

CENTRE FOR DIGITAL TRANSFORMATION (CDT)

3RD ANNUAL 2023 REPORT 2024



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MESSAGE FROM ____ THE CHAIRPERSON PROF. PANKAJ SETIA



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

In its third year of operation since its inauguration in 2021, the Centre focussed on research related to responsible digital transformation and received support from leading academicians, faculty members, administrative team members, and industry leaders.

The Centre continued the work on various research projects to create cutting-edge knowledge and publish research papers. We organized the second edition of our flagship International Conference on Digital Organizations (ICODO 2023-24) with a preconference doctoral workshop from 16th to 18th December 2023, organized four research seminars, and published online courses on the Digital Transformation: Theory and Applications (in Hindi) on SWAYAM & Advanced Digital Transformation (in English) on Coursera portal with Online@IIMA. The Centre launched two research reports developed in collaboration with industry.

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

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



ACADEMIC RESEARCH

The Centre worked on the following research themes during the last year

Modern Slavery and digital technologies

Organizational Transformation

Digital Services in Healthcare

The following research paper was published:

Aljafari, R., Soh, F., Setia, P., and Agarwal, R., The local environment matters: Evidence from digital healthcare services for patient engagement. J. of the Acad. Mark. Sci. (2023). https://doi.org/10.1007/s11747-023-00972-0

Prof. Pankaj Setia with co-authors published his research on digital services in healthcare, in the Journal of the Academy of Marketing Science (JAMS, a leading - FT 50 - marketing journal).

The paper discusses how the healthcare model is being transformed through the advent of digital services that are able to engage patients. Notably, the hospitals planning to leverage these have to calibrate the expectations based on the demographic profile of the region they serve.

Policy Brief

Centre published a policy brief on "Patient-Engaging Digital Services for Healthcare" in January 2024.



DIGITAL IMMERSIVE EVENTS (INDUSTRY AND RESEARCH)

International Conference on Digital Organizations (ICODO) 2023-24

The centre organized the second edition of ICODO 2023-24 with a theme of Responsible AI on 17th and 18th December 2023, with a preconference doctoral workshop on 16th December 2023. The doctoral workshop was mentored by senior scholar mentors Prof. H. Raghav Rao, AT&T Distinguished Chair, Alvarez College of Business (ACOB), University of Texas San Antonio (UTSA), and Prof. Hillol Bala, Kelley School of Business at Indiana University, USA. The welcome inaugural address was delivered on "AI: The Scientists' Bird-Eye View" by the ICODO Conference and Academic Chair Prof. Pankaj Setia. The plenary addresses were delivered by both the senior scholar mentors. The doctoral workshop attracted research paper presenters from top institutes of India like IIM Ahmedabad, IIM Bangalore, IIM Calcutta, IIM Nagpur, IIT Roorkee, IIT Mandi, Central University of Jammu (CUJ), VIMS Mumbai, and XLRI Jamshedpur.



The best doctoral dissertation award was won by Ms. Pooja Dhayal from CUJ for her presentation titled, Influence of Experiential and Material Product Framing on Consumers' Information Sharing Behavior. The first runner-up was Ms. Sowmya Kini from IIM Bangalore for her presentation titled "Cancel on the App, Let's do this Directly: An Exploratory Study on Trust Paradox and Users' Circumvention of Sharing Platforms". The second runners-up were Ms. Vidisha and Mr. Rudresh Hlmanshu Raval from IIM Ahmedabad for their presentation titled "Interaction, Influence, and Consensus in Online Mental Health Communities."



The inaugural keynote of the main conference on 17th December on "Digital Transformations: An Agenda for Scholarship and Executive Leadership" was delivered by Prof. Vallabh Sambamurthy, Albert O. Nicholas Dean, Wisconsin School of Business, University of Wisconsin-Madison". The academic Keynote was by Prof. Viswanath Venkatesh, Verizon Chair of Business Information Technology, Pamplin College of Business, Virginia Tech, USA on "Problem Definition: Art and Science". Prof. Pankaj Setia delivered the conference welcome keynote on "Responsible Al: An Organizational Approach". The panelists for the panel on "Al and Gender Bias: Challenge or Opportunity?" were the following

- Prof. Monideepa Tarafdar, Charles J. Dockendorff Endowed Professor and PhD Coordinator in Information Systems, Isenberg School of Management, University of Massachusetts, Amherst, USA
- Prof. Amit Sheth, Founding Director, Artificial Intelligence Institute and Professor, Computer Science & Engineering, University of South Carolina, USA
- Prof. Pankaj Setia, IIMA Chair Professor, Professor of Information Systems and Strategy, and Chairperson Centre for Digital Transformation, Indian Institute of Management Ahmedabad (IIMA)



Another panel discussion for the scholars on "Crafting a Successful Research and Academic Career" had the following panelists:

- Prof. Vallabh Sambamurthy, Albert O. Nicholas Dean, Wisconsin School of Business, University of Wisconsin-Madison, USA
- Prof. H. Raghav Rao, AT&T Distinguished Chair, Alvarez College of Business (ACOB), University of Texas San Antonio (UTSA), USA
- Prof. Viswanath Venkatesh, Verizon Chair of Business Information Technology, Pamplin College of Business, Virginia Tech, USA
- Prof. Hillol Bala, Kelley School of Business, Indiana University, USA

On the second day of the conference, Prof. Bharat Bhasker, Director of IIM Ahmedabad, delivered a keynote address on the conference theme "Responsible AI", which was followed up by a panel discussion on: "Responsible AI and Business Growth" with the following panelists from the industry and academia:

- Mr. Ashish Ranjan, Chief Digital Officer, National Engineering Industries, NBC Bearings, CK Birla Group Company
- Mr. Giri Gorjala, GBS India COO, Bank of America
- Prof. Hemant Jain (W. Max Finley Chair in Business, Free Enterprise and Capitalism and Professor of Business Analytics in Gary W. Rollins College of Business at University of Tennessee Chattanooga, USA)
- Mr. Sharad Kumar Agarwal, CDIO, J. K. Tyres and Industries
- Prof. Pankaj Setia, IIMA Chair Professor, Professor of Information Systems and Strategy, and Chairperson Centre for Digital Transformation, Indian Institute of Management Ahmedabad (IIMA)

After a couple of research presentations, the certificates and awards were handed over during the valed ictory session.





LAUNCH OF RESEARCH REPORTS

The Centre released the following two research reports, in collaboration with various industry partners:

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

The report is in association with the partner members of our Retail Tech Consortium (RTC) - Flipkart, Snapdeal, Patanjali, P&G, Unilever, Nykaa, Tata Croma, and others.



The report received case study contributions from Infosys, HDFC Bank, and NASSCOM Foundation.

The Retail Tech Report Launch event was inaugurated by Prof. Bharat Bhasker (Director IIMA) at AB2 Auditorium, IIMA's new campus, on 18th February 2024. Prof. Pankaj Setia delivered the keynote address on Digital Channels followed by a panel discussion on Panel Discussion on "Digital Channels and the Future of SMEs." The panelists were:

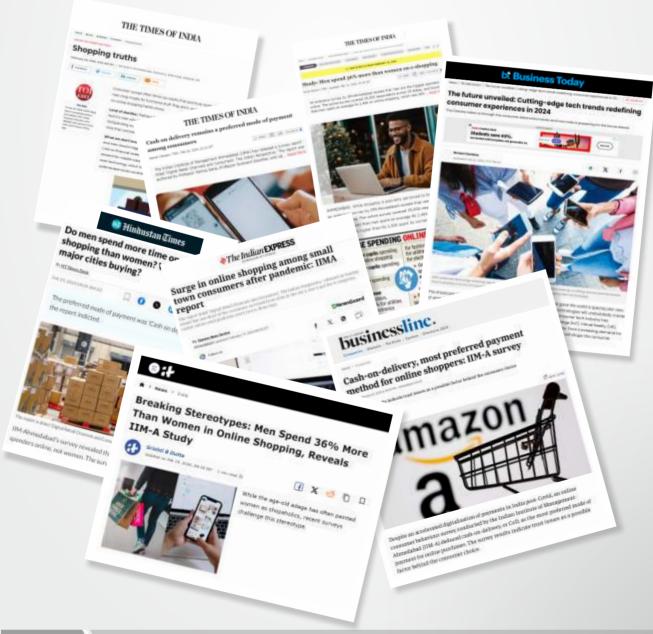
- Nitin Mishra, CTO, Open Network for Digital Commerce (ONDC)
- Sachin Salgaonkar, Managing Director, Bank of America (BofA Securities) India
- Priyanka Bhargav, Senior Director, Brand Marketing/Group Insights Head, Flipkart (Moderator)

The second-panel discussion before the report launch was on "Emerging Omnichannel Landscape" with the following panelists:

- Anil Menon, CIO, Lulu Group
- Tarun Vijh, CIO, Wagh Bakri Group
- Prof. Swanand Deodhar, IIMA (Moderator)









2. Setia, P. (2023). Digital Technologies and Inclusion – The SAID Model for Policy Making and Program Development. Indian Institute of Management Ahmedabad.



The inclusion Report Launch event was completed at the AB2 Auditorium, IIMA's new campus, on 18th February 2024. Prof. Pankaj Setia delivered the keynote address on "Inclusion: The Digital Perspective". A panel discussion on "Digital Transformation and Inclusion" was organized with the following panelists:

- Saloni Vijay, CISO, _VOIS (Vodafone Intelligent Solution), Vodafone Group
- Tarang Bhargava, CIO, Adani Petrochemicals
- Prof. Pankaj Setia, IIMA Chair Professor, Professor of Information Systems and Strategy, and Chairperson Centre for Digital Transformation, IIMA (Moderator)









RESEARCH SEMINARS

1. Prof. Uttara M. Ananthakrishnan, Assistant Professor of Information Systems, Heinz College, Carnegie Mellon University, USA, delivered a research seminar on 2nd August 2023 from 4:30 - 6:00 PM IST on "How Do Online Reviews Enable Political Consumerism" at Auditorium # 1, KLMDC, IIMA Heritage campus



Abstract

Consumers are increasingly supporting businesses and brands that align closely with their values in an act of political consumerism. Despite the increasing demand to support minority-owned businesses, discovering these businesses through traditional channels remains challenging. We examine whether and how online reviews enable the discovery of Black-owned businesses, particularly during increased demand to support these businesses. We leverage GPS-enabled foot traffic data, hand-collected data from a directory of Black-owned restaurants, business details from Yelp.com, and zip code-level social capital data to understand the potential mechanisms driving this change. Our results suggest that Black-owned restaurants that receive reviews indicating Black ownership experience a 10.8% increase in foot traffic compared to Black-owned restaurants that do not receive these reviews. Further, reviews that mention black ownership provide a 4.6% increase in foot traffic to these restaurants during times of increased interest in supporting Black causes. We find that restaurants located in White neighborhoods and neighborhoods with stronger ties across socioeconomic status drive these effects. Further, our results demonstrate that the increase in foot traffic to restaurants that mention Black ownership stems from areas with high White and affluent customers. Together, our results demonstrate the power of user-generated content in enabling political consumerism even without targeted interventions from digital platforms or voluntary disclosure of race by business owners.

About the Speaker

Prof. Uttara M. Ananthakrishnan is an Assistant Professor of Information Systems at Heinz College, Carnegie Mellon University. Prior to this, she has been an Assistant Professor at the Foster School of Business at the University of Washington. At a broad level, her research objective is to analyze consumer and firm behavior online and to understand how these interactions influence the design and operation of online marketplaces. Her research sits at the intersection of Technology, Economics, and Policy. In her research, she uses techniques from social science to understand the drivers of online market behavior and to develop managerially relevant responses for firms and market designers. Before joining the Ph.D. program, she worked at Google for three years. During this period, she was a part of the Google+ team, where she analyzed the sharing patterns of users and developed signals to automate spam and abuse detection on social products of Google. During her time at Google, she worked with engineering, policy, and legal teams to design policies that aimed to identify, report and mitigate abuse on social media, including harassment of minors.





2. Prof. Rajeev Sharma, Professor and Head, Department of Information Systems and Business Analytics at Deakin University in Melbourne, Australia delivered a research seminar on Wednesday, September 27th, 2023 from 2:15 - 3:30 PM IST on "Realizing value from business analytics platforms: The effects of managerial search and agility of resource allocation processes" at Auditorium # 2, KLMDC, IIMA Heritage campus





Abstract

Few organizations have been able to realize value from their investments in business analytics. This could be due to an inadequate understanding of the pattern of investments required to realize value from business analytics. Specifically, we propose that business analytics requires an upfront investment of infrastructure capital to build a mature platform, followed by multiple investments of innovation capital to create value through competitive actions informed by analytics-enabled insights. Drawing on dynamic capabilities and digital options literatures, we develop a model in which the effect of investments in maturity of the business analytics platform on organizational value is moderated by the agility of the process allocating resources for innovation, and by the efforts expended by line managers to search and select the insights. The model is tested on data collected from a survey of line managers. The findings support the proposed model. Implications for research and practice are discussed.

About the Speaker

Rajeev currently serves as Professor and Head, Department of Information Systems and Business Analytics at Deakin University in Melbourne, Australia. Previously, he has served as an Associate Dean at the Waikato Management School and Head of School of Information Systems and Technology at the University of Wollongong. Rajeev's expertise is in the areas of business analytics, strategic management of IT, organizational performance, successful implementation of IT projects, method bias, and research methods. Rajeev has published extensively in top research journals, including MIS Quarterly, Information Systems Research, Journal of Strategic Information Systems, European Journal of Information Systems and Journal of Information Technology. He has served as a Senior Editor of Journal of Strategic Information Systems and as an Associate Editor of MIS Quarterly. Rajeev is the recipient of multiple Best paper awards. Rajeev supervised the PhD dissertation of Dr. Abhijith Anand, who was the recipient of the ICIS 2018 ACM SIGMIS Best Dissertation Award. Rajeev has attracted over \$2 million in research funding. Rajeev has held faculty positions at the University of New South Wales, University of Oklahoma, University of Melbourne, University of Wollongong and University of Technology Sydney. Rajeev is an alumnus of University of Delhi, Indian Institute of Management Bangalore and earned his PhD from the University of New South Wales.





3. Prof. Vandith Pamuru, Assistant Professor of Information Systems at the Indian School of Business (ISB) delivered a research seminar on Tuesday, November 21, 2023, from 11:15 AM - 12:45 PM IST on "Status Downgrade: The Impact of Losing Status on a User-generated Content Platform" at Auditorium #1, KLMDC, IIMA Heritage campus.



Abstract

Non-financial incentives such as badges, ranks, and status are often used to encourage user participation on online platforms. This study focuses on the effect of one such incentive, "status," in the context of a third-party restaurant review platform. In contrast to previous research that has mainly focused on the effects of such incentives on subsequent contributions from rewarded users, we explore how the intrinsic and perceived quality of content generated by users is impacted after users lose their status. Using natural language processing (NLP) techniques to extract quality metrics from online reviews in our dataset, we exploit a quasi-experimental setting and demonstrate that even though the intrinsic quality of reviews significantly decreases after a reviewer is demoted by a platform, consumers on the platform nonetheless perceive these reviews as disproportionately useful. We draw on inequity theory and elaboration likelihood model to theoretically support our empirical results and conduct mechanism analyses to rule out alternative explanations. Furthermore, we find that temporal associations with a platform or with an elevated status do not moderate the effect of status loss on the intrinsic and perceived quality of reviews written post-demotion. The implications of our findings are significant for platform managers who manage the design of status-driven recognition systems and must determine how changes in status should be displayed on the platform.

in IIMA Centre for Digital Transformation 🎰 www.ima.ac.in/faculty-research/centre-for-Digital-Transformation

About the Speaker:

Professor Vandith Pamuru is an Assistant Professor of Information Systems at the Indian School of Business (ISB). His primary research interests are in the areas of user engagement on online platforms and incentive design in the context of emerging technologies. His work has been presented at multiple conferences, including ICIS, WISE, SCECR, CIST, POMS, DSI, and WITS, where he also received the Best Paper runner-up award. He received his PhD in Management Information Systems & Masters in Economics from Purdue University and his undergraduate in Information Systems from Birla Institute of Technology & Science (BITS) – Pilani. Prior to his PhD, he had extensive industry experience in user experience design and product management.



4. Professor Rajiv Sabherwal, Edwin & Karlee Bradberry Endowed Chair and Distinguished Professor, Walton College of Business, University of Arkansas, on February 2, 2024, Friday from 04:30 PM to 6:00 PM IST. His talk is titled "Responsible AI: Artifacts, Agents, and Agendas", and the venue for the event is Auditorium # 2, KLMDC, IIMA Heritage campus



Abstract

The popularity of artificial intelligence (AI) is accompanied by contrasting views of it, ranging between utopian visions of unlimited benefits and dystopian fears of humanity's demise. This has led to frequent calls for "responsible AI" to pursue the positives while avoiding the negatives. Based on the most relevant meaning of the word "responsible" as an adjective as per the Cambridge Dictionary, for an AI artifact to be responsible, it should have "good judgment and the ability to act correctly and make decisions on your own." However, the term "responsible AI" is used in diverse ways. The agent performing the action could be the AI artifact (as the dictionary-based meaning of the term suggests) or human beings in a variety of roles, including as visionaries, designers, developers, and users. Moreover, these humans (and consequently the AI artifact) might pursue a variety of agendas based on their values, positions, and goals. For example, those focusing on worker safety would view robots that replace human workers in dangerous work situations as "responsible AI," but not those focusing on the welfare of the low-income workers being replaced. More fundamentally, prior literature associates responsible AI with diverse goals, including doing what is right; doing what is ethical; doing what is moral; doing what improves humanity; doing what is fair; doing what is inclusive; doing what enhances sustainability; etc. In this presentation, I will discuss "responsible AI" in terms of the artifacts, agents and agendas, while drawing upon some of my relevant work.

About the Speaker:

Dr. Rajiv Sabherwal is the Edwin & Karlee Bradberry Endowed Chair and Distinguished Professor at the Walton College of Business, University of Arkansas. His research on the management, use, and impact of information technologies appears in Management Science, Organization Science, Journal of AIS (JAIS), MIS Quarterly (MISQ), Information Systems Research (ISR), Journal of MIS, California Management Review, and MIS Quarterly Executive (MISQ-E). He has served as Editor-in-Chief for IEEE Transactions on Engineering Management, Conference Co-Chair for the International Conference of Information Systems

(ICIS), Chair for the ICIS Executive Committee, and Program Co-Chair and Doctoral Consortium Co-Chair for the Americas Conference of Information Systems. He has performed senior editor, guest editor, or department editor roles for JAIS, MISQ, ISR, Journal of Strategic Information Systems, Journal of Information Technology, Decision Sciences, and MISQ-E. He is a recipient of the Association for Information Systems (AIS) LEO Lifetime Achievement Award, a Fellow of IEEE, a Fellow of AIS, and a Fellow of the Asia-Pacific Artificial Intelligence Association.



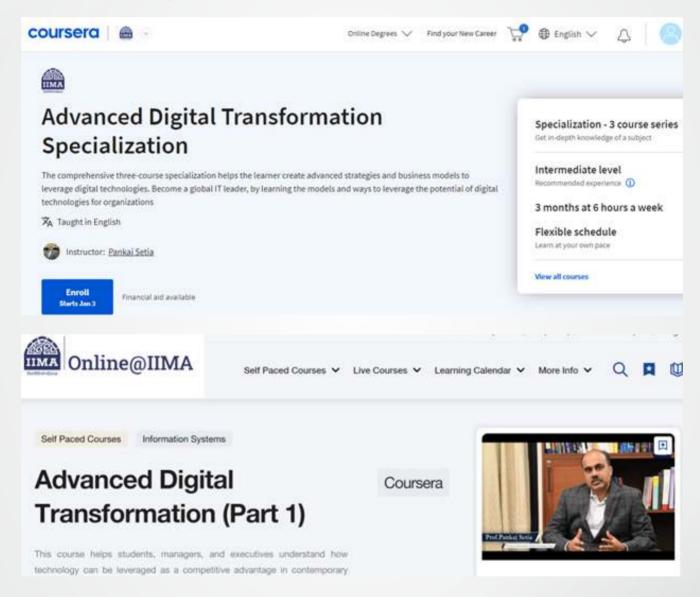




ONLINE COURSES

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

- Digital Transformation: Theory and Applications (in Hindi) on SWAYAM portal
- Specialization on Advanced Digital Transformation (3 part series) on Coursera portal







Digital Transformation: Theory and Applications

By Prof. Pankaj Setia | Indian Institute of Management Ahmedabad (IIMA)

Learners enrolled: 10534



More than 10,000 learners enrolled in the SWAYAM course and about 9500 learners enrolled in the three parts of the Advanced Digital transformation course on Coursera.



REPRESENTATION IN CONFERENCES . AND DISCUSSIONS

- Prof. Pankaj Setia participated in a thought leaders unplugged panel discussion during the red brick summit at the AB2 auditorium, IIMA new campus on 1st October 2023 with three CIO leaders from the industry.





An Information Systems (IS) Leadership track panel discussion on "Digital Transformation in India" with panelists being Ms. Kaku Nakhate from the Bank of America, Mr. Nitin Mishra from ONDC was moderated by Prof. Pankaj Setia at the International Conference on Information Systems (ICIS) on 12th December. The Centre was an academic platinum sponsor of the conference and a booth was set up at the conference to showcase the activities.

ICIS 2023 SPONSORS

ACADEMIC PLATINUM



https://icis2023.aisconferences.org/sponsors-exhibitors/current-sponsors-exhibitors/





NASSCOM GUJARAT TECH VISTA ENTRY__



Prof. Pankaj Setia delivered a keynote address at the NASSCOM Gujarat Tech Vista 2024 on 30th January 2024 on "Demystifying Gen AI for Business Growth." The theme of the event was Navigating the Future of Business in the Digital Age at AMA Ahmedabad





COURSERA WEBINAR

Prof. Pankaj Setia delivered a Live Coursera webinar on "Generative Al and Future of Work" on 31st January 2024 for one hour with a real-time English to regional language translation demo

coursera for business

Webinar

Generative AI and the Future of Work: How to Increase Productivity in an AI-Enhanced World

DATE

31 January 2024

TIME

12:30 to 1:30 p.m. IST





Prof Pankaj Setia

Professor, Information Systems and Strategy Chairperson, Centre for Digital Transformation IIM Ahmedabad





OP-ED ARTICLES

Centre's research coverage by The Hindu Business line newspaper in the article "How online shopping is changing India's retail fabric"

An article titled "A managerial mantra in the age of artificial intelligence", by Prof. Pankaj Setia published in the Leadership section of PeopleMatters Online

Interview of Prof. Pankaj Setia by CIO.com, "Dr. Pankaj Setia on the challenges that will redefine CIOs careers"

A few thoughts of Prof. Pankaj Setia carried by the CIO Magazine in their article on "3 Tough Decisions for IT Leaders to Achieve a Successful Digital Transformation"





ADVISORY COMMITTEE MEMBERS



(Founding chair) **Prof. Pankaj Setia,**The IIMA Chair

Professor and

Professor of Information

Systems, IIMA



(Co-chair)
Mr. Aditya Bhasin,
Chief Technology and
Information Officer,
Bank of America



Prof. Bharat Bhasker, Director, Indian Institute of Management Ahmedabad (IIMA)



Madhuri Deshpande, SVP, Global Business Services Executive, Bank of America



Prof. Debjit Roy, The IIMA Chair Professor and Professor of Operations Management, IIMA



Prof. Ramayya Krishnan, Dean, Heinz College of Information Systems and Public Policy, Carnegie Mellon University

COUNCIL ON RESPONSIBLE DIGITAL TRANSFORMATION



Dr. Ritu Agarwal,
William Polk Carey
Distinguished Professor, Co-Director,
Center for Digital Health and
Artificial Intelligence (CDHAI),
Carey Business School, John Hopkins University



Ms. Debjani Ghosh,President of
NASSCOM



Mr. Rajesh Gopinathan, ex-CEO and MD, Tata Consultancy Services



Mr. Nandan Nilekani,Co-founder &
Non-Executive Chairman,
Infosys



Mr. 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



MEMBERS OF THE CENTRE



Prof. Promila Agarwal Human Resource Management



Prof. Rajesh Chandwani Human Resource Management



Prof. Swanand Deodhar Information Systems



Prof. Naman Desai Finance and Accounting



Prof. Samrat Gupta Information Systems



Prof. Tarun JainAssociate Professor of Economics



Prof. Amit Karna Professor of Strategy



Prof. Vaibhavi Kulkarni Associate Professor of Communication



Prof. Hyokjin Kwak Professor Marketing



Prof. Adrija Majumdar Assistant Professor of Information Systems



Prof. Aditya Moses Assistant Professor of Human Resources Management



Prof. Sundaravalli Narayanaswami Associate Professor of Public Systems Group



Prof. Ernesto Noronha
Professor of
Organisational
Behaviour



Prof. Pankaj Setia Professor of Information Systems



Prof. Rajat Sharma
Associate
Professor of
Marketing



Prof. Sunil Sharma Professor of Strategy



Prof. Chitra SinglaAssociate Professor
of Strategy



Prof. Biju Varkkey Assistant Professor of Human Resources Management



Prof. Vidya Vemireddy Assistant Professor of Centre for Management in Agriculture



Prof. Sanjay Verma Associate Professor of Information Systems



Prof. Neha TripathiAssistant Professor of Human
Resources Management



CHAIRPERSON OF THE CENTRE _



Prof. Pankaj Setia Chairperson

CURRENT TEAM.



Mr. Narendra Kr. Shukla Asst General Manager

RESEARCH ASSOCIATES



Dr. Bhagwat Ram

RESEARCH MANAGER



Mr. Ujjwal Dadhich TISS, Mumbai



Ms. Kanishka K. Annamalai University



Ms. Durva Shastri Ahmedabad Management Association



Mr. Manish **Kumar Sharma** IIT Kharagpur



Ms. Tara Tiwari **Punjab University**



Mr. Sharad Pardhe IIT Mandi



Mr. Pratyush Kumar IIT Jodhpur

PAST MEMBERS



Dr. Somnath Mitra



Ms. Dhruvi Trivedi



Mr.Vatsal Suthar



Dr. Brijesh Patel



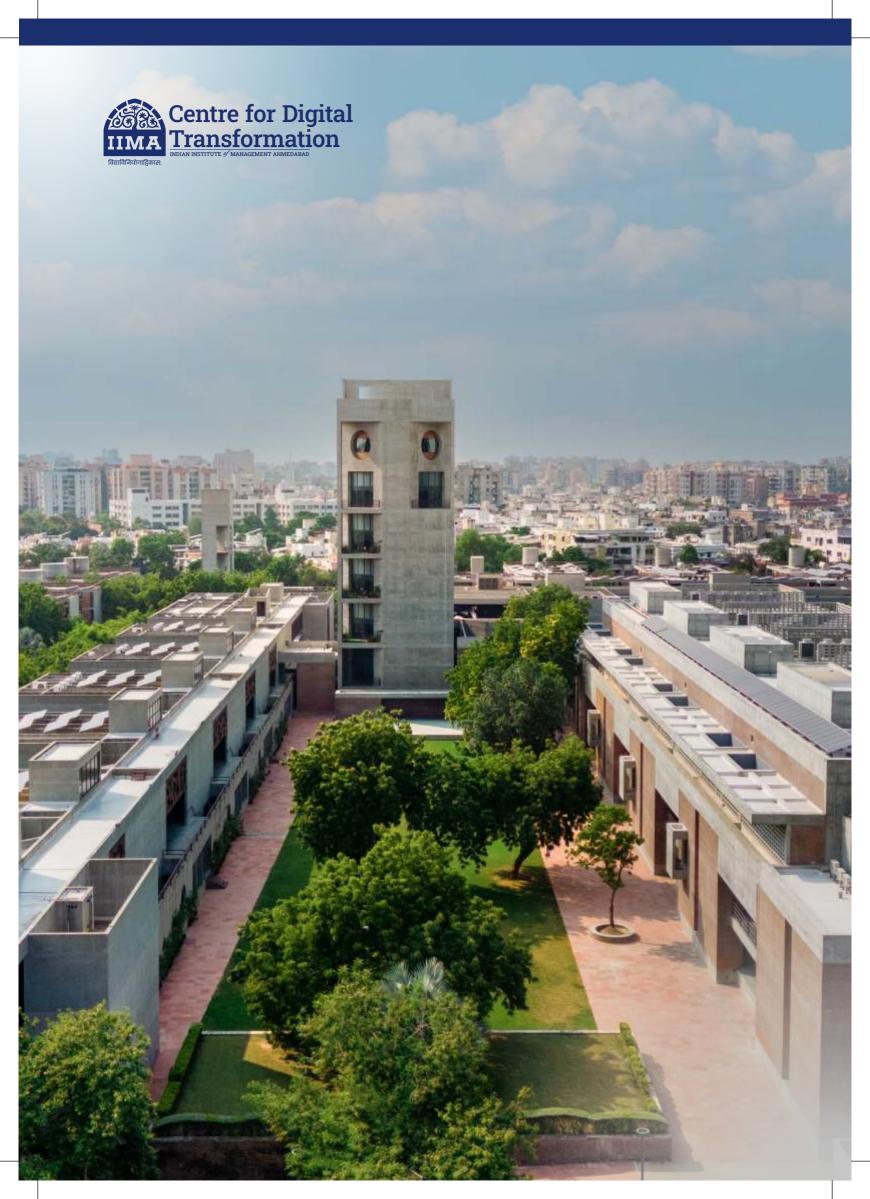
Ms. Jeevitha V.K.



Ms. Himanshi Rajput



Ms. Ashna Viswanath







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