

Two-day Short Term Course on Discovery - Driven Digital Transformation

for Middle Management Executives of

Hindustan Petroleum Corporation Ltd.

An Outline of the Programme

by

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Title of the Programme: Discovery – Driven Digital Transformation

1. Background

What is your Digital Strategy? This simple question often puts the CEOs of traditional brick and mortar companies into panic. For them, digital business models could signal existential threats to their ways of doing business and the very organization in the long run and they are right. The threat posed by digital technologies and models throws many companies into a panic. The solution lies in going for incremental approach over any big-bang mode. The step-by-step approach beginning with educating the employees on adaption of digital technologies will help alleviate the dangers and pit-falls of taking big-bets. Digitally educated staff will be able to explore a variety of ideas exploiting their knowledge and resource.

Vinod Gupta School of Management (VGSoM), Indian Institute of Technology Kharagpur, has a long history of education and training in the field of Business and Analytics. During the past several years, a number of training programmes on different areas of decision-making - like Data Analytics, Business Modelling using Statistical Software, Supply Chain Management, Operations Management, Project Management, Finance and Leadership have been offered by the department for a large number of reputed and well-established companies. There are many instances where such trained persons have played key role in the implementation of their learning from the programmes in their organizations.

Today, in the field of business, innovation and strategic thinking have become a necessary condition, the sufficient condition being sustenance. Digital Technologies along with Data Analytics and Artificial Intelligence are the means to achieve these. Digital transformation can hold immense power for traditional companies, propelling them into a new era of growth and resilience. Considering

the profound role of these technologies, VGSoM share vast research, training and industrial experience and expertise of their faculty in different business domain with organizations and managers and provide them with tools, techniques, and approaches that are useful in their pursuit for improving business decision making.

2. Introduction

India imports about 84% of its crude oil needs. India's refining capacity stands at 251 MMTPA as of October 2022, comprising 23 refineries and refinery capacity utilization is about 96% for the year 2021-22.

The primary business of HPCL is refining, transportation, and marketing of crude oil and petroleum products. In addition, HPCL also carries out the exploration and production of hydrocarbons through its wholly owned subsidiary.

The Strengths of HPCL are its strong market position, extensive research and development capabilities, and robust retail infrastructure for marketing petroleum products. HPCL marketing infrastructure base includes a network of installations, retail outlets depots, aviation service stations and LPG distributors.

The opportunities for HPCL are growth in global demand for oil; increase in downstream Investments; and new business initiative.

The threats to the company are the operational hazards; stringent environmental regulations; and competitive pressure from Reliance Industries Ltd, Nayara Energy Ltd, BPCL and IOCL.

When HPCL undertakes its Digital transformation journey, it will be able to reap immense benefits from – enhanced Customer Experience, Operational Efficiency, new Business Models for their products and services through Innovation, Agility

and Collaboration using Platform Technologies. Digitally empowered employees will bring better employee engagement, enhance brand reputation and also improve sustainability. This transformation requires investment for a customized digital transformation strategy, leadership buy-in, and cultural change management. The technology being continuously evolving also necessitates an ongoing adaptation and learning.

This two-day short-term programme will help to provide the necessary knowledge to understand the various digital business models and how to use some of them for various business units of HPCL. Business executives will learn to appreciate that only by embracing digital transformation, a future of sustainable growth, customer delight, and market leadership can be achieved.

3. Objectives of the Programme

The major objectives of the programme are as follows:

- Essentials of Digital transformation and Emerging Technologies
- Explore some digital Business Models and how to use them
- Significance of Platform technologies in digitalization of an organization
- Key features of a digital roadmap of a large organization
- How disruptive innovations have shaped the digital native business world
- Identifying innovative/ transformative Digital ideas for HPC (Group assignment)

4. Detailed Course Curriculum

The detailed curriculum is provided as under:

Session Topic	# of Hours
Day-1- Introduction to Digital transformation- Emerging Technologies 1. What is digital business transformation? 2. Why Digital Business Models? 3. Understanding Digital Transformation 4. Understanding the exponential growth phenomenon. 5. Brief overview of IoT, Cloud, AR-VR, 3-D printing etc	3
Day-1- Digital Business Models – How to make a digital business model for the organization? 1. The Business Canvas Model 2. Digital B2C Models 3. Some new business models	2
Day-1- Digital Transformation Playbook- Disruptive Business model 1. Digital Transformation Playbook 2. Strategic Planning tools for digital transformation 3. Disruptive Business Model	2
Day-2 - Building Digital Capabilities 1. Digital mastery 2. How to drive digital transformation 3. The innovators dilemma	2
Day-2 -Platform Strategies – Making the Platform Business Model Map 1. Sharing economy 2. What are Platforms 3. Drawing the Platform Business Model map	2
Day-2 - Developing a Roadmap for Digital Transformation 1. Business drivers for digital transformation 2. Digital Transformation Capability Model 3. Digital culture and its significance for Digital Transformation	2
Day-2 – Concluding Session and discussion on Home Assignment on – “Identifying innovative/ transformative Digital ideas for HPC”	1

5. Faculty Members:

Dr. Surojit Mookherjee

6. Faculty Profile:

Prof. Surojit Mookherjee

Prof. Mookherjee is a B.Tech from IIT Kharagpur (1979) and Ph.D in engineering from IIT Kharagpur (1986).

His experience includes 15 yrs of Industrial Research , Manufacturing , Operations , Joint Venture set up in the field of metal cutting tool and powder metallurgy. He has served in Sandvik-Asia Ltd, Shriram Industrial Enterprise Ltd.and CSIR-IMMT Lab.

Post his industrial stint , he migrated to SAP project implementation and management , Business consulting , IT Outsourcing , Program management and IT Service sales for global clients. During this period of 18 years,he worked with Pricewaterhouse Coopers and IBM India

Area of Interest : Futurism , AI and Future of Work, Digital transformation, IT Programme Management , Developing and increasing acceptability of IT enabled education tools for students

Publications: 16

Patent:1

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7. Criteria for Participation/Who Should Participate

- a) Managers and Executives as recommended by HPCL authority

8. Proposed Number of Participants : **20-25 per batch**

9. Duration and Contact Hours :

Duration: Two working days

Contact hours: 7 hours per day

Total Time: 14 hrs

10. Mode of Programme Delivery:

At your center in Nigdi, Pune.

11. Teaching/Learning Methodology

Lecture sessions, discussions, hands-on exercises, case studies

12. Course Fee (Financials):

SI #	Particulars	
1	Number of teaching hours	14
2	Number of participants	20-30
	Break-up of Cost	Amount (₹)
5	Faculty for lecture sessions Rs.12,000 per hour	₹ 1,68,000
	Staff Charges	₹ 30000
	Printing of Study Material, Education Kit, Postage	₹ 30000
	Programme Coordinators' fees (10%)	₹ 16,800
	Department (VGSOM) overhead @ 5%	₹ 16,800
9	IIT Kharagpur - Continuing Education Programme Overhead (CEP) @ 20% of Total Fees	₹ 65,400
12	Fees chargeable for the programme (excluding GST)	₹ 3,27,000
Note 1: Charges for faculty lecture sessions include Soft copy and printed of study material		
Note 2: Offline classes at HPCL Campus, HPCL has to bear separately, the travel, fooding and lodging expenses of the faculty from VGSOM, IIT Kharagpur to Pune Center – via Kolkata and return.		

13. Mode of Payment:

- 50% of the total course fee along with the firm order
- 50% of the total course fee on completion of the course
- Payment is to be made through online in favour of “**CEP-STC, IIT Kharagpur**”. Account details will be shared at appropriate time.

14. Programme Coordinators

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