


Chapter 17

Driving Digital Transformation: A Case Study of ITC Limited's Journey Towards Operational Excellence and Sustainable Growth

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ABSTRACT

This case study delves into the digital transformation journey of ITC Limited, one of India's leading conglomerates, and its profound impact on operational efficiency, customer engagement, and sustainable growth. Through a comprehensive analysis of ITC's digital initiatives, including the adoption of cutting-edge technologies like AI, ML, IoT, and blockchain, this study uncovers the strategic shifts and innovative approaches that have propelled ITC towards becoming an agile, customer-focused, and sustainable business. Key findings reveal how ITC's digital transformation has streamlined supply chain operations, enabled personalized customer experiences, and fostered innovation across its various business divisions. The study highlights the importance of continuous investment in emerging technologies, cybersecurity measures, and talent development to sustain ITC's competitive edge in the digital era. By prioritizing customer-centric digital strategies and remaining agile in adapting to market changes and maintain its leadership position.

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INTRODUCTION

ITC Limited (formerly Imperial Tobacco Company of India Limited) is one of India's foremost private sector companies with a diversified presence in various industries including FMCG (Fast Moving Consumer Goods), hotels, paperboards and packaging, agribusiness, and information technology. (A. Singh et al., 2011) Established in 1910, ITC has evolved from a single-product company to a multi-business conglomerate. Encouraging wealth through exceptional service delivery is ITC's objective, as it is ranked among India's top 10 most valued and admired organisations. ITC prioritises developing trust and adding value for all its stakeholders because it is a customer-centric business. To increase client happiness and promote steadfast loyalty, the business is committed to innovation and is always creating new and better goods, services, and management techniques. (Mishra & Dodke, 2024) In India, 275 million people use tobacco products, and the country's cigarette market is worth \$9 billion. In that country, ITC Ltd sells 81% of the cigarettes consumed there. About 5 percent of women and 37 percent of males between the ages of 17 and 69 smoke in India, where there are an estimated 120 million smokers. The big customer bases result in a big number of tiers in the overall distribution hierarchy and many intermediaries in the system. (Srivastava et al., 2019) This case study aims to provide a comprehensive analysis of ITC Limited's strategies in managing its diverse business portfolio, adapting to digital transformation, meeting changing consumer demands, and implementing sustainable practices. The insights derived from this study will offer valuable lessons for other conglomerates facing similar challenges and seeking to maintain a competitive edge in a rapidly evolving market landscape.

PROBLEM STATEMENT

ITC Limited, an Indian multinational conglomerate, operates across a diverse range of industries including FMCG, hotels, agribusiness, paperboards and packaging, and information technology. As a market leader, ITC has continually sought to innovate and stay ahead of the competition. In the current digital era, the company faces the imperative to undergo digital transformation to maintain its competitive edge, enhance operational efficiencies, and meet evolving consumer expectations. To encounters several key issues that need to be addressed to sustain its market leadership position and ensure continued growth:

Legacy Systems and Processes: Transitioning from traditional business models and legacy systems to modern, digital-first approaches.

Integration Across Business Units: Ensuring seamless digital integration across its diverse business units, each with unique operational dynamics and requirements.

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