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DRIVING TRANSFORMATION WITH DIGITAL REVERSE MENTORING AT TATA STEEL

INTRODUCTION TO PART A

Tata Steel had successfully renewed itself during its encounter with the shock of liberalization and decontrol in the early nineties. In the two decades following the encounter, the company had reinvented itself from being a potential candidate for divestment to emerge as one of the largest and lowest cost steel producers in the world. It had taken 80,000 people to make 2 million tonnes of steel in the early 1990s. By 2014, they were producing 30 million tonnes of steel annually with a 70,000 strong global workforce.¹ However, was this renewal sufficient to ride the new disruptions caused by digital technologies? What could it do to embed a digital sensibility within the company?

¹ Tata Steel business excellence review, July 2014

Nimruji Jammulamadaka of the Indian Institute of Management Calcutta, developed this case study as the basis for class discussion and academic purposes rather than to illustrate the effective or ineffective running of an organization.

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