

- nationwide consumer surveys on retail tech,
- development of case studies,
- conducting field experiments and research studies,
- retail tech webinars, conferences, and more

In the financial year 22-23, we focussed 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.

Consortium Members

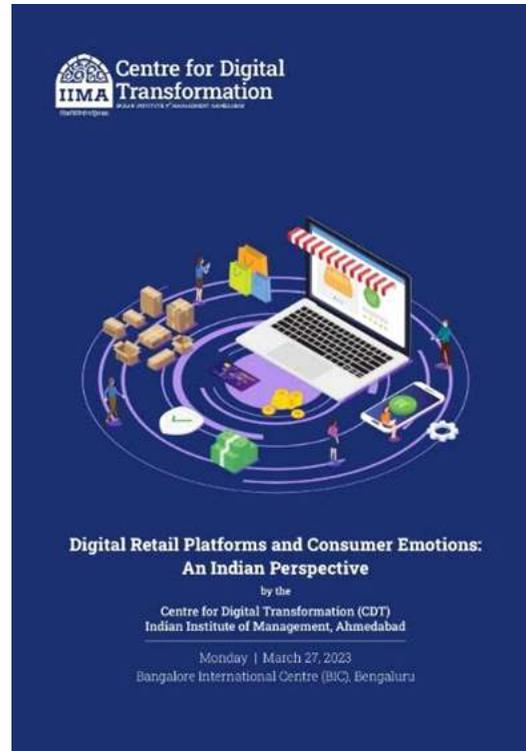
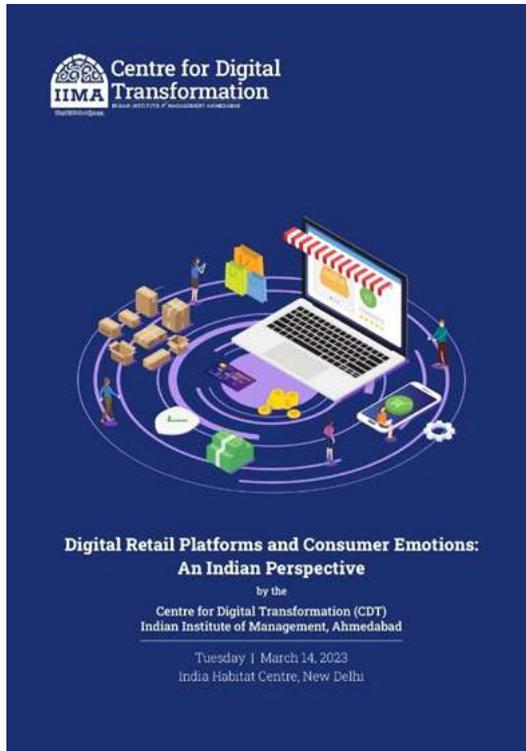
The consortium consists of e-commerce giants including Flipkart, OYO, Snapdeal, Croma, Fabindia, Unilever, P&G, Patanjali, StarQuick, Nykaa, Open Network for Digital Commerce (ONDC), Kotak Mahindra Bank, etc.



Public and Media Dissemination: Media coverage of the events organized by CDT.

RTC Conclaves at New Delhi and Bengaluru

CDT organized RTC conclaves and launched the report on “Digital Retail Platforms and Consumer Emotions: An Indian Perspective” at the India Habitat Centre, New Delhi and Bangalore International Centre on 14-Mar-23 and 27-Mar-23 respectively. Both the events received a good in-person attendance by the consortium members and organizations like ONDC. The conclaves were widely covered by the print and electronic media as outlined in the subsequent section.





Media Coverage

Online shopping spiked in last three years: IIMA survey

DIFFERENCES IN ONLINE SHOPPING ATTITUDES

● While for women, opting for online shopping was about greater convenience, delivery time and return policy, the deciding factor for men was quality, EMI options and online recommendations

● For consumers under 24 and over 60 years of age, convenience was a major deciding factor to go online for shopping

● Consumers under 35 years visited multiple shopping websites before making a purchase and were more likely to be influenced by online recommendations

● Consumers above 60 years were likely to visit only one platform and make an online purchase

“WHY BUY ONLINE?”: Some of the factors found in the survey included convenience of access and transaction, post-purchase experience and value for money. Consumers from lower income groups reported higher convenience and satisfaction scores. “Consumers are now better able to search for products and gain more information through product images, descriptions and reviews. They visit multiple websites, compare deals, refund policies, payment security, and the estimated time of arrival (ETAs) of products before deciding on a purchase,” mentioned the survey findings.

THE OTHER SIDE OF ONLINE RETAIL:

While a majority of retailers reported switching to online platforms to improve sales and add income, they also reported paying a huge chunk of fees to retail platforms in the form of commission, shipping fees, and transaction fees, the survey indicated.

Continued from P1

Researchers told TOI the survey recorded details of the order value of the customers’ last online shopping transaction. “By this metric, it is observed that the average last transaction spending by consumers of Tier 2 cities exceeds that of Tier 1 cities by 60%,” they said.

In response to a query from TOI, the researchers said that Rs 10,000 was the highest consumers below 35 years spent in their last trans-

actions. The median last-transaction spending is highest for consumers over 50 years.

“We also find that, for consumers in the age group of up to 35 years, more than 50% have purchased fashion and clothing products in their last transaction,” the researchers said.

Online shopping spiked in last three years, coinciding with the Covid pandemic where everything from work to education shifted online. “Our survey indicates

that more than two-thirds of the respondents started online shopping in past three years. However, the pattern cannot be attributed to a single factor,” said the researchers.

The survey findings highlighted that women were more likely to shop for clothing and fashion accessories, while men preferred shopping electronic gadgets online. Online shopping was boosted by factors including ease of purchase, variety and delivery time.

आईआईएम-ए सर्वे : 90 फीसदी ने 10 हजार रुपए से कम की शॉपिंग की महानगरों की तुलना में छोटे शहर में ऑनलाइन शॉपिंग पर 77% ज्यादा खर्च

महिलाओं की तुलना में पुरुषों ने 36 फीसदी ज्यादा रु. खर्च

महिलाओं ने कपड़े फैशन उत्पाद तो पुरुषों ने इलेक्ट्रिक उत्पादों को ज्यादा खरीदा

72 फीसदी ने कोरोना महामारी के दौरान व बाद में शुरू की ऑनलाइन शॉपिंग

पत्रिका न्यूज नेटवर्क patrika.com

अहमदाबाद, छोटे शहरों के लोगों ने बड़े महानगरों के लोगों की तुलना में ऑनलाइन शॉपिंग पर खरीदारी में 77 फीसदी ज्यादा राशि खर्च की है। करीब एक तिहाई लोग हर दूसरे व तीसरे दिन ऑनलाइन रिटेल प्लेटफॉर्म पर समय बिता रहे हैं। छोटे शहरों में टायर 2 से 4 के लोग यहाँ महानगरों में टायर 1 के लोग शामिल हैं। यह तथ्य भारतीय प्रबंध संस्थान अहमदाबाद (आईआईएम-ए) की ओर से सोमवार को जारी डिजिटल रिटेल प्लेटफॉर्म एंड कंज्यूमर इमोशन: एन इंडियन पर्सपेक्टिव सर्वे रिपोर्ट में सामने आए हैं। यह सर्वे मई से सितम्बर 2022 में किए गए।

ऑनलाइन उत्पाद खरीदने में 34-35 मिनट का समय

आईआईएमए के सेटर फॉर डिजिटल ट्रांसफॉर्मेशन (सीडीटी) के अध्यक्ष प्रो. फंकज सेतिया, इमोशन सिस्टम के सहायक प्रो. खानंद देवधर व सीडीटी के रिसर्च मैनेजर उज्ज्वल दर्शीचि की ओर



महिलाएं डिलिवरी समय पर देती हैं ध्यान

सर्वे में सामने आया है कि महिलाएं ऑनलाइन खरीदी में उत्पाद के डिलिवरी टाइम और रिटर्न पॉलिसी पर ज्यादा ध्यान देती हैं जबकि पुरुष उत्पाद की गुणवत्ता, ईएमआई विकल्प पर ज्यादा ऑनलाइन सिफारिश पर ज्यादा ध्यान देते हैं। 35 साल के

उपभोक्ता खरीदी से पहले कई वेबसाइट पर उत्पाद से जुड़ी जानकारी लेते हैं। उससे जुड़ी सिफारिशें पढ़ते हैं तब खरीदी करते हैं, जबकि 60 साल से ज्यादा के उपभोक्ता एक ही प्लेटफॉर्म से एक बार में ही खरीदी कर लेते हैं।

से तैयार इस सर्वे रिपोर्ट में सामने आया है कि ग्राहक ऑनलाइन उत्पाद खरीदने के दौरान औसतन 34-35 मिनट का समय लगाता है। 72 फीसदी ने ऑनलाइन खरीदी की शुरुआत बीते एक से तीन साल के दौरान की है, जो दर्शाता है कि कोरोना महामारी के बाद लोगों का ऑनलाइन खरीदी के प्रति झुकाव बढ़ा है। 90 फीसदी उपभोक्ताओं ने अपनी अंतिम ऑनलाइन शॉपिंग पर 10 हजार रुपए से कम खर्च

किए हैं। महिलाओं की तुलना में पुरुषों ने ऑनलाइन शॉपिंग पर 36 फीसदी ज्यादा खर्च किया है। ऑनलाइन शॉपिंग पर सबसे ज्यादा खर्च करने वाले उपभोक्ता 35 साल से ज्यादा आयु वर्ग के हैं। इन्होंने 10 हजार रुपए से भी ज्यादा खर्च किए, जबकि 50 साल से ऊपर की आयु के लोगों ने 1500 रुपए खर्च किए हैं। ये दर्शाता है कि बुजुर्ग उपभोक्ता भी ऑनलाइन खरीदी को पसंद कर रहे हैं।

Shoppers from Smaller Cities Spending More Online: Study

Our Bureau

New Delhi: Shoppers in tier-2 to tier-4 cities are way ahead of their counterparts in tier-1 cities in online shopping, spending as much as 77% more on ecommerce sites than shoppers from top cities based on their last orders, according to a report from Indian Institute of Management, Ahmedabad.

Browsing online is becoming a favourite pastime for consumers, with one-third of consumers reporting visiting digital retail platforms every two to three days. Doing these activities, consumers invested an average 34-35 minutes in their last online shopping, the report said.

"Nearly 72% of consumers started shopping online in the last one to three years, hinting at a surge during the pandemic," as per the institute.



Nearly 72% of consumers started shopping online in the last one to three years, hinting at a surge during the pandemic, says IIM-A

The findings are part of a survey report titled 'Digital Retail Platforms and Consumer Emotions: An Indian Perspective', authored by Pankaj Setia, chairperson of IIM-A's Centre for Digital Transformation (CDT); Swanand Deodhar, assistant professor (information systems), IIM-A; and Ujjwal Dadhich, research manager, CDT. The report gives insights into digital retail adoption across India and how it has transformed into a ubiquitous shopping option for many, both in urban and rural India, the institute said in a news release. "The use of technology for retail is revolutionising how India consumes," Setia said.

Over 90% of consumers reported spending less than ₹10,000 in their last online shopping transaction. Male consumers spent 36% more money than female consumers in their last online shopping transaction, according to the report.

E-shoppers from tier-2 cities bigger spenders than tier-1: IIM-A survey

A'bad, Surat And Rajkot Splurge 60% More Than Metros

Parth.Shastr@timesgroup.com

Ahmedabad: A survey carried out by IIM Ahmedabad (IIM-A) indicated that tier-2 cities including Ahmedabad are now bigger spenders per purchase online than metros such as Mumbai, Delhi, etc. E-shoppers from such cities spent about 60% more than their metro counterparts or tier-1 cities.

The nationwide survey included Surat, Vadodara, Rajkot, Jamnagar and Val-sad as other tier II, III and IV cities from Gujarat. The re-

HOW INDIA SHOPS ONLINE

77% more spending by consumers in tier-2 to 4 cities compared to tier 1 cities



33% of the consumers visited shopping portals every 2-3 days

36% more spending by men compared to women shoppers online

₹1,500 average spending by customers over 50 years



34-35 minutes were spent on an average by customers on portals



searchers said that the overall findings of the survey resonated with the Gujarat cities.

Findings of the survey 'Digital Retail Platforms and Consumer Emotions: An Indian Perspective' by professors Pankaj Setia and Swanand Deodhar with research

manager (CDT) Ujjwal Dadhich were released by the B-school on Monday. The survey ascertained the online spending, time spent on online shopping portals, nature of purchase and factors such as gender and age.

► Continued on P 4

The Times of India: [E-shoppers from tier-2 cities bigger spenders than tier-1: IIM-Ahmedabad survey](#)

The Economic Times: [Online shopping gathers pace in tier-II & IV cities: IIM-Ahmedabad report](#)

The Indian Express: [E-shoppers from smaller cities spend 77 pc more than Tier 1 counterparts](#)

Mint: [Guess who spends more on online shopping? No, its not women](#)

The Free Press Journal: [How do Indians from tier 2, 4 cities compare with tier 1 in online shopping? IIM Ahmedabad survey finds out](#)

Ahmedabad Mirror: [Tier 2 Cities Spend More Online Than Metros, Says Study](#)

The Week: [Consumers from smaller cities spent more in online shopping: IIMA report](#)

Telangana Today: [IIMA survey reveals fascinating insights into digital retail in India](#)

Career 360: [IIM Ahmedabad survey finds online shoppers from tier 2, 4 cities spent up 77% more than tier 1](#)

India retailing: [Tier 2-4 cities spent up to 77% more than tier 1 on online shopping: IIMA Report](#)

Top Info World: [E-shoppers from tier-2 cities bigger spenders than tier-1: IIM-Ahmedabad survey](#)



Live interview of Prof. Pankaj Setia by CNBC Awaaz



Live interview of Prof. Swanand Deodhar by Zee Business



Interview of Prof. Pankaj Setia by News18



Interview of Prof. Pankaj Setia by ABP News

**International Conference on Digital Organizations (ICODO) Doctoral Workshop,
11 November 2022**



ICODO Doctoral Workshop

CDT conducted a doctoral workshop to augment the research acumen of doctoral candidates while writing a dissertation and producing scholarly articles pertinent to digital transformation and digital strategies. The solicitation received sixty-three submissions. Fourteen posters and twelve papers were accepted for presentation in the parallel tracks chaired by Prof. Anand Gopal with Prof. Amit Karna and Prof. Atreyi Kankanhalli with Prof. Swanand Deodhar. The inaugural address was delivered by the ICODO conference chair Prof. Pankaj Setia on “Idealism, Chaos, Reflection: The Scientific Purpose”. The plenary sessions on “Building an Academic Career” and “Crafting a top Journal Paper” were conducted by mentor professors Atreyi Kankanhalli and Anandasivam Gopal respectively. A list of papers and posters presented is available online at the ICODO [Doctoral Workshop Schedule](#).

The institutes that participated included IIM Ahmedabad, IIM Bangalore, IIM Calcutta, IIM Lucknow, IIM Kozhikode, IIM Indore, IIM Bodh Gaya, IIT Kharagpur, IIT Madras, Aligarh Muslim University, XLRI, SP Jain IMR, Central University of Jammu, University Business School Panjab University, NITIE, PDPU, Vivekananda Education Society's Institute of Management Studies and Research, Mumbai, and IMED Pune. We offered travel and stay scholarships to 21 doctoral students from these institutes.

Sponsorship and representation in the international conferences under sponsorship, marketing, and outreach initiative

ICIS 2022: Digitalization for the Next Generation, Copenhagen, December 9-14, 2022



The Centre was the academic platinum sponsor for ICIS 2022 held at Copenhagen, Denmark. The conference focused on addressing the challenges of the societies and providing solutions leveraging technological advances with research in information systems. The keynote speaker at the event was EVP Ms. Margrethe Vestager, European Commission.

International Conference on Digital Organizations (ICODO), January 8-9, 2023



ICODO'23 International Conference held in January hosted more than hundred academic participants from around the world. The conference facilitated an intellectually stimulating environment to explore the scope of digital transformation across ecosystems. The inaugural keynote was delivered by the conference chair, Prof. Pankaj Setia on "Unravelling Science Underlying Digital Organization". The first academic keynote address on "Digital Transformation and Healthcare" was delivered by Prof. Ritu Agarwal (John Hopkins University) and Prof. Viswanath Venkatesh (Virginia Tech) delivered the next academic keynote on "Let's Get Ready to Contextualize: Making Rich Scientific Contributions in Emerging Economies". A panel discussion on "Excellence in Research vs. Teaching: The International Perspective" with panelists including Prof. Mani Subramani (University of Minnesota), Prof. Ramesh Venkataraman (Indiana University), and Prof. V. K. Narayanan (Drexel University) was conducted. Prof. Hemant Jain (The University of Tennessee at Chattanooga), Prof. Vikas Kumar (University of Sydney), and Prof. H Raghav Rao (University of Texas at San Antonio) participated in a panel discussion on "How to Conduct and Publish High Quality Research?". The industry keynote was delivered by Mr. Girish Krishnamurthy, Managing Director and CEO, Tata MD. We selected sixteen papers and nineteen posters for presentation by the participants after peer-review. A list of papers and posters presented is available online at the [ICODO23 conference schedule](#). Three doctoral dissertation award winners presented their work at the conference.

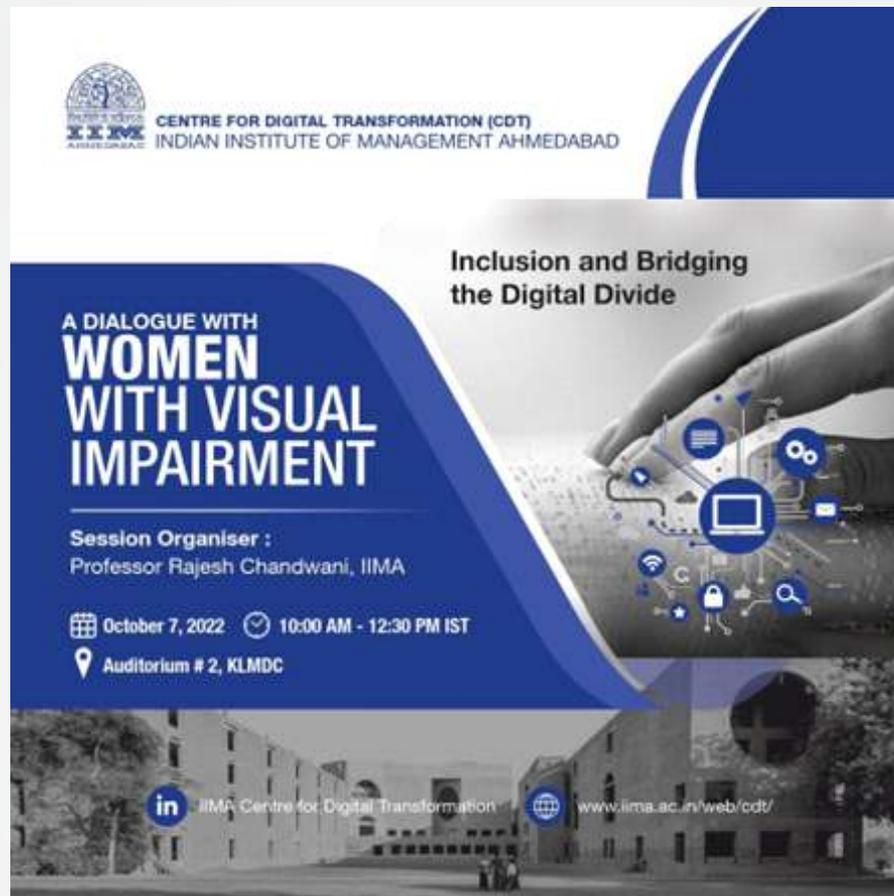
Institutes that participated include:

a. Foreign Institutes (John Hopkins University, Virginia Tech, University of Tennessee at Chattanooga, Indiana University, Drexel University, University of Minnesota, University of Sydney Business School, University of Texas at San Antonio, IAE-Nice University of Cote d'Azur, University of Illinois Chicago, Schulich School of Business, York University, University of Manchester, Maastricht University, The Netherlands).

b. Indian Institutes (Indian Institute of Management Ahmedabad, Indian Institute of Management Bangalore, Indian Institute of Management Indore, Indian Institute of Management Lucknow, Indian Institute of Technology Madras, Indian Institute of Technology Jodhpur, Indian Institute of Technology Roorkee, XLRI Jamshedpur, Aligarh Muslim University, Dr. Shyama Prasad Mukherjee International Institute of Information Technology, Naya Raipur, Central University of Jammu, Punjabi University, Patiala, Presidency College, IMT Ghaziabad, MICA, Guru Gobind Singh Indraprastha University, J.C. Bose University of Science and Technology, YMCA, NIFT Gandhinagar, Cochin University of Science and Technology, Kirloskar Institute of Management, Pune, Shri Shankaracharya Professional University, Bhilai, Lady Irwin College, University of Delhi, SAL Education Group, Ahmedabad, Bansal Institute of Science and Technology, Bhopal, Parul Institute of Business Administration, Army Public School, MLSU Udaipur)

Inclusion and Bridging the Digital Divide: A Dialogue with Women with Visual Impairment

A dialogue with women with visual impairment (Blind People Association (BPA) Ahmedabad) event on 7-Oct-22



Organizing Team:

Prof. Rajesh Chandwani, IIM Ahmedabad, Prof. Vimal Kumar M, IIM Calcutta, Prof. Rishi, SP Jain Institute of Management & Research, and Prof. Pankaj Setia, IIM Ahmedabad

Presenters:

Prof. Rajesh Chandwani gave the opening remarks and welcomed the participants.

Prof. Pankaj Setia engaged with the participants on the barriers they face and their expectations that will help in developing enabling solutions.

Mr. Tarun Kumar Vashisth, Research scholar, IIM Ahmedabad played the role of emcee and anchored the discussion.

Ms. Sudha Tumbe discussed rehabilitation of people with low vision

Ms. Prachi Sukhwani Sharma shared her motivational journey from being a research scholar at IIMA to a grade A officer at the Indian Oil Corporation Limited (IOCL) despite being visually impaired

Ms. Vaishali Vohra ex-Area Sales Manager of Infoedge private limited shared her experiences as a visually impaired person in the corporate world.

Ms. Ashneet Kaur, Research scholar, IIMA, conducted a session on Design Thinking

Dr. Nishtha Thaker Anand and Mr. Sudhanshu Maheshwari, read the messages received from the wellwishers for the participants.

RBI Ahmedabad staff spoke about financial literacy, financial inclusion, and cyber security awareness

- Ms. Chaithanya Devi, Assistant General Manager, Integrated Banking department, RBI Ahmedabad,

- Mr. Deepak Jindal, Manager-Integrated Banking department

- Mr. Vishal Rajyaguru, Manager-Consumer Education and Protection Cell, Rbi Ahmedabad

Performances:

Ms. Sonalben Madhani, BPA

Decibel, IIMA Music society



Fifty women from Blind People's Association of Ahmedabad participated in the one day program intended to understand the obstacles they face and discussed the need for financial literacy, digital literacy, and overcoming self limiting beliefs. The dialogue facilitated an inclusive class, generating impactful ideas for implementation encouraging the women to work harnessing technological advancements.

Creating Inclusive Society - The power of Internet and Social Media (HIV Awareness with movie screening), 18 November 2022



'Tum Tak', a movie on how to mitigate stigma on high-risk communities was screened to the IIMA community. The film leans on the work done by IIMA and Ahmedabad Municipal Corporation (AMC) and discusses the usage of digital media for enhancing awareness and stimulates its audience to mull over innovative approaches to solve public health issues.

WEBINARS, SEMINARS, AND PANEL DISCUSSIONS

Mobile Apps, Portfolio Diversification, and Portfolio Performance- Evidence from a quasi-experiment in China, 18 July 2022



CENTRE FOR DIGITAL TRANSFORMATION (CDT) AND INFORMATION SYSTEMS (IS) AREA
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

MOBILE APPS, PORTFOLIO DIVERSIFICATION, AND PORTFOLIO PERFORMANCE

EVIDENCE FROM A QUASI-EXPERIMENT IN CHINA

18 July 2022 14:30 - 15:30 hrs
CR1, KLMDC, Heritage Campus

Speaker:
Prof. Sunil Mithas
Muma College of Business,
University of South Florida, USA

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

Abstract

Mobile apps are among the most important and widely used innovations in the brokerage industry. Surprisingly, despite their increasing economic importance and theoretical significance, few studies have examined the effects of mobile app use on individual investors' financial decisions and performance. This study seeks to understand how mobile apps influence investors' trading behaviors through portfolio diversification and portfolio performance in a quasi-experimental setting. We leverage a proprietary longitudinal dataset from a leading securities company and adopt the staggered difference-in-differences specification as our main identification strategy. The findings suggest that mobile app adoption by retail investors leads to a 3.5% increase in portfolio diversification without deteriorating investors' portfolio performance.

Our exploratory analyses of underlying mechanisms suggest that mobile app adoption is especially beneficial for those who have high time constraints (by reducing transaction friction) and is less useful for those who are likely to be overconfident or who have a high trend-chasing tendency (by boosting investors' biases). Further analyses of adopters' post-adoption behaviors show that mobile app usage intensity had an Inverted-U relationship with portfolio diversification and performance. In other words, the balanced use of both PC and mobile channels permits desirable outcomes in terms of portfolio diversification and portfolio performance. We discuss the implications for research and practice.

Technology for Healthcare in India: The way forward, 26 July 2022



**CENTRE FOR DIGITAL TRANSFORMATION (CDT)
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**

WEBINAR ON

**TECHNOLOGY FOR HEALTHCARE IN INDIA:
THE WAY FORWARD**

Tuesday | July 26, 2022 | 18:00 - 19:00 hrs IST

Moderator
Prof. Pankaj Setia
The IIMA Chair Professor, and Chairperson, Centre for Digital Transformation (CDT) at IIMA

Speaker
Prof. Ritu Agarwal
Distinguished University Professor, University of Maryland, Professor, by Courtesy, Johns Hopkins University

Speaker
Mr. Girish Krishnamurthy
CEO & Managing Director, Tata Medical and Diagnostics Limited (Tata MD), Director, Tata Indian Institute of Skills and Tata 1 MG

in IIMA Centre for Digital Transformation www.iima.ac.in/web/cdt/

Technology Capabilities, Risk, and Customer Sentiments: Explicating the relationship between Firm's Digital Strategies and Customer Sentiments, 25 August 2022



**CENTRE FOR DIGITAL TRANSFORMATION (CDT) AND
INFORMATION SYSTEMS (IS) AREA
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD**

RESEARCH TALK

Technology Capabilities, Risk, and Customer Sentiments: Explicating the relationship between firm's Digital Strategies and Customer Sentiments

Thursday | Aug 25, 2022 | 17:30 - 18:30 hrs IST
CR1, KLMD, Heritage Campus, IIM Ahmedabad

Speaker
Prof. Sriram Narayanan
Kessler Family Faculty Fellow in Supply Chain Management, Broad College of Business, Michigan State University, USA

in IIMA Centre for Digital Transformation www.iima.ac.in/web/cdt/

Abstract

From a healthcare pandemic (e.g., Covid19) to a military conflict (e.g., Ukraine war), geopolitical and economic uncertainties are all too common in retailing. Although retailers are investing in digital technologies to secure their businesses, such investments are infrequent,

heterogeneous, and difficult to track, complicating the assessment of retailers' ability to build digital resilience. Information provided in financial reports such as 10-Ks may be effectively used to measure the level of digital resilience, i.e., the extent of preparedness through digital capabilities building over time to tackle uncertainties. In this study, we use textual information from 10-Ks to effectively assess digital resilience. Using a dataset of 10-Ks from 2005 to 2020, we use human coders and neural word embeddings to develop a digital resilience dictionary specifically crafted to identify features relevant to risks, assets, customer relationship management, and operations management. The use of the dictionary provides a novel way to explain retailers' performance based on the extent of features that are relevant to risks-assets and customer relationship management-operations management. To the extent that 10-Ks offer some visibility into the digital resilience of retailers, we argue that features related to risks and operation management explain low retailer performance while features related to assets and operation management explain high retailer performance. Moreover, we posit that features related to risks and customer relationship management mitigate the effect of risks-operation management on retailer performance while features related to assets and customer relationship amplify the effect of assets-operation management on retailer performance. Our work provides a novel approach for investors and policymakers to assess the digital resilience of retailers through the appropriate use of financial reports.

Panel Discussion on Technology in Retail: Open vs Closed Model, 26 August 2022




Centre for Digital Transformation (CDT) with Information System (IS) Area
 Panel Discussion
Technology in Retail: Open vs. Closed Models
 August 26, 2022 | 16:00 - 17:15 Hrs IST
 CR1, KLMD, Heritage Campus, IIMA

Speakers:

 Prof. Pankaj Setia Professor, Information Systems and Strategy, The IIMA Chair Professor, and Chairperson, CDT, IIM Ahmedabad	 Prof. Sriram Narayanan Kesseler Family Faculty Fellow in Supply Chain Management, Broad College of Business, Michigan State University, USA	 Mr. Thampy Koshy Chief Executive Officer, Open Network for Digital Commerce (ONDC), India
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INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

विद्यया विनियोगादिकासः

Digital India, 13 October 2022

CENTRE FOR DIGITAL TRANSFORMATION (CDT)
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

▶ WEBINAR

DIGITAL INDIA

Thursday | Oct 13, 2022 | 14:30 - 15:45 hrs IST



Speaker
Mr. Abhishek Singh, IAS
President & CEO National eGovernance Division (NeGD)
with additional charge of MD & CEO, Digital India Corporation,
CEO MyGov, and CEO Karmayogi Bharat, Government of India

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

Intelligence and Consciousness - An Interplay Shaping Humanity, 19 November 2022

CENTRE FOR DIGITAL TRANSFORMATION (CDT)
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

▶ WEBINAR

INTELLIGENCE AND CONSCIOUSNESS - AN INTERPLAY SHAPING HUMANITY

Saturday | Nov 19, 2022 | 2:30 PM - 3:45 PM IST



Speaker
Mr. Kiran Mani
Managing Director & General Manager -
Android, Google Play - APAC, Google

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Role of Social Media in Social Protest Cycles 19 January 2023



IIMA CENTRE FOR DIGITAL TRANSFORMATION (CDT) AND INFORMATION SYSTEMS (IS) AREA
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

► RESEARCH TALK

Role of Social Media in Social Protest Cycles

Thursday | Jan 19, 2022 | 4:15 PM - 5:45 PM IST
Auditorium # 1, KLMD, IIMA Heritage Campus, and online over Zoom

Speaker
Prof. Monideepa Tarafdar
Charles J. Dockendorff Endowed Professor and
Ph.D. Coordinator in Information Systems,
Isenberg School of Management,
University of Massachusetts, Amherst, USA

 IIMA Centre for Digital Transformation  www.iima.ac.in/web/cdt/

Abstract

Contemporary social media fueled social protest is self-organized, rapidly dynamic, de-centralized, constitutes vast populations, and is shaped by multiple and concurrent channels of information flows. Who can forget the powerful images of the many different social media fueled protests, across the world, from 2018 through early 2021? Such protest activity is captured in the concept of 'social protest cycles', which are short periods of intense and contentious protest activity characterized by temporal dynamics, a large repertoire of protest action, confrontation and potential violence, and possible institutional action. They are the micro-foundations of long-term social movements. We conceptualize the social media enabled social protest cycle as an assemblage having social (e.g., people, elected leaders, police, judges etc.) and technical (social media applications, online petition applications etc.) components and analyze how it transforms through performative intra-actions. The empirical context is a social media enabled social protest cycle that emerged following a fatal rape incident in New Delhi, India. Through mixed-methods analysis of longitudinal netnographic data collected from simultaneous protest activity on Twitter, Facebook, YouTube, online blogs, and newspaper websites, we theorize three intra-actions - Consolidation, Expansion and Intensification - and explain how they transform the social protest cycle over time. The paper contributes to the IS literature that studies social media enabled social protest action.

Recharging Retail: Estimating Consumer Demand Spillovers from Electric Vehicle Charging Stations 20 February 2023



IIMA CENTRE FOR DIGITAL TRANSFORMATION (CDT) AND INFORMATION SYSTEMS (IS) AREA
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

► RESEARCH TALK

Recharging Retail: Estimating Consumer Demand Spillovers from Electric Vehicle Charging Stations

Monday | Feb 20, 2023 | 4:30 PM - 6:00 PM IST
Auditorium # 2, KLMDC, IIMA Heritage Campus

Speaker
Prof. Yash Babar
Assistant Professor, Operations and Information Management,
Wisconsin School of Business,
University of Wisconsin-Madison, USA

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

Abstract

We study how the placement of electric vehicle (EV) charging stations impacts foot traffic at neighboring brick-and-mortar businesses. Our analysis focuses on the Tesla Supercharger network within the United States. We employ a differences-in-differences design, exploiting the staggered construction of Supercharger stations to quantify the effect. We implement a variety of robustness checks, including alternative estimators and matching techniques. Further, we document heterogeneity in the impact, based on business and Supercharger characteristics, as well as other contextual factors. We estimate that Superchargers yield a 4% increase in average monthly visits to nearby businesses. These effects are primarily attributable to higher-income customers and weekend visits, consistent with the typical Tesla / EV customer profile, and charge pattern. We also find that the effects accrue most heavily to grocery and convenience stores, rather than restaurants. Our study provides novel, robust evidence of the demand spillovers that offline retailers can obtain from EV charging infrastructure. We draw insights and implications for EV networks, retailers, and policymakers around efforts to expand EV charging infrastructure and consumer adoption of EVs.

Providing Group Medical Consultation in Virtual World while Preserving Privacy 23 February 2023



IIMA CENTRE FOR DIGITAL TRANSFORMATION (CDT) AND INFORMATION SYSTEMS (IS) AREA
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

► RESEARCH TALK

Providing group medical consultation in virtual world while preserving privacy

Thursday | Feb 23, 2023 | 4:15 PM - 5:40 PM IST
CR1, IIMA Heritage Campus and Online over zoom

Speaker
Prof. Hemant Jain
W. Max Finley Chair in Business,
Free Enterprise and Capitalism,
Professor of Data Analytics,
Gary W. Rollins College of Business,
University of Tennessee Chattanooga, USA

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

Abstract

COVID-19 created a great deal of personal, social, and economic anxiety in the USA and across the globe and exposed the inadequacy of traditional medical systems in handling large-scale emergencies. Additionally, it has highlighted the severe shortages of qualified medical personal. While telemedicine and virtual visits have become popular as a result, they end once a visit is over, hence lacking data persistence and continuity in caring for patients. Also, they continue to use one to one care model not addressing the issue of shortage of medical personal. Using the design science research approach with support from the theory of affordances, we designed and implemented a medical system (called wepital) in which patients receive care through their real avatars in a group setting while completely preserving their privacy, enabling hospitals and other medical centers to provide immediate care to large number of patients that can continue for as long as patients needs it. Real avatars are digital representations of patients that embody their real-time vital signs and health information. We have created a functional prototype to demonstrate how the proposed design can work. To assess the usability of the design, we have used the prototype in an experiment to provide medical advice to patient volunteers. Based on a theory-based conceptual model, we collected survey data after the experiment to identify factors contributing to the success of such a system, as measured by patient satisfaction. We report the factors that significantly contribute to the patients' satisfaction. As part of the application and policy implications of our work, we propose a nationwide system that could supplement and expand the capacity of medical systems at the national or even global level.

Representation in Conferences and Discussions

- Talk on “Indian FinTech Ecosystem” by Prof. Pankaj Setia at the CIO klub meeting Ahmedabad, 25th September 2022
- Prof. Pankaj Setia participated in the International Conference on Information Systems (ICIS) 2022 held at Copenhagen, December 2022





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