CAPSTONE PROJECT REPORT

TITLE	**DIGITAL TRANSFORMATION STRATEGY FOR EROS GROUP**
PROGRAMME	**CEO PROGRAMME – IIM LUCKNOW**
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Executive Summary

This capstone project presents a comprehensive **Digital Transformation Strategy for Eros Group**, designed to enable the organization to evolve into an **Industry 4.0-ready enterprise**. The initiative goes beyond implementing technology; it represents a **cultural and organizational shift** towards intelligent operations, real-time decision-making, and customer-centricity.

Eros Group, a leading player in the elevator and automated parking systems sector, recognized the need for an integrated approach to digital transformation. The strategy detailed in this report outlines a roadmap for unifying processes across **Sales, Design, Manufacturing, Procurement, Installation, Service, Finance, and HR** through an intelligent ERP system supported by **AI, IoT, and analytics**.

The transformation focuses on three key objectives:

1. **Integration:** Building a single source of truth through a unified ERP.
2. **Empowerment:** Enabling employees to make data-driven decisions.
3. **Transparency:** Enhancing customer experience through real-time visibility.

The project methodology included stakeholder interviews, system audits, gap analysis (using McKinsey's 7S framework), benchmarking against global peers (such as Schindler, Otis, and TKE), and digital maturity assessment.

The proposed roadmap emphasizes a **phased transformation**, ensuring technology, processes, and people evolve together. The result is a sustainable, intelligent, and transparent digital ecosystem — positioning Eros Group among the leading organizations embracing **Industry 4.0** in the building mobility industry.

Introduction: Eros Group and the Digital Imperative

Eros Group has built a reputation for innovation, safety, and service excellence in the Indian vertical mobility and parking sector. With an expanding business portfolio across multiple cities, the company faced increasing complexity in operations, coordination, and customer management. The organization identified digital transformation as a strategic lever to streamline operations and enhance competitiveness.

The traditional system landscape included multiple isolated tools for sales, finance, production, and service — leading to fragmented data, duplicated efforts, and delayed insights. Decision-making often relied on manual reports, while coordination between departments was heavily dependent on human communication rather than data integration.

The company's leadership recognized that true transformation required more than deploying new software; it demanded a **fundamental rethinking of business models, workflows, and culture**. The vision was clear — to build a connected enterprise where **every function, process, and decision** is digitally empowered and strategically aligned.

This initiative sought to create a foundation for **sustainable growth and operational excellence**, guided by the principles of Industry 4.0. By leveraging digital technologies, Eros Group aimed to:

- Reduce turnaround time across order-to-delivery cycles.
- Enhance real-time visibility of operations and customer status.
- Empower employees at every level through accessible analytics.
- Strengthen governance, compliance, and performance accountability.

The project evolved through cross-functional collaboration between business leaders, ERP consultants, and functional teams. It combined technology implementation with change management — ensuring that the transformation journey was both **strategic and human-cantered**.

Industry 4.0 Context and Strategic Alignment

External Environment Analysis (PESTEL) and implications on the Eros Elevators business

Factor	Description	Implications for Eros Elevators
Political	Government stability, infrastructure policies, and "Smart Cities Mission" initiatives are strong drivers of construction. The stable political environment encourages foreign and domestic investment in real estate.	Positive, as government initiatives boost demand for new installations, creating a favorable market for expansion.
Economic	India's strong economic growth and increasing disposable incomes in urban areas are key market drivers. The elevator market is growing at a significant CAGR, projected at around 10.8%.	Very Positive; strong economic indicators directly translate to a booming construction sector and higher demand for both premium and standard elevators.
Sociological	Rapid urbanization is a major factor, with approximately 40% of the population expected to reside in urban areas by 2036, driving the need for high-rise buildings. There is also an aging population (the "Silver Economy"), which increases demand for safe, accessible vertical mobility solutions.	Positive, as demographic and social shifts ensure sustained, long-term demand for elevators and modernization services.
Technological	The industry is witnessing a surge in IoT, AI for traffic management, energy-efficient drives (VVVF), and touchless controls. Eros uses advanced	Positive; opportunities exist for innovation and efficiency. Eros's investment in R&D and digital integration positions it

	technology, including an ERP system and VVVF drives, and is investing in a new R&D center near Pune.	well to compete with global players in the smart elevator segment.
Environmental	A growing global emphasis on sustainability and green building certifications pushes for energy-efficient products, such as MRL (Machine Room-Less) elevators and regenerative drives.	There is an opportunity for Eros to leverage its eco-efficient product lines to attract environmentally conscious clients and meet green building requirements.
Legal	The industry is governed by a combination of the Bureau of Indian Standards, the Factories Act, the Electricity Act, and local building codes, which mandate specific safety features and maintenance schedules.	Regulatory compliance is a non-negotiable factor. Eros must adhere to stringent safety and quality standards to operate legally and maintain its reputation for safety.

Porter's five forces analysis of Eros Elevators within the Indian market

1. Intensity of Competitive Rivalry: High

The Indian elevator market is highly competitive, dominated by major multinational corporations (MNCs) such as Otis, KONE, Schindler, and Mitsubishi Electric, alongside major domestic players like Johnson Lifts.

- Market Concentration: While the market is large, these key players aggressively compete for market share.
- Differentiation: Competition is based not just on price, but also on technology (smart features, energy efficiency), safety standards, and after-sales service/maintenance networks.

- Implication for Eros: Eros faces significant pressure to continuously innovate and provide superior service to retain and grow its customer base against deep-pocketed, globally recognized brands.

2. Bargaining Power of Buyers: Medium to High

The power of buyers varies depending on their size and nature:

- Large Developers/Commercial Projects: Major real estate developers and government infrastructure projects are powerful buyers, often negotiating prices and terms based on large volumes and long-term maintenance contracts.
- Retail/Small Consumers: Individual home or small building owners have lower bargaining power and typically choose from standard, pre-priced options.
- Implication for Eros: To succeed with major buyers, Eros must demonstrate cost-effectiveness, reliability, and technical compliance, while maintaining margins in the retail sector.

3. Bargaining Power of Suppliers: Low to Medium

The bargaining power of suppliers for components and raw materials is generally manageable:

- Raw Materials: For large players, the power of basic steel suppliers is low to moderate, as steel is a widely available commodity and large manufacturers can source it competitively or be partially integrated.
- Specialized Components: For advanced electronic and smart technology components, suppliers may have slightly more power, but large demand in the growing market mitigates this.
- Implication for Eros: Eros can manage supplier costs effectively through strong supply chain management and its own manufacturing capabilities.

4. Threat of New Entrants: Low to Medium

The threat of new, significant competitors is not exceptionally high due to several barriers:

- Capital Intensity: Setting up manufacturing facilities, R&D centers, and extensive service networks requires substantial capital investment.
- Regulatory Hurdles: The industry is subject to stringent safety regulations and building codes, requiring significant compliance efforts.
- Brand Loyalty and Networks: Established brands like Eros have built trust and service networks over decades, which is difficult for new players to replicate quickly.
- Implication for Eros: This low threat allows Eros to build on its established market position without fear of a flood of new domestic competitors, though international firms could potentially expand their operations.

5. Threat of Substitute Products: Low

For multi-story buildings, there are virtually no viable substitutes for elevators.

- Necessity: In high-rise residential and commercial buildings (which are the drivers of the Indian market), elevators are an essential utility and a regulatory requirement.
- Alternatives (limited scope): Stairs are the only "substitute" but are not practical for buildings where modern elevators are installed.
- Implication for Eros: The fundamental demand for their product is secure and directly tied to the growth of the construction sector.

Internal Environment Analysis (SWOT)

Strengths

- **Legacy and Brand Reputation:** Established in 1947, Eros has over 75 years of operating history and is a recognized "pioneer" in the Indian market, fostering trust and brand loyalty among an established customer base.
- **Strong Financial Performance:** With a revenue of ₹143.50 Crore for FY 2024 and a 10% CAGR, the company demonstrates stable and healthy financial growth.
- **Vertical Integration & Manufacturing:** Eros possesses its own manufacturing facilities in Daman, allowing for greater control over quality, supply chain management, and customization.

- **Strategic Expansion:** The new state-of-the-art manufacturing facility and R&D center near Pune (scheduled for late 2024/2025 development) positions the company for significant capacity expansion and innovation.
- **Product Diversification:** The company offers a diverse range of products (passenger, freight, car parking systems) and services (maintenance, modernization) catering to various market segments.

Weaknesses

- **Regional Dominance:** While well-established in India, the company's reach may be limited compared to the vast national networks of multinational corporations operating across the entire country.
- **Competition from Global Giants:** The market is highly competitive and dominated by global players (Otis, KONE, Schindler) with superior financial muscle, R&D budgets, and global supply chains.
- **Brand Perception vs. Global Peers:** Eros may struggle to compete for high-end, premium projects where clients often prefer internationally recognized brands despite the quality of their local offerings.
- **Potential Reliance on Specific Segments:** A reliance on certain customer segments or regions could make the business vulnerable to local economic downturns or project delays.
- **Operational challenges –** Fragmented Processes and Systems, Lack of End-to-End Visibility, Data Duplication and Inconsistency, Resistance to Digital Adoption, Limited Predictive Capability

Opportunities

- Rapid urbanization and government projects are boosting elevator demand in commercial and residential sectors.
- Smart tech (IoT, AI, predictive maintenance) can improve service and efficiency.
- Large market for upgrading old elevators to modern standards.
- Tier 2 & 3 cities offer major growth potential with less competition.
- Growing green building focus opens doors for energy-efficient elevator solutions.

Threats

- **Intense Competition and Price Wars:** The presence of multiple strong players can lead to intense price competition, potentially eroding profit margins.
- **Rising Material Costs:** Fluctuations and increases in the cost of raw materials (steel, copper) can impact production costs and profitability.
- **Regulatory Changes:** Evolving and increasingly stringent safety and compliance regulations require continuous adaptation of products and processes, increasing operational costs.
- **Economic Downturns:** The real estate and construction industry is highly sensitive to economic cycles; any slowdown in the Indian economy could directly impact new project pipelines.
- **Supply Chain Disruptions:** Global supply chain issues, as seen recently in various industries, could impact on the timely delivery of components and projects.

VRIO Analysis of Eros Elevators

Resource/Capability	Valuable?	Rare?	Costly to Imitate?	Organized to Exploit?	Competitive Implication
75+ Year Brand Legacy & Reputation	Yes	Yes	Yes	Yes	Sustained Competitive Advantage
Integrated ERP Solutions	Yes	No	No	Yes	Competitive Parity
Daman Manufacturing Facility	Yes	No	No	Yes	Temporary Competitive Advantage
New Pune R&D Center & Hub (Upcoming)	Yes	Yes	No	Yes	Temporary Competitive Advantage

Automated Car Parking IP/Tech	Yes	Yes	Yes	Yes	Sustained Competitive Advantage

The **Fourth Industrial Revolution**, or **Industry 4.0**, represents a fundamental shift in how organizations create value by integrating **cyber-physical systems, the Internet of Things (IoT), cloud computing, artificial intelligence (AI)**, and **data analytics**. For companies operating in manufacturing and infrastructure services—like Eros Group—Industry 4.0 offers an opportunity to transform traditional linear operations into intelligent, interconnected ecosystems.

The Eros Group digital strategy is firmly rooted in these Industry 4.0 principles:

- **Interconnectivity:** Seamless flow of data between people, machines, and systems to remove silos.
- **Information Transparency:** Real-time operational visibility across the enterprise, from sales to service.
- **Decentralized Decisions:** Empowering managers and engineers to act on data without dependency on hierarchical approvals.
- **Automation and Intelligence:** Using AI and IoT for predictive maintenance, demand forecasting, and performance optimization.

Through its transformation programme, Eros Group aims to align these pillars with its core business objectives:

- **Operational Excellence:** Integrating manufacturing, procurement, and logistics through one digital backbone.
- **Customer-Centric Growth:** Offering transparency in project status, installation progress, and service quality.
- **Organizational Agility:** Empowering teams with digital tools and structured governance for quick, informed actions.
- **Sustainability:** Leveraging analytics to optimize material usage, energy efficiency, and maintenance cycles.

Industry 4.0 is not just a technology revolution but a leadership commitment to **data-driven competitiveness**, where customer trust, employee empowerment, and efficiency converge into a unified strategy.

Pre-Transformation Challenges at Eros Group

Before embarking on the digital transformation journey, Eros Group faced several operational challenges typical of fast-growing engineering organizations:

1. **Fragmented Processes and Systems**

   Different departments operated on stand-alone tools or manual spreadsheets. Sales data was not integrated with manufacturing forecasts, and service performance metrics were manually compiled. This fragmentation limited decision-making accuracy and slowed response times.

2. **Lack of End-to-End Visibility**

   Project progress, material status, and financial realization were tracked through emails and phone calls. Management lacked real-time dashboards, making it difficult to identify delays or bottlenecks early.

3. **Data Duplication and Inconsistency**

   Without a single data source, discrepancies arose between commercial, production, and finance records, creating confusion during project reconciliation and audits.

4. **Resistance to Digital Adoption**

   While leadership was committed to transformation, adoption at operational levels was uneven. Employees viewed ERP usage as administrative rather than strategic, leading to underutilization of available tools.

5. **Skill Gaps in Analytics and ERP Navigation**

   Staff proficiency varied widely across departments. Many employees lacked the training to interpret analytics dashboards or use system-based approvals effectively.

6. **Limited Predictive Capability**

   Operations were largely reactive, relying on human experience instead of system-based predictions for maintenance, demand, or material planning.

   These challenges highlighted the need for a structured, company-wide **digital transformation roadmap** that could unify systems, build capabilities, and reshape the organizational mindset around data.

Digital Transformation Methodology

Eros Group adopted a comprehensive, structured methodology to design and execute its digital transformation journey. The methodology combined **strategic analysis, stakeholder engagement, system audit, and benchmarking** to ensure both top-down alignment and bottom-up execution.

1. **Stakeholder Interviews**

   In-depth interviews were conducted with the **Group-COO, departmental heads, IT leads, ERP consultants**, and selected users. These sessions helped identify functional pain points, expectations, and improvement opportunities.

2. **System and Process Audit**

   A detailed audit of existing ERP modules, workflows, and user behaviours was performed. This helped identify process redundancies, missing integrations, and areas where automation could deliver measurable gains.

3. **Gap Analysis using the McKinsey 7S Framework**

   The McKinsey 7S model—Strategy, Structure, Systems, Shared Values, Skills, Staff, and Style—was used to evaluate organizational readiness. The analysis revealed:

   1. Strong leadership vision (Strategy, Shared Values)
   2. Adequate structure but limited digital coordination (Structure, Systems)
   3. Gaps in staff capability and digital mindset (Skills, Style)

4. **Benchmarking and Best Practice Comparison**

   Eros benchmarked its digital readiness against global peers such as **Schindler, Otis, and TKE**. These comparisons guided priorities around customer transparency, remote monitoring, and predictive analytics.

5. **Digital Maturity Assessment**

   A five-level maturity model was used:

   4. **Initial (Ad-hoc)** – Manual operations and isolated tools
   5. **Defined** – Standardized workflows with limited digital coverage
   6. **Integrated** – ERP backbone connecting core departments
   7. **Intelligent** – Analytics and IoT supporting proactive decisions
   8. **Optimized** – Fully autonomous and predictive digital enterprise

   Eros Group was positioned at **Level 2–3** at project inception, aiming to reach **Level 5** within two years through phased implementation.

6. **Implementation Governance**

   A **Digital Transformation Steering Committee (DTSC)** was established, chaired by top management, to monitor progress, allocate resources, and ensure adherence to the transformation roadmap.

Department-Wise Digital Transformation Framework

The digital transformation of Eros Group was designed around function-specific objectives, ensuring each department transitioned from manual or semi-digital processes to an integrated, data-driven operating model.

The following subsections summarize how every major function adopted Industry 4.0 principles while aligning with the overall ERP roadmap.

1. **Sales and Customer Relationship Management (CRM)**

   Pre-Transformation Challenges

   - Leads captured through multiple offline channels without central visibility.

- Proposal approval and order booking processes handled via email.
- No unified database of customer history, project pipeline, or conversion ratio.

Digital Transformation Initiatives

- Implementation of a Lead Management Module integrated into ERP.
- Automated quotation configuration with digital approval hierarchy.
- Real-time dashboards for pipeline analysis, hit ratio, and sales forecasting.
- Seamless integration between CRM and production planning, ensuring material readiness once an order is confirmed.
- Introduction of mobile CRM access, enabling sales engineers to update project status and client feedback instantly.

Strategic Impact

Sales cycle time reduced by nearly 25%, and management now has real-time visibility of funnel health, quotation status, and order conversion metrics.

2. Design and Engineering

Pre-Transformation Challenges

- CAD drawings and engineering revisions managed manually.
- Version control inconsistencies between design and manufacturing teams.
- Time-consuming approval processes for customer-specific customization.

Digital Transformation Initiatives

- Integration of CAD-ERP linkage for automated BOM (Bill of Material) creation.
- Central repository for drawing management with revision tracking.
- Workflow automation for engineering approvals, ensuring traceability and compliance.
- Parameterized design templates to reduce design cycle time for standard products.
- Digital interface for design feedback between engineers and site teams.

Strategic Impact

Design lead time reduced by 30%; improved collaboration between design, procurement, and production minimized rework and design errors.

3. **Procurement and Vendor Management**

   Pre-Transformation Challenges

   - Manual purchase requisitions and inconsistent vendor documentation.
   - Lack of comparative analysis for techno-commercial evaluations.
   - Weak vendor performance monitoring and delayed payments due to non-digital validation.

   Digital Transformation Initiatives

   - Introduction of e-Procurement module integrated with finance and inventory.
   - Vendor portal for quotation submission, document upload, and status tracking.
   - Automated vendor rating system measuring quality, delivery adherence, and responsiveness.
   - Dynamic approval workflows ensuring real-time purchase order visibility.
   - Digital contract management linked to SLAs and expiry alerts.

   Strategic Impact

   Procurement cycle efficiency improved by 22%, vendor transparency enhanced, and compliance strengthened through audit-ready digital trails.

4. **Manufacturing and Production**

   Pre-Transformation Challenges

   - Manual production scheduling and paper-based work orders.
   - Lack of integration between design, material planning, and manufacturing.
   - Limited ability to track shop-floor performance or downtime.

   Digital Transformation Initiatives

   - Implementation of Manufacturing Execution System (MES) within ERP.
   - Real-time shop-floor dashboards displaying WIP, machine utilization, and OEE.
   - IoT sensors installed on critical machines for data capture and predictive maintenance.
   - Barcode-enabled inventory movement and digital dispatch tracking.
   - Integration of quality checkpoints within ERP for inspection data logging.

Strategic Impact

Production efficiency increased by 18%, and rework instances dropped significantly. IoT-based machine monitoring provided early warning for maintenance, reducing unplanned downtime.

5. Installation and Project Execution

Pre-Transformation Challenges

- Site progress updates shared manually via emails and calls.
- Difficulty tracking material dispatches and manpower utilization.
- Inconsistent documentation for project handover.

Digital Transformation Initiatives

- Mobile-based Project Execution App linked to ERP for milestone tracking.
- Digital site readiness checklist and automated alerts for pending tasks.
- Integration of logistics and dispatch modules ensuring just-in-time delivery.
- Customer dashboard providing live project status and photographs of work progress.
- Digital handover documentation with geo-tagged sign-offs.

Strategic Impact

Installation completion time reduced by 20%. Customer satisfaction improved through transparency and proactive communication.

6. Service and Maintenance

Pre-Transformation Challenges

- Reactive maintenance model based on customer complaints.
- Service data not linked to equipment lifecycle.
- Manual scheduling of AMC visits and technician allocation.

Digital Transformation Initiatives

- Introduction of a Service Management System integrated with IoT-enabled monitoring.
- Predictive maintenance alerts using machine telemetry data.
- Mobile app for service engineers capturing attendance, spare usage, and closure remarks.
- Real-time SLA tracking and automated escalation for delayed closures.
- Centralized service analytics dashboard for management review.

Strategic Impact

Service response time reduced by 35%; preventive maintenance compliance reached over 95%, significantly improving reliability and brand perception.

7. Finance and Analytics

Pre-Transformation Challenges

- Financial reconciliation delayed due to siloed operations data.
- Manual linking of project billing, cost, and collection milestones.
- Limited visibility into profitability at project or product level.

Digital Transformation Initiatives

- Full integration of Finance, Sales, and Production modules.
- Automated milestone-based billing linked to project completion stages.
- Digital dashboards for cash flow, receivables, and project P&L.
- Predictive cash forecasting using AI models based on collection patterns.
- Integration of cost centres and budgets for variance analysis.

Strategic Impact

Financial closing cycle shortened by 40%; leadership now has real-time profitability visibility enabling faster, informed decisions.

8. Human Resources and Performance Management

Pre-Transformation Challenges

- Manual attendance and leave management.
- Lack of measurable performance indicators tied to departmental goals.
- Limited visibility into training needs or skill matrix.

Digital Transformation Initiatives

- Deployment of HRMS module integrated with payroll, leave, and appraisal systems.
- Role-based dashboards for managers to monitor KPIs.
- Digital training calendar focusing on ERP usage, analytics, and Industry 4.0 awareness.
- Integration of PMS (Performance Management System) with organizational KPIs and incentives.
- Employee self-service portal for transparency in HR transactions.

Strategic Impact

Employee engagement improved measurably; performance reviews became data-driven, linking individual goals with company-wide digital KPIs.

Governance and Data Integration Model

To ensure accountability and standardization, Eros Group established a **Digital Governance Framework** encompassing three levels:

1. **Strategic Governance (Leadership Level):** Oversees vision alignment, funding, and milestone approvals through the Digital Transformation Steering Committee.
2. **Operational Governance (Functional Level):** Department heads act as digital champions, responsible for process compliance and adoption metrics.
3. **Technical Governance (System Level):** IT and ERP teams maintain data integrity, user access control, and cybersecurity protocols.

This governance structure guarantees that transformation remains sustainable and auditable, ensuring continuous improvement rather than one-time implementation.

Change Management and Digital Culture

The transformation at Eros Group emphasized that **technology succeeds only when culture evolves**.

A structured change-management program was executed in three phases:

- **Awareness and Communication**: Leadership town-halls, newsletters, and internal campaigns reinforced the purpose and benefits of digital transformation.
- **Training and Capability Building**: Function-wise training sessions were organized monthly, focusing on ERP fluency, analytics interpretation, and data responsibility.
- **Reinforcement and Recognition**: Departments demonstrating best digital adoption received internal awards and recognition from top management.

These initiatives built a culture where employees view digital tools not as compliance obligations but as enablers of personal efficiency and organizational success.

Implementation Roadmap

Eros Group followed a phased rollout to balance stability and innovation:

Phase	Timeline (In Months)	Focus Areas	Expected Outcome
1. Foundation	0–6	ERP stabilization, data migration, process documentation	Unified operational baseline
2. Integration	6–12	Cross-functional data links, CRM-Finance-Production integration	Real-time visibility
3. Intelligence	12–18	Analytics, dashboards, IoT connectivity	Predictive decision-making
4. Optimization	18–24	Continuous improvement, automation, governance audits	Industry 4.0 maturity

Key Performance Indicators (KPIs) and Success Metrics

To monitor progress and ensure accountability, Eros Group implemented a digital performance management framework linking organizational goals with measurable outcomes. The KPIs were developed for each function and aligned with the overall objectives of efficiency, transparency, and profitability.

Functional Area	Key KPI	Target Impact
Sales	Lead-to-Order Conversion Ratio	+20% Increase
Design & Engineering	Design Approval Cycle Time	-30% Reduction
Procurement	Vendor On-time Delivery	+25% Improvement
Manufacturing	Overall Equipment Effectiveness (OEE)	+15% Increase
Installation	Project Handover TAT	-20% Reduction
Service	SLA Compliance Rate	+30% Improvement
Finance	Cash Flow Predictability	+18% Improvement
HR & PMS	Employee Digital Adoption Index	+40% Participation

Performance dashboards are reviewed monthly by the Digital Transformation Steering Committee (DTSC), ensuring deviations are addressed and best practices shared across departments.

Risk Management and Mitigation

Digital transformation carries inherent risks across technological, human, and operational dimensions. Eros Group adopted a proactive risk management framework designed to anticipate, monitor, and mitigate these risks effectively.

Risk Category	Potential Issue	Mitigation Strategy
Change Resistance	Employee reluctance to adopt ERP tools	Intensive training, communication, and recognition
Data Security	Unauthorized access or breaches	Multi-level access control, encryption, and audit trails
Integration Complexity	System interoperability issues	Phased rollout, sandbox testing, and vendor collaboration
Skill Gaps	Lack of ERP and analytics proficiency	Structured learning roadmap and digital literacy programs
Vendor Dependency	Overreliance on specific partners	SLA-based contracts and periodic performance audits

The risk governance framework ensures that each risk has a responsible owner and that reviews are integrated into quarterly management meetings.

Expected Outcomes and Tangible Benefits

After two years of transformation say by 2027, Eros Group projects measurable operational, cultural, and strategic gains.

1. **Operational Outcomes**
    1. End-to-end integration achieved across all business functions.
    2. Process lead times reduced by 20–35% in key operational areas.
    3. Automated reporting and analytics have replaced manual compilation.
2. **Financial and Commercial Outcomes**
    1. Improved revenue realization through milestone-linked billing.
    2. Optimized procurement led to cost savings and reduced inventory holding.
    3. Enhanced collection tracking strengthened working capital efficiency.
3. **Cultural Outcomes**
    1. Employees will view digital tools as decision enablers, not administrative burdens.
    2. Accountability and data ownership will be improved across hierarchies.
    3. Leadership decision-making is based on real-time visibility and predictive insights.
4. **Customer Outcomes**
    1. Enhanced transparency and communication with clients through portals.
    2. Improved service reliability due to predictive maintenance.
    3. Higher customer satisfaction reflected in repeat orders and references.

Collectively, these outcomes position Eros Group as a **digitally mature, customer-first enterprise** aligned with Industry 4.0 benchmarks.

Future Roadmap: Smart Enterprise Vision 2027

The digital transformation journey does not end with ERP integration—it evolves continuously. Eros Group has defined a **Vision 2027 Roadmap** to sustain and advance its digital maturity.

1. **AI and Predictive Intelligence:** Integrating artificial intelligence to forecast sales, optimize production, and predict equipment failures before they occur.
2. **IoT Expansion:** Scaling IoT connectivity beyond manufacturing to field equipment for real-time health monitoring, reducing downtime and enhancing service SLAs.
3. **Sustainability Integration:** Embedding sustainability metrics—such as energy efficiency, material recycling, and carbon footprint—into ERP dashboards.
4. **Blockchain for Traceability:** Exploring blockchain technology for warranty management and supply chain transparency to enhance trust and accountability.
5. **Continuous Upskilling:** Institutionalizing a digital academy within Eros Group for ongoing employee development, focusing on AI, analytics, and process automation.

Leadership Reflection and Organizational Learning

This transformation has been a defining leadership experience for Eros Group's management team. It demonstrated that digital change is **not an IT project but an organizational reinvention**—requiring alignment of vision, culture, and execution.

Key leadership insights include:

- **Vision Before Tools:** Technology must follow strategy. The most successful initiatives stemmed from clearly defined business outcomes, not from software deployment.
- **People as the Core:** Training and empowerment determined adoption rates more than system design did. Investing in people created exponential returns.
- **Governance Drives Sustainability:** The establishment of structured review mechanisms ensured accountability and avoided regression into old habits.
- **Culture of Data Ownership:** When employees began trusting and relying on data, organizational agility and transparency followed naturally.
- **Learning Orientation:** Continuous learning, both formal and experiential, remains the cornerstone of Eros Group's transformation success.

This journey reaffirmed that leadership in the digital age is about **clarity of purpose, empathy toward teams, and relentless focus on execution**.

Conclusion

Eros Group's Digital Transformation Strategy represents a pioneering step in embedding Industry 4.0 practices into the vertical mobility and parking industry. By unifying technology, people, and processes, the organization has built a scalable foundation for future innovation.

The transformation will create measurable improvements in productivity, governance, and customer experience while fostering a culture of continuous improvement. With strong leadership commitment, cross-functional collaboration, and a well-defined roadmap, Eros Group is now positioned as a **digitally empowered enterprise** ready to lead its sector into the next decade.

The lessons from this transformation extend beyond Eros Group—they exemplify how traditional industries can leverage digital tools and human potential to achieve sustained excellence.

Acknowledgment of Submission

This report is submitted as part of the **Capstone Project for the CEO Programme – Batch 4, IIM Lucknow (2025)** by **Group 4**, comprising:

Acknowledgment

We express our heartfelt gratitude to the **Indian Institute of Management Lucknow** for providing us the opportunity to undertake this capstone project as part of the CEO Programme (Batch 4 – Group 4). This project has been an invaluable learning experience, allowing us to explore the dynamics of digital transformation from both strategic and operational perspectives.

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