



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



LEADING BUSINESS TRANSFORMATION IN DIGITAL ERA



Programme Director: Prof. Debashis Saha



Programme Dates: November 11 - 13, 2024



Programme Venue: MDC, IIM Calcutta

INTRODUCTION

The role of leadership in successful business transformation in this digital era is a topical issue in need of urgent attention by the top executives in businesses across industries. Currently, there is a clear lack of understanding among the top management of the exact role and focus of leadership in the context of both strategy and execution as far as digital business transformation is concerned. That is why, today most of the digital transformation engagements fail to reach their intended objectives. The challenge to overcome is that the pace of change in digital has left business leaders falling behind in this madcap world where change is the only constant; therefore, all leaders, irrespective of their domain of expertise, need to equip themselves with right frameworks to approach digital transformation in the right manner, understand the implementation process of digital transformation in organizations (large, medium or small), learn how to embrace it across business verticals successfully, and leverage them to stay ahead in the competition. The leaders must appreciate and assimilate the new skills and competencies, new forms of leadership, and new organizational capabilities that are the need of the hour. From demystifying the operational concepts of digital business transformation to creating a roadmap for its real-world implementation, this MDP explores (a) how to best lead digital transformation for your business, (b) how to utilize it disruptively for reimagining business, (c) how to transform the company's core business processes, operational models and managerial roles, (d) how to bring in transformative agility that enables companies to adjust to rapidly changing business environment, and (e) how to manage organizational change toward achieving digital transformation.

OBJECTIVES

Geared towards non-technical professionals, this MDP seeks to get executives on track to lead the current transformation wave. It aims to help business leaders understand and take part in, and envision and execute digital-driven business transformations in their organizations, not just stay as outside observer in the whole process. The goal is to demystify 'digital transformation' journey threadbare so that leaders can avoid the pitfalls and plan properly to achieve the competitive advantages that such transformation makes possible in tandem with disruptive digital technologies. The programme's teachings are transferable across a multitude of industries. This programme is aimed at those who would like to embark upon a leadership role in implementing a unique and effective digital-enabled business transformation in their organizations. Whether you're a consultant, manager, senior leader, board member, or a CXO, this programme will help you identify as well as better understand - how to implement digital to transform your organization outside-in and inside-out, how to increase your organizational agility to act as agents of transformative change, and how to capitalize on the opportunities digital transformation provides.



KEY TOPICS

Digital business transformation is becoming a key leadership imperative with every passing year. Leaders must (i) Think Strategically to Build Transformation Plan; (ii) Communicate Clearly to Realize Transformative Projects; (iii) Be Flexible in Managing Innovation; (iv) Make Quality Decisions About Technology; (v) Know Their People and Manage Wisely; etc. The following modules contribute to the holistic approach this MDP takes:

- **Implementation process:**
 - Role of leadership – Leading Transformation Projects; Clear communication of direction; Top management commitment; Driving Innovation; Talent management; Recognizing the significance of roles and positions related to digital business transformation; etc.
 - Transformation strategy – Business-Digital alignment; Top-down approach; Strategic use of digital assets; Harnessing digital to achieve business goals; Digitalization as an integrated, strategic focus; Investment prioritization; etc.
 - Reshaping business models – Customer value co-creation; Digital solutions as enablers; Exploiting digital business opportunities; Data monetization; Creating and managing ecosystem; Becoming ecosystem driver; etc.
 - Future ready enterprise – Digital Platforms and Tools for business agility; Creating productive toolsets for business owners; Managing Data, Process, and People; Creating digital DNA; Business outcomes and KPIs; etc.
- **Best practices to follow:**
 - Operational effectiveness – Business contexts of various technologies; Identifying effective use of technology; Creating harmony between people and technology; Embracing the human element of technology; etc.;
 - Mindset change – Remoulding mindset; Thinking digital; Data-driven decision making; Being agents of change; Promoting a strong teamwork orientation; Cross-functional teams; N-in-a-box approach; Collaborating with Stakeholders; etc.
 - Change management – Promoting Digital Literacy; Upskilling, reskilling and neo skilling; Reverse mentoring; Motivating and inspiring employees to achieve objectives; Creating space and opportunities for participation; Engaging employees in change process; etc.
 - Innovation culture – Imbibing startup/entrepreneurship culture; Creating environment for innovation; Encouraging creativity, experimentation, risk-taking; MVP and piloting; Learning to fail; Driving lighthouse projects; etc.
 - Design thinking – Customer centricity; Product innovation; Human centered design; Design thinking to design doing; Value co-creation; Managing creativity; etc.
- **Pitfalls to avoid:**
 - Common mistakes; Ineffective leadership; Poor communication; Unrealistic deadlines; Unclear goals; Inadequate buy in; Ignoring customers; Rushing the process; Lack of risk management; Improper budgeting; Lack of accountability and transparency; etc.



PEDAGOGY

Delivery would be through a balanced mix of case studies on success/failure stories of companies, experience sharing, classroom lectures, discussions, and reflections on real-life corporate examples. Lecture inputs are primarily drawn from contemporary studies, research reports and survey findings on the topic. Discussions will be experiential and interactive through individual and/or group presentations, and/or in-class assignments to guide participants, as they construct a complete roadmap for digital transformation of their respective organizations.



WHO MAY ATTEND

This programme is curated for the business leaders who want to envision/plan/understand/consult/ execute successful digital transformation projects in their organizations, following a competitive operational strategy and capitalizing on the skills necessary for managing the change that business transformation brings in. The content especially helps the top executives ensure that their business stays relevant by transforming effectively in a top down manner. Moreover, if you realize that digital transformation is a strategic concern that needs to be prioritized by leaders, and that it cannot be left exclusive to IT experts, you must attend this programme.



PROGRAMME DIRECTOR

Dr. Debashis Saha, a Full Professor in the MIS area, has been teaching IT-driven business management for more than 30 years now. In the full-time executive programmes in IIMC, he has designed and delivered Digital Business Transformation and related courses for Managers, Business Leaders, and Senior Executives. He has delivered several thought-leadership lectures on Digital Transformation in leading organizations and universities in USA, Japan, Singapore, Korea, China, Australia, Sweden, Singapore and Taiwan, on their invitation. He also has the experience of providing consultancy to several Indian firms on their transformational IT projects. His research interests include Digital Disruption, Business Transformation, Platform Business, IT strategy and governance, Emerging Digital paradigms, and IoT, Industry 4.0. He has authored several research papers, books/monographs, book chapters, case studies, and published in both national and international journals. He has visited USA, UK, Australia, Brazil, China, South Africa, Japan, South Korea, Hong Kong, Switzerland, Sweden, Portugal, Taiwan, Singapore, and Dubai, in connection with Industry Interactions, International Programmes and Conferences. He holds BE (Jadavpur University), MTech (IIT-KGP) and PhD (IIT-KGP) in Electronics & Communication Engg. Prof. Saha can be contacted by email at: ds@iimcal.ac.in.



PROGRAMME DETAILS

- Programme Commencement:** 9:00 AM on November 11, 2024
- Programme Conclusion:** 2:00 PM on November 13, 2024
- Accommodation:** For Residential participants, on single occupancy
 - **Check-in:** November 10, 2024 (6:00 PM onward)
 - **Check-out:** November 13, 2024 (2:00 PM)



PROGRAMME FEES

- Residential (R):** ₹ 87,000/- plus taxes and surcharges as applicable.
- Non-Residential (NR):** ₹ 77,000/- plus taxes and surcharges as applicable.

We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode.

Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.



TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM Calcutta will be provided till 2:00 PM on the last day of the Programme. Participants who may wish to stay beyond this time will have to check with the CMDP Office for room availability, and associated charges. IIM Calcutta does not provide any family accommodation.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 01, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.

HOW TO APPLY

- You can apply/nominate your personnel by clicking on the “Apply Now” link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with a Proforma Invoice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo./relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

IIM CALCUTTA’S ACCREDITATIONS AND RANKINGS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) & EQUIS.
- IIM Calcutta is the only B school in India to be a member of CEMS, a global alliance of leading business schools, multinational companies and NGOs
- IIM Calcutta’s MBA programme has been ranked 60th and MBA-Ex programme 76th in Financial Times Global rankings, 2023. In Domestic rankings, the Institute has secured 1st position in both BT-MDRA and Fortune India Best B-School Survey 2023



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For all other details on administrative matters please refer to the ‘Guidelines for Participants’ on our website or e-mail to programme_mdp@iimcal.ac.in