



IIMC-CRC-2017-03

IIMC CASE RESEARCH CENTRE (IIMCCRC)

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AUGUST 2017

## MASTEK 4.0: TRANSFORMATION FOR THE DIGITAL AGE

*“The transformation was aligned to Mastek’s fundamental DNA. The transformation took us back to our roots. It was not a fad that is why it was destined to not fail. Today I cannot say which part of transformation was digital, demerger or Mastek 4.0. It was all intertwined. They all needed to come together to create something new - the new Mastek.”*

- Sudhakar Ram, Chairman and Managing Director, Mastek

As Sudhakar Ram landed in Mumbai’s sprawling new airport terminal, he was amazed at the pace at which the city was changing and developing. Although, he had spent a large part of his life and especially the past few years in Mumbai, there was something which made him sit back and take notice today. The city was almost unrecognizable from what it was over three decades ago when he and few other likeminded individuals were laying the foundation for one of the most innovative and successful Indian IT companies. Ram was in town to meet the John Owen, CEO of Mastek, a global information and technology (IT) services firm that Ram had led for several years.

During the drive from the sprawling Mumbai airport to the Mastek office, Ram was reminiscing about the recent events that had led to the firm reinventing it in many ways. He

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*Prof. Indranil Bose at the Indian Institute of Management Calcutta and Prof. Ashish Kumar Jha at the ESC Rennes School of Business, France developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.*

Indian Institute of Management Calcutta gratefully acknowledges the financial contribution of 23<sup>rd</sup> batch of PGP alumni in fully supporting the expenses toward development of this case study at the Case Research Centre of the institute.

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could see a parallel between the development of the city and his company. The city of Mumbai had shed its baggage and had developed rapidly in recent years as India's financial capital. The growth of numerous high rises was on the bed of various old buildings which needed to be demolished in order to make the new town and it was these new establishments that were driving the city into the league of the future cities of the world. Mastek has had a very similar transformation lately.

The rise of digital technologies like mobile, cloud and social media had fundamentally changed the way information and technology (IT) industry had functioned for decades. Over his long career in the industry, Ram had witnessed multiple changes in the way IT was seen and used by organizations. The PC revolution of 1980s, dot-com boom and bust of the late 1990s all had happened in front of his eyes and he had led his company successfully through all these phases. However, something was different about the changes sweeping the IT world now. New technologies had revolutionized and democratized the IT space where a few people could develop a mobile app and start a new age business.

Ram and his colleagues saw that the change coming and prepared his firm for the future. It took many hard decisions, foresight and change of fundamental structure of the firm to keep itself prepared for future business. In 2016, Ram handed over the reins of Mastek to Owen. He took the role of Managing Director of the firm leaving the day-to-day operations to the new team geared to take on the world. His current visit was for a board meeting of the company to review the performance of the firm in the past one year and evaluate the impact of the transformation of the firm. He was scheduled to meet Owen, to be briefed on the status and the results of many of the activities he had spearheaded.