JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIFTH TRIMESTER (Batch 2023-25)
END TERM EXAMINATIONS, JANUARY 2025
MAIN EXAM

Course Name	Digital Transformation	Course Code	20832
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:
  a. All questions are compulsory.

Section A   10*2=20 Marks

Q1. Imagine you are the Chief Information Officer (CIO) of TechnoVerse, a rapidly growing e-commerce platform in India. The company recently experienced a data breach where customer payment information was compromised. Analyze the impact of this incident on the organization's digital transformation journey? Based on your analysis, what strategic changes would you recommend to reinforce the company's digital transformation efforts and enhance cybersecurity?

Q2. VirtuCorp, a leading e-commerce platform in India, is planning to leverage cloud computing as a part of its digital transformation strategy to enhance scalability and performance. As a digital transformation consultant, develop a comprehensive hybrid cloud strategy and various cloud pricing models relevant for VirtuCorp. Discuss the strategic benefits and potential challenges of implementing this approach in the context of digital transformation.

Section B (Case study)   10*2=20 Marks

Jio's Digital Transformation: Bridging the Physical-Digital Divide in Indian Retail

Mukesh Ambani, Chairman of Reliance Industries, stood at the helm of Reliance Retail's boardroom, his gaze fixed on the sprawling Mumbai skyline. The year was 2023, and the company had just released its latest quarterly results, showcasing a staggering 52% year-on-year increase in net profit. Yet, Ambani's expression remained pensive.

"We've come a long way since we launched JioMart in 2019," he mused, turning to face the room filled with eager executives. "Our omnichannel strategy has paid off, with digital and new commerce now contributing 18% of our core retail revenue. But the landscape is changing rapidly. We can't afford to rest on our laurels."

Reliance Retail had indeed made impressive strides. The company had successfully integrated its vast network of physical stores with digital platforms, creating a seamless shopping experience for customers across India. The strategic partnership with Facebook (now Meta) in 2020 had proven particularly fruitful, allowing for easy ordering through WhatsApp integration with JioMart.

Nita Ambani, Director of Reliance Retail, chimed in, "Our ability to leverage the Jio digital ecosystem has been a game-changer. We're not just a retailer anymore; we're a tech company that happens to sell products."

However, challenges loomed on the horizon. Pure-play e-commerce giants like Amazon and Flipkart were doubling down on their efforts to capture market share. Traditional retailers, inspired by Reliance's success, were rapidly adopting similar omnichannel strategies.

Isha Ambani, Director of Reliance Retail and Reliance Jio, pulled up a slide showcasing the latest market trends. "We're seeing a shift in consumer behavior. Gen Z and millennials are demanding more personalized, tech-driven shopping experiences. How do we stay ahead of these trends while maintaining our edge in both physical and digital realms?"

The room fell silent as executives pondered the question. Reliance Retail stood at a crossroads. How could they leverage their unique position – with a vast physical presence and a robust digital infrastructure – to not just maintain their lead, but to redefine the future of retail in India?

As Mukesh Ambani surveyed the room, he knew that the decisions made today would shape not just the future of Reliance Retail, but potentially the entire Indian retail landscape. The challenge was clear: how to innovate and adapt in a rapidly evolving market while staying true to their vision of bridging the physical-digital divide in Indian retail.

Questions **(Refer to the above case study to answer Q3 and Q4)**

Q3. Evaluate the privacy and ethical concerns that may arise as Reliance Retail leverages its digital ecosystem and recommend strategies to ensure responsible data management and maintain customer trust. Assess how Reliance Retail can strategically progress through Five Levels of Digital Transformation to enhance its omnichannel strategy and redefine the future of retail in India.

Q4. In light of changing consumer behaviors, particularly among Gen Z and millennials, design innovative digital solutions that Reliance Retail should prioritize to enhance customer experience and maintain its competitive edge. Discuss how Internet of Things (IoT) applications and advanced UX design features can be integrated into these solutions to create a seamless and personalized shopping experience across both physical and digital platforms.