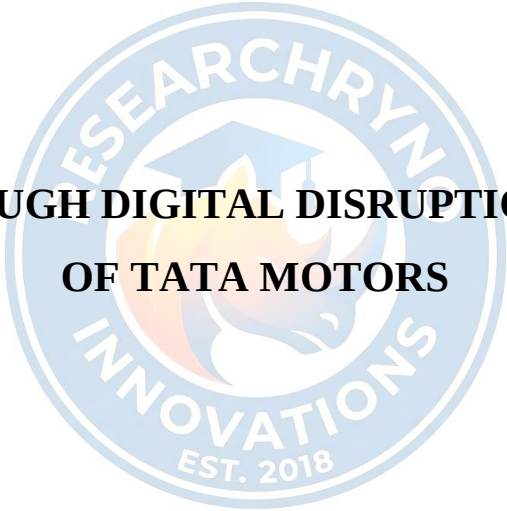


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The logo is a circular emblem with a blue outer ring containing the text 'RESEARCHRYNS' at the top and 'INNOVATIONS' at the bottom. Inside the ring is a stylized graphic of a blue graduation cap with a yellow and orange flame-like shape rising from its base. Below the graphic, the text 'EST. 2018' is written.

LEADING THROUGH DIGITAL DISRUPTION-CASE STUDY OF TATA MOTORS

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Introduction

Digital transformation has become an important thing for companies and businesses in the current scenario. Most companies have adopted digital transformation in their organisation but many of the company is still lacking the transformation. Tata Motors is one of them. Tata Motors is an Indian vehicle manufacturing company owned by the Tata Group and established in 1945 (Tata Motors, 2023). The company is lacking digital transformation in their organisation. This study aims to prepare a report on the digital transformation of Tata Motors. This will analyse the change and the opportunities for the company. This report will also help in preparing a digital-ready culture. This report will be used in future to improve the digital transformation of the organistaion.

Task 1: Change Analysis and Opportunities

Organisation Background

Tata Motors is a multinational automobile manufacturing company owned by Tata Group. It has several sub-brands which are ruling the International Car market. Jaguar and Land Rover are one of the most well-known brands of Tata Motors. Tata Motors is leading the Global automobile manufacturing sector after operating in commercial, public, and goods vehicles. They are also manufacturing electric vehicles too. Tata Motors has a global revenue of US\$ 37 Billion (Tata Motors, 2023), this is double that many of the competition. Their core product is the passenger vehicles and commercial vehicles. The company aims to reach customers of different income segments by introducing different brands under one company to them.

Identifying the areas impacted by digital transformation

Digital transformation has disrupted the automobile industry significantly. Several technological advancements and digital transformations have impacted the sales and the growth of automobile companies. Tata Motors was also impacted by the transformation. The top three areas impacted by Tata Motors due to the digital transformation are described below.

Manufacturing and Supply Chain Transformation: The automobile sector was blessed with automation technologies. It gave them the power of manufacturing the parts automatically with less manpower. Like other automobile companies, Tata Motors also used automation in their manufacturing unit to improve their manufacturing speed and

manufacture the auto parts faster with more efficiency (Singha, 2020). This digital transformation has helped the company to build a better manufacturing unit with faster speed and less cost.

Improvement of CX through CRM transformation: From the beginning of the business Tata Motors was aligned towards giving the best customer experiences to its consumers. Digital transformation has helped them in improving that also. Using CRM is necessary for private businesses (Kidav, 2022). Thus Tata Motors also used that. With the use of advanced CRM software, they ensured customer satisfaction which helped them in customer retention.

The Innovation Of Electric Vehicles: Companies should not settle and stick to a single thing rather they should keep innovating to beat their competitors (Kumar and Hallur, 2020). Remembering this Tata Motors kept innovating in the automobile sector. As a result, they invented some high-quality and long-range electric cars. This not just contributed to their digital transformation but also contributed to their CSR by saving the environment.

Discussing the opportunities

The CIO can take several opportunities and decisions to successfully transform the organisation. They can implement VR technology in the organisation to give a better customer experience to their customer. Using the VR technologies Tata Motors will be able to give a virtual tour of their vehicle to its customers from their home, this will help them in attracting more consumers to their store. VR technologies are used in the automobile sectors for manufacturing and developing new products and training dealers (Henriques and Winkler, 2021). Thus Tata Motors can also use this for its improvement. Also, the CIO has an opportunity to implement a data-driven decision-making system within the organisation. This will help them in building and making decisions by analysing customer data. This can be helpful to identify the customer's needs. There is also an opportunity of bundling a digital ecosystem by partnering with several digital companies. They can partner with the streaming video platform and music streaming platforms and integrate them into their cars which will improve their sales.

Task 2: Digital Business Agility

Tata Motors can follow each component of the digital business agility model to develop its digital transformation more efficiently. The brief proposal of their business agility model is discussed below.

Hyper Awareness

To meet the Hyper Awareness component of digital business agility Tata motors can implement a real-time monitoring system in the cars and a predictive analytics system in their organisation. It can be achieved by using the IOT technology and machine learning techniques. Tata Motors can implement IOT technology in their cars to monitor their consumers' activity and save them from any kind of accidents. This will increase the trust of the cars among the consumers as it provides safety for them. On the other hand, they can use machine learning in their organisation and analyse different data and understand customer demands. Through this, the organisation will be able to predict the need for their cars and manufacture them accordingly. Machine learning can predict the problems before their occurrence using their data (Gohel et al, 2020). Thus the machine learning algorithms will also be helpful to analyse the cars and predict the need for maintenance and servicing. USA's famous EV Company TESLA Motors have implemented the IOT system in their cars to advance the customer experiences. Thus Tata Motors can also do the same as both are operating in similar fields. With the implication of IOT technology in their car TESLA has added extra features in their vehicle like auto driving and accident predicting.

Make Informed Decision

In order to follow this component of digital business agility Tata motors can use Artificial Intelligence in their organisation to provide an AI-driven support system. Through the use of this system, the organisation will be able to provide better customer support to its consumers more efficiently and solve their queries. In order to develop an AI-driven support system they can use Artificial Intelligence. Through the use of Artificial Intelligence, they can analyse the customer sentiment and provide customer satisfaction. The online marketplace Amazon has been using this system for a long time. They are providing customer service using AI technology in their platform. They become successful in providing better customer service to its customers. This has increased their customer satisfaction along with decreasing the cost. Thus it can also be helpful for Tata Motors to provide better customer service and reduce costs. Amazon has also taken leverage of the AI tool in their hiring process (Kodiyan, 2019). The organisation has hired many employees using AI technology in their organisation which saved their hiring expenses. Tata Motors can also leverage technology like this.

Execute First

In order to increase their development speed and proto-typing speed Tata Motors can follow this component of the digital business agile in their organisation. To meet this component

they need to implement the VR technology in their organisation. To quickly prototype and test new vehicle designs and features, Tata Motors can use agile development methodologies and virtual/augmented reality technologies. By creating virtual prototypes and conducting virtual simulations, Tata Motors can accelerate the product development process, reduce time-to-market, and gather early feedback from stakeholders. Additionally, employing rapid application development platforms provides quick iteration and deployment of digital solutions, allowing Tata Motors to execute fast and respond swiftly to market developments. Honda Motors have already used VR technology to design its products (Mixed News, 2022). The organisation has considered taking this technology into their organisation for rapid prototyping of the products. During the pandemic, the organisation had to run their innovation remotely as a result to solve the problems faced by remote work they adopted Virtual reality. This came as a blessing for the organisation. With the use of VR Honda not only sped up their innovation but also decreased their prototyping cost. This successful technique used by Honda can be used widely by other automobile companies like Tata Motors. Thus it has been discussed to implement VR technology in their organisation.

Task 3: Creating a Digital Ready Culture

There are several specifications that Tata Motors need to consider before implementing a digital culture within the organisation. It is crucial for the company to understand the various implications of introducing a digital culture and its impact on the employees. To further analyse this concept, the report has deployed Hofstede's cultural dimensions framework. Hofstede's cultural dimensions theory enables the identification of significant cultural dimensions that constitute the dynamics of a society or a population. Research conducted by Escandon-Barbosa *et al.* (2022) claims that there have been several studies that support the fact that culture and innovation are deeply correlated.

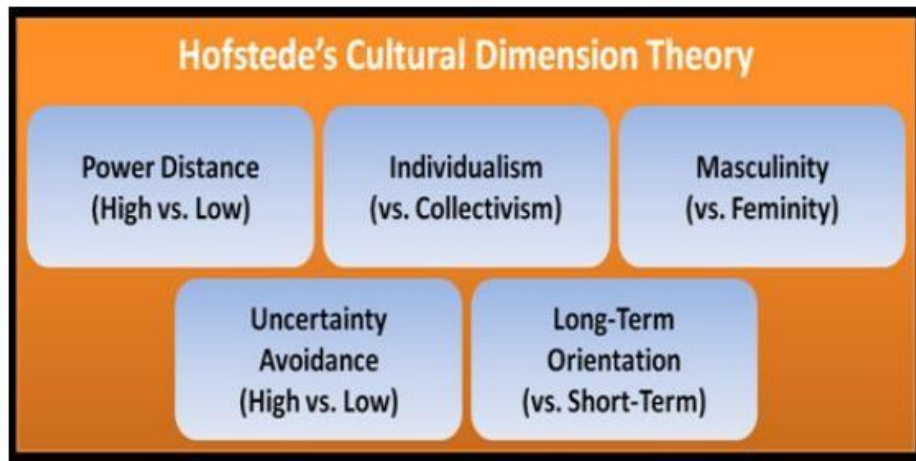


Figure: Hofstede's Cultural Dimensions Theory

Source: (Khan, 2019)

According to this theory, the implementation of digital culture within Tata Motors can be successful if the company effectively analyses these 5 cultural dimensions that are integral to the survival of any population or society. Initially, the company needs to analyse the power distance, which is, ensuring that the company does not implement too much power within their domains and instead ensure that they are putting the customers first. Edinger-Schonset *al.* (2020) claim that businesses need to put more focus on balancing the power of the stakeholders. It is important to let stakeholders, especially the customers have a say in the decision-making, new product recommendation, and corporate governance in the company. The next prior element in implementing a digital culture is to analyse the collectivism vs individualistic phenomenon. The company has to ensure that the new digital cultures implemented would cater to the collective needs of the employees, rather than empowering a particular segment of the organisation. The culture should have a collaborative culture which would further enhance the productivity of the company. It has now become important to analyse the deficiency in gender diversity and the disparities in gender within the corporate sector. The emergence of new technologies in the market is causing drastic changes in gender disparities, organisational culture, and other operations in the business. Hence, it has become quite important for Tata Motors to analyse these subjects (Nagaraj and Ranganathan, 2022). Analysing the gender aspects and the impact of tech on it is the next priority for Hofstede's theory, and is crucial to promote a collaborative organisational culture by Tata Motors. While implementing a new technical culture, it is important for the company to ensure that it will be fruitful in innovating new services and efficiencies within the business environment. However, while implementing innovations, Tata Motors should ensure that the employees are

resistant to sudden changes. Taking into view, the importance of the uncertainty index, Tata Motors should conduct a thorough analysis of the reception of the new cultures among the employees. The appropriate implementation and adoption of the culture would further enhance the rate of innovation and productivity among the employees.

The last part of Hofstede's cultural dimensions is analysing the long and short-term goals of the employees and ensuring that it adheres to the objectives of the company. Companies across the world are adopting new digital cultures to become global pioneers in technical and cultural innovation. It is quite evident that the impact of digital transformation is taking over the global industries. Companies that are missing this development might face grave consequences in terms of revenue and reputation (Zeikeet *al.* 2019). To become a digital pioneer, Tata Motors should ensure that the implemented culture meets the long and short-term objectives of the company and employees.

Hence, based on the analysis of Hofstede's cultural model, it can be agreed that Tata Motors' digital culture needs to be inclusive and flexible in the face of sudden changes in the business environment. The current structure of the company might not be able to effectively emphasise the implementation of digital technologies and their adoption by employees. Hence, it is pertinent to become a digital pioneer and create a collaborative culture, simultaneously, the company has to change its existing strategies and create new, transformation policies.

Task 4: Developing Digital Leadership

In order to bring digital transformation within the organisation TATA Motors needs to develop a digital leadership. The development in their digital leadership can be brought through Goleman's leadership style. The Goleman leadership style consists of Six leadership styles which are Coercive Leadership Style, Authoritative Leadership Style, Affiliative Leadership Style, Democratic Leadership Style, Pacesetting Leadership and Coaching leadership style (Goleman, 2019). A pacesetting Leadership style can be used in this organisation to develop good digital leadership in TATA motors. In the Pacesetting Leadership style, the leaders of the organisation set the pace in their work procedure just like the name suggests. The main factor of this style is that the leaders of the organisation give examples of them and tell the employees to follow them. As a result, the employees feel more motivated. In the case of TATA motors, they need to transform so many things within the organisation. Thus there is a lot of work to do in the organisation. To complete the work within the time the leaders and the employees need to speed up. Thus the Pacesetting

Leadership style has been chosen for their digital leadership development and digital transformation.

In order to deliver the pacesetter leadership in the business TATA Motors need to identify significant strategies in business. Digital transformation of the organisation enables continuous improvements within the organisational structure to strategically change the business operations based on the business requirements. Hence enhancing such improvements will require specific approaches and techniques which have been identified by the GROW model.

Goal

TATA Motors has the goal to transform the supply chain and customer experiences using digital transformation practices within its business model. In order to utilise such developments the company requires goal-oriented improvements within the digital transformation practices.

Reality

Digital transformation requires a skilled workforce. Along with this sufficient investments are important. Risk mitigation is subsequently important to develop the digitally transformed business model.

Options

The business model transformation, collaboration with the leaders in the technologically strong organisations, and infrastructure modernisation are the significant improvements that the company can approach to create pace-setting improvements within the organisation.

Will

TATA Motors need to adopt the pacesetter leadership by taking effective skill up gradation of the employees in the business. Collaboration with companies who deliver IT solutions to various business issues will enable the company to become an efficient organisation to deliver digital transformation within its business operations.

Conclusion

The report evidently highlights the importance of adopting digital technologies and its impact on the culture, innovation, and growth of businesses. By exemplifying Tata Motors, the report has aimed to prove that its adoption of a digital culture might enhance its success prospects in terms of revenue and expansion across multiple industrial paradigms. The digital business agility in the report has revealed the needs of its different components in Tata

motors. It was also found that digital ready culture is very important for this organisation. At last it has suggested the Pacesetting Leadership style to the company to improve their digital leadership.



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