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## SMART CITY PALAVA AND ADOPTION OF E-GOVERNANCE

MAY 2016, MUMBAI, LODHA GROUP OFFICE

It was a bright sunny day in May 2016. Shaishav Dharia, the young Chief Executive Officer and Development Director of Palava, the largest privately owned, greenfield smart city in India, had just concluded a meeting with his management team in the boardroom at Lodha Group's head office in Mumbai. The meeting ended with mixed reviews of the technology initiatives that had been undertaken for Palava city. The reports about the Palava portal and app adoption rate among citizens had somewhat disappointed him. Though the current usage rate of 40% was a considerable improvement from previous reports, the figure did not match his expectations. Ten months earlier, confronted with a deplorable usage rate of 10%, Dharia had asked his team to get cracking on the problem. He was pleased with the initiatives and changes his management team had undertaken; however, much more effort would be needed to change the mindset of citizens and encourage technology adoption.

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*Indranil Bose and Samadrita Bhattacharyya of the Indian Institute of Management Calcutta, and Somnath Mitra developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.*

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Dharia had been working with Lodha Group since 2010 and believed in its vision. Palava was the first private smart city in India, so he had no other example to follow. With 15 years of experience in consulting, Dharia knew that adopting new technology or accepting a new way of life came with multiple challenges.

At the meeting, the team looked over a list of technology initiatives they planned to undertake in the near future, which included integrating a social networking platform with the portal and the app. Would that boost portal adoption or hinder city operations? What should be the immediate focus of the management – taking up new initiatives or concentrating on the existing technologies? Dharia was faced with several dilemmas at once. As the management team left the boardroom, he reflected on the journey of Palava as a smart city and tried to think his way forward.