



भारतीय प्रबंध संस्थान कोषिकोड  
**Indian Institute of Management Kozhikode**  
*Globalizing Indian Thought*



# Professional Certificate Programme in **Digital Strategy and Transformation** (Batch 03)

7 Months | Online | ₹2,06,000 + GST



# IIM Kozhikode Advantage

## *From the Director's Desk*



Digital Strategy and Transformation is a plan of action describing how a business must strategically reposition itself in the digital economy. As customer habits change, so do the way winning businesses operate. It requires innovation, change and use of emerging technology in business models. As you must be already aware, businesses today have seen a complete transition than they used to run a decade ago. Recent industry reports suggest that close to 68% of business leaders in India have reported that having high agility reduced their costs by 25%. It is thus imperative for business leaders of today and the future to expand their knowledge across domains and proactively make decisions to be effective leaders. IIM Kozhikode programmes designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges with confidence and data-driven, informed decision-making ability. Our growing global footprints acknowledged and accredited by leading institutions of the world are a testimony to growth we have achieved in our nearly 27-year journey of academic excellence.

At this juncture, it is also pertinent to share that both future and past are integral to the path taken by an institution on this journey of excellence. Having a wide, far-seeing vision is not an indulgence but an activity that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination. That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The Institute has set for itself a pre-eminent role with the above motto. The sheer scale, scope and potential impact that India will have on 21<sup>st</sup> century business makes us believe that this is a legitimate aspiration. IIM Kozhikode's Professional Certificate Programme in Digital Strategy and Transformation aims to prepare learners to address some of today's most pressing challenges. Post completion of the course learners will discover what it takes to transform the organisation to reap the full benefits of digital tools and data.

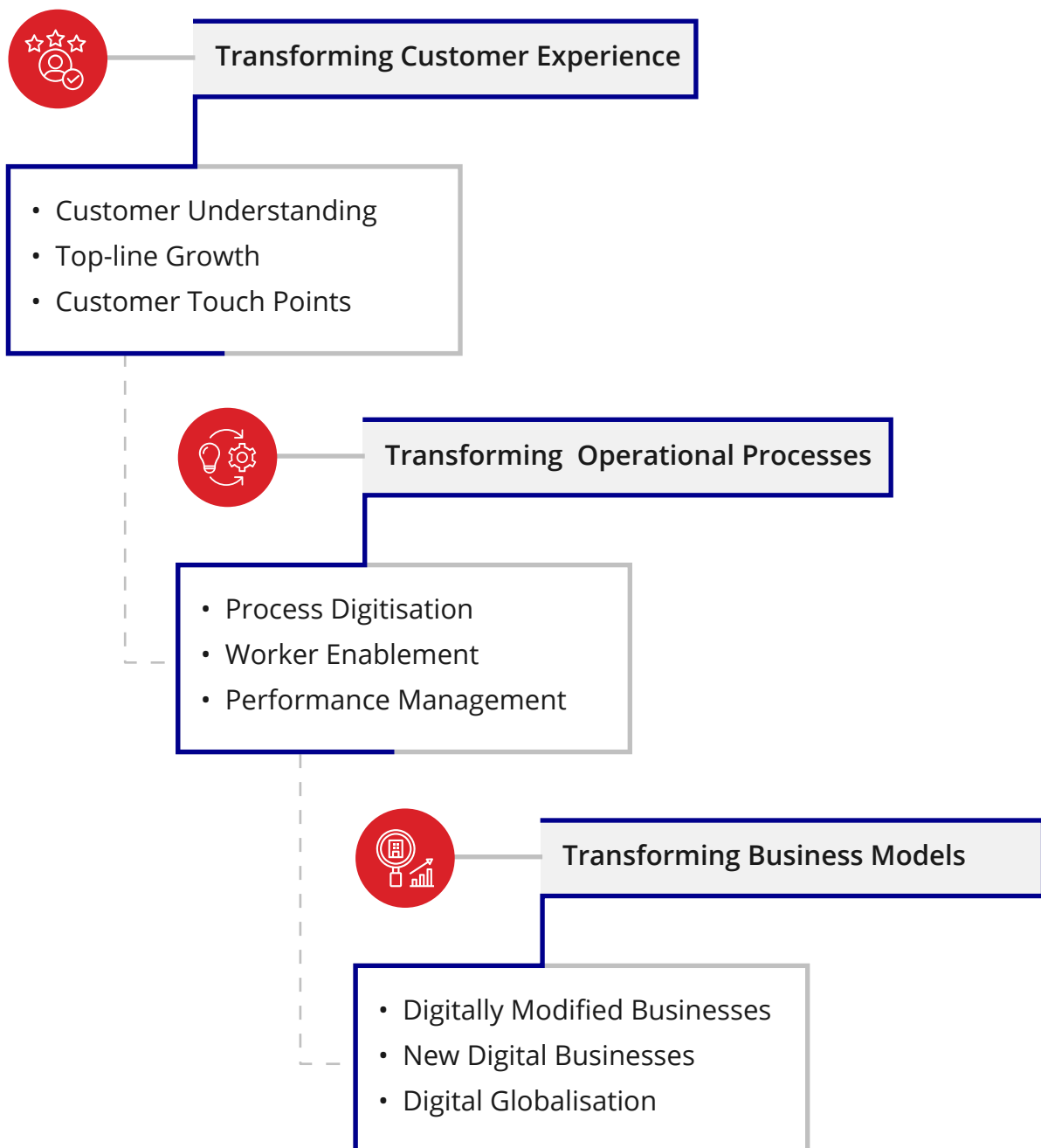
We wish you all the best for the future!

Prof. Debashis Chatterjee,  
Director, IIM Kozhikode

# Digital Transformation

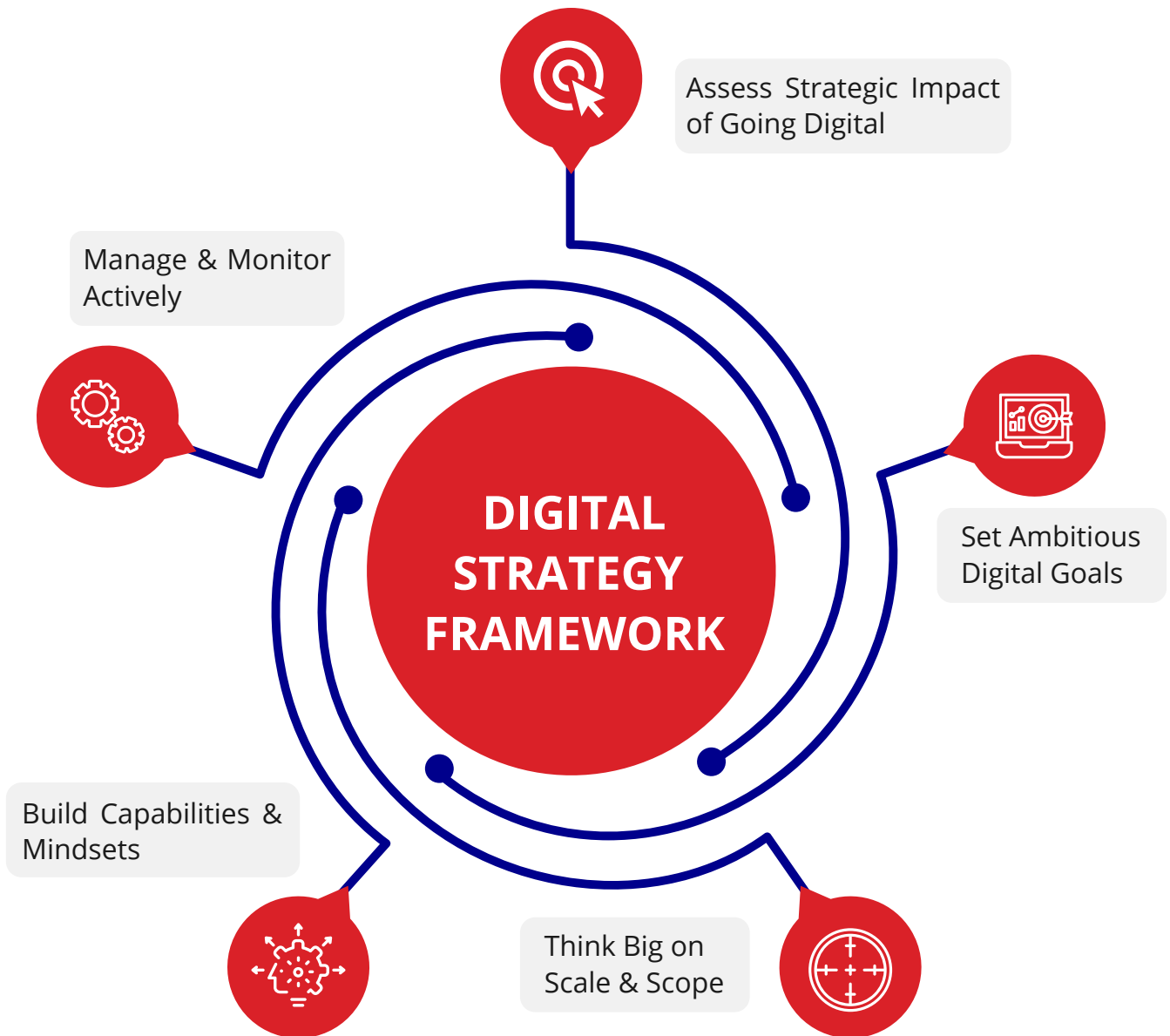
Digital Transformation is the process of using digital technologies to reinvent existing traditional and non-digital business processes and services, or create new ones, to adapt to evolving markets and match customer expectations. Digital transformation impacts all organisational functions, be it HR, Finance, Operations, Sales, Marketing, or Manufacturing. Simply put, Digital Transformation means using digital technologies to revolutionise the way businesses are operated and managed, and how value is delivered to consumers.

## Elements of Digital Transformation



# The Digital Strategy Framework

Digital is driving new sources of competitive advantage, growth, and value creation. Successful digital transformation must rest on a foundation of a smart and viable digital strategy.



For effective and successful digital transformation, businesses and organisations need to take a bionic approach i.e., blending human and technical capabilities. Digital transformation is about evolving and augmenting, rather than replacing, human capabilities. Understanding, embracing, and implementing a digital ecosystem is a business imperative today.



## Programme Overview

In the world of dynamically changing consumer behaviours, the role of technologies for success of any business organisation is changing from being only an enabler to a leading player to encourage innovation, potential revenue generation, and market growth. As a result, markets are undergoing reconstruction, with digital strategy emerging as the central component of overall business strategy.

**IIM Kozhikode's Professional Certificate Programme in Digital Strategy and Transformation (Batch 03)** aims to enhance participants' skills in comprehending and building digital ecosystems using technologies such as Big Data Analytics, Artificial Intelligence, and 3-D Printing. This interactive programme encourages participants to integrate theory and practice while exploring various strategic topics. It equips them with the ability to spearhead digital transformation within their organisations by developing efficient, agile, and resilient process capabilities.

## Programme Highlights



Contextually designed  
7-month programme



Focus on real business  
use cases



Peer-learning and networking  
opportunities with a diverse  
participant profile



Completion or Participation  
Certificate from IIM Kozhikode

## Learning Outcomes



Understand the digital ecosystem; its impact on business strategy; and how to apply digital technologies to effect business transformation



Understand various disruptive digital capabilities/technologies like Artificial Intelligence, Big Data Analytics, Cognitive Technologies, Internet of Things (IoT), and Cloud Computing



Develop leadership skills to influence, lead, and manage change in effecting digital transformation to achieve business goals in a digital ecosystem



Learn to leverage digital technologies to transform an idea into a new product, service, or business process/model



Develop insights into the drivers and barriers to digital transformation, including the role of Big Data and Analytics



Learn how to balance the needs of existing customers while exploring potentially disruptive technologies



Learn to lead the digital transformation within your organisation to achieve desired business vision by developing through efficient, agile, and resilient process capabilities.

# Programme Curriculum

- Need for new business model innovation during digital disruption
- Introduction to digital strategy as a core of the business strategy for value creation (Blue Ocean concept) and role of transformation
- Introduction to digital ecosystem: Creating digital ecosystems as a combination of production/service and consumption ecosystem
- Introduction to various digital transformation frameworks with their advantages and disadvantages
- Innovative product design thinking strategy
- Basic introduction to various disruptive digital capabilities/technologies like Artificial Intelligence, big data analytics, cognitive technologies, Internet of Things (IoT), cloud computing
- Understanding application of data analytics with R programming
- Digital leadership: Enhance personal leadership skills, team building, motivation, influence, managing change during digital transformation
- Digital market and transformation: Customer journey in a disruptive age, analytics-based segmentation, new digital marketing channels, etc.
- Digital manufacturing and digital service operation: Designing of process and role of analytics
- Digital supply chain transformation across various industries
- Managing digital transformation projects
- Managing risks in digital business
- Understanding reasons for digital transformation failure
- Governance in digital transformation



## Pedagogy

The teaching approach will be highly interactive leveraging technology, and deploy diverse pedagogical tools and techniques, including lectures, case studies (include video case studies), project work, in-class exercise, simulation, etc.

## Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, Tablet, or Smartphone.



### Duration

7 Months

### Schedule

Sunday

03:30 p.m. to 06:45 p.m.



## Eligibility Criteria

- Diploma (10+2+3) or Bachelor's Degree or equivalent (10+2+3 or 10+2+4) or 2 years' Master's Degree or equivalent from a recognised university (UGC/AICTE/DEC/AIU/State Government) in any discipline
- Minimum 5 years of work experience\* (after graduation or diploma) as on programme start date

*\* Internships and training experiences are not considered as fulltime work experience.*

## Who Should Attend

This programme is specially designed for mid to senior level managers (with minimum of 5 years' experience) who would like to maximise the growth of their business using innovative digital technologies and subsequently managing it.

## Admission Criteria

The selection will be based on the candidate's corporate nominations and retail applications with credentials. The final selection of participants will be solely done by IIM Kozhikode.

## Attendance Criteria

A minimum of 75% attendance is a prerequisite for the successful completion of the programme.



## Assessment & Evaluation

- Evaluation methodology is at the discretion of the faculty. The methodology includes online exams, case analysis, class contribution, and any other component as decided by the faculty
- The programme may require participants to work on individual/group assignments and/or projects. The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios
- The participants will have to secure the minimum pass marks in the respective evaluation components

## Certification

- Participants who successfully clear the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'.
- Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a 'Certificate of Participation'.



*Disclaimer: All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Kozhikode.*

## Programme Director



**Prof. Rupesh Kumar Pati**

*Professor – Quantitative  
Methods & Operations  
Management,  
IIM Kozhikode*

The research paper Narayanan, S. A.; Pati, R.K., Vrat, P., 2014, "Managerial Research on the Pharmaceutical Supply Chain - A Critical Review and Some Insight", *Journal of Purchasing and Supply Management* (Formerly known as *European Journal of Purchasing & Supply Management*), vol. 20, 18-40 is considered as the third Hottest paper most downloaded of the Journal in 2014.

Received Indo Shastri Partnership Development Seed Grant (2012-13) for conducting research with Prof. Raf Jans (HEC Montreal, Canada) on Designing Green Supply Chain: Lessons from Pharmaceutical Sectors in India and Canada.

The research paper on "A multi-objective optimization model for paper recycling system", *OMEGA*, Vol. 36, 2008, 405-417, had the 10<sup>th</sup> rank in the TOP 25 HOTTEST ARTICLES in Decision Sciences Area during the Oct-Dec, 2007 period.

Awarded Emerald/IAM Indian Management Research Fund Award 2010 (supporting the dissemination of knowledge for social good in India) by perusing the research on "Reverse Logistics in the Indian Pharmaceutical Industry" (along with Ms. Sushmita A. Narayana).

Gold Medal Winner in M.Tech at Indian School of Mines, Dhanbad.

## Testimonials



**Sreekumar Nair**  
CMO & BU Head,  
Brinton  
Pharmaceuticals

I am Sreekumar Nair and I have had 32 productive years in the growing and evolving Pharmaceuticals and Lifesciences Industry. Am a part of the Digital Strategy & Transformation Course from IIM Kozhikode - 1<sup>st</sup> Batch (2021-22).

My trigger was the growing popularity of digital medium of communication which today has become an essential part of our lives. Knowing how to intelligently utilise the digital tools was an important business requirement for me to stay relevant in today's ever-evolving industry to serve the customer better, faster, and keep him coming back to you to do business.

This programme is interspersed with lectures by the professors of IIM apart from industry experts. So, one gets a 360-degree outlook on the subject and its impact on the business.

The three specific programme features are the course subject matter, industry expert sessions, and the value it has offered me as a professional apart from flexibility of attending the course classes on a Sunday.

I would recommend this programme to all management professionals who wish to be relevant as the business requirements are migrating more towards digital and knowing the subject from leading experts from IIM will always be an added feature to your business understanding.



**Jayanth Krishna**  
Director - Channel  
Sales, UnitedLayer

My Name is Jayanth Krishna, Director - Channel Sales at UnitedLayer Digital strategy and transformation. I am currently involved in Digital Transformation industry and this course was interesting to learn more on what I am currently doing. Learning from case studies, learning different perspectives from other participants, and final learning from project, project presentation, and simulations. It is a great way to learn from the industry experts and good to collaborate with other industry peers.

## Testimonials



**Sandeep Dinkar  
Bhadange**  
Senior Manager,  
Capgemini

I am Sandeep Bhadange, working as a Senior Manager with Capgemini Technology Services India. I was a part of the Professional Certificate Programme in Digital Strategy and Transformation by IIM Kozhikode.

I was looking for a course that would help me understand and implement Digital Transformations across organisations. I came across this course and after discussing the syllabus in detail with the faculty, I was convinced that this was the course that I had been looking for.

Thanks to this programme the concept of digital transformation is crystal clear in my mind. The methodology of teaching by the faculties and the participation of the students ensured that I am confident in taking up the challenge of digitally transforming any organisation in any domain. What I achieved from this course is far beyond what I expected at the beginning.



**Mir Rashid Ali**  
Vice President,  
Digital  
Transformation  
Enablement

IIM-K came up with a programme titled Digital Strategy and Transformation just at the time when I was looking around to hone my Strategy and Transformation-related skills. So, I just grabbed the opportunity that came my way at the right time.

The beauty about this programme was that it was filled with several case studies from multiple industries which gave us the in-depth analysis and learning opportunities with reasoning as to why such initiatives were successful (or even failed).

The major gains from this programme for me is obviously the IIM Alumni status, the richness of knowledge, and experience I gained and my profile is more sellable after this programme.

I would recommend my friends to take this programme for immense value addition to their learning, from a famous institution and full value for money.



## Testimonials



**Reni Varghese**  
VP – APAC Head,  
Business Process  
Excellence -  
Northern Trust  
India

I am Reni Varghese with 21 years of experience in Banking and Financial Services. I have attended the Digital Strategy and Transformation programme.

In my current profile digital transformation plays a key role in building the digital strategy and road map for the organisation. The components of this programme are beautifully designed to help my profile in all the aspects on the planning and execution. The 3 key features which helped me in my career were: 1) Understanding the customer value proposition 2) Building a business model canvas to understand the structure of your organisation 3) Planning as per the digital matrix.

I would recommend this course because of the following aspects: 1) Timing 2) Case studies 3) Simulations 4) So much good material to read and understand the subject and industry practises.



## Programme Fee

Particulars	Amount (₹)*
Programme Fee	2,06,000
<b>Total Course Fee</b>	<b>2,06,000</b>

Note:

- \*GST will be additional as applicable.
- \*All fees will be collected by BCCL.
- This is with reference to the refund of the processing fees, please note that the Processing Fee shall not be refunded in the following circumstances:
  - In case the candidate rejects the offer issued by the Institute; and
  - In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.



## Instalment Schedule

Instalment	Date	Amount (₹)*
I	At the time of Registration	15,000
	Within one week of offer roll-out	58,000
II	10 <sup>th</sup> June, 2024	74,000
III	10 <sup>th</sup> August, 2024	59,000

\*GST will be additional as applicable.

## Programme Timelines

Application Closure Date	Refer to website
Programme Start Date	23 <sup>rd</sup> March, 2024
Course Completion Timeline	July 2024

**APPLY NOW** 



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“Started in 1997 with its Post Graduate Programme (PGP), the **Indian Institute of Management Kozhikode (IIMK)** is on a high growth trajectory today, offering widest range of academic programmes in the field of management education. These include Fellow Programme in Management, Executive PG Programmes, Management Development Programmes and Faculty Development Programmes. IIMK set up a Satellite campus at Infopark, Kochi, in 2013 dedicated to Executive Education. IIMK has also the unique distinction of launching a PhD (Practice Track) programme for working professionals besides bringing in new dynamic courses like the one-year Post Graduate programme in Business Leadership (2019) MBA in Finance and MBA in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE a first-of-its-kind startup incubation programme and the Indian Business Museum. IIMK is ranked 3<sup>rd</sup> as per NIRF India Rankings 2023: Management. The institute also features regularly among top global institutes for its flagship MBA (PGP) and EMBA programme (EPGP) in QS World University Rankings. The Institute has leapfrogged 100 spots to be placed in the Top 251-300 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2023. It is also Ranked No.2 in CFIs (non-Technical) category in the Atal Innovation Rankings (ARIIA 2021) rankings released recently by Ministry of Education, Govt. of India, and has the distinction of being the only IIM in the coveted innovation rankings. IIMK is globally accredited by EQUIS (EFMD) and AMBA (UK). IIMK also made its debut in the prestigious Financial Times Rankings (FT Rankings 2023) at 72<sup>nd</sup> position among the top-75 Open-enrolment executive programme providers globally, catapulting the 27-years young IIM to an exclusive list of foremost providers of executive education in the world. IIMK has successfully delivered close to 1,300 MDP programmes for the past two decades, training more than 41,000 participants from 150+ organisations – which also include several Fortune 500 companies – in the process.”



**3<sup>rd</sup>**

NIRF India  
Ranking 2023:  
Management

**3<sup>rd</sup>**

The Week hansa  
research survey 2023  
(All India)

**5<sup>th</sup>**

(India)

Financial Times Ranking  
(Open MDP and Masters In Management)

**77<sup>th</sup>**

(Global)



TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.





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