

Special Feature

'Accelerating Digitization through Frugal Innovation'

Shri. Lalit Jagtiani, Digital Thought Leader, SAP Asia Pte. Ltd., Singapore



PHOTO: C4i4, PUNE CITY CENTER

Shri. Lalit Jagtiani
Digital Thought Leader,
SAP Asia Pte. Ltd., Singapore

The Pune City Center of India's unique Smart Manufacturing Platform - C4i4 Labs (Center for Learning in Industry 4.0) recently hosted Shri. Lalit Jagtiani, Digital Thought Leader from SAP Asia Singapore. He was the special guest of honour at the C4i4 Knowledge Club and shared his thoughts on the topic 'Challenges and Perspectives in a Digital World' on February 23, 2018. Excerpts.

The World going through an era of most rapid change that has happened in the corporate life. In the good old days, change used to take place in years as an outcome of a big strategy. Now-a-days, organizations not just need to change their strategies every six months, but also have to change the way they are doing their business. This puts a lot of stress, not only on employees but also on the organization because they have to not only achieve the change but also to achieve the business. It's like repairing an aircraft in the mid-flight. You are changing the engine, the air-frame

when the plane is flying. That's the level of speed, pace and pressure happen during the change.

The Sharp Divide

Digitization is happening not only in India but across the world. However, the advantage in India is we have a rich IT capability within the students and within the employee infrastructure, which allows us to adapt and adopt change, particularly from the digital perspective, much faster than many other parts of the world. For example, the technology landscapes in India are far more modern than the

technology landscapes in Australia. So, India, in a way is in a dichotomy - as on one side there are companies which are adopting advanced technologies and in the same market, in the same part of the cities, there are companies that are lagging and operating with primitive technologies.

How to Bridge this Gap?

The foremost is infrastructure. However, at the same time, the big advantage we have in India is the fourth-generation (4G) mobile technology coming in. We need to look at examples in Africa where frugal innovation has come down right to the basic level. The challenge is, if we use the Western model of high cost and high quality, the chances of adoption of digitization across India would be not so great. But if we use the principles of frugal innovation to find out what is the common minimum input needed to uplift digital technique or technology or machinery to make that added delta quality that is something that would work much better.

Advice to Indian Industries

While applying Industry 4.0 in the Indian context, industries should look at how they can use technology to enhance the quality of the goods and not just concentrating on lowering the cost of labour like Western countries. One of the biggest challenges today we have in India is that of predictability. That means - can you predict particular delivery schedule; can you predict certain quality parameters? I think, if we can improve these parameters, the adoption of digitization can happen much faster. The key, according to me, is the focus on Indian dynamics of what we need to improve quality rather than the Western dynamics of how we can reduce labour.

Advice to C4i4 Team

When you are trying to drive the adoption in the industry, don't look at the Western examples. Look at the industry itself. Find out one burning problem with a minimum amount of investment you can solve using technologies. Applying your mind to solve local problems rather than looking at global ideas is the best way to move forward. If C4i4 drives frugal innovation for industries which can't afford to make huge investments, I think it can speed up digitization much faster.

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'More Industry 4.0 Centers to Come Up'



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Shri. Sanjay Savare
Senior Development Officer,
Department of Heavy Industries,
Government of India.

SAMARTH Udyog is a golden opportunity for Indian manufacturing industry to catch up with global competition. Software is an area of strength for us. We have an opportunity to leverage our strengths in software and make hardware for the world under 'Make in India'. At the moment, we have four centers and one sub-center under SAMARTH Udyog programme. All these centers are under planning of

setting up demonstrations facilities. One of the key challenges before SAMARTH Udyog is to spread knowledge about Industry 4.0, which is not available for Indian manufacturers. They are keen to know how SAMARTH Udyog can help them in their day-to-day manufacturing, survival and growth, what are the benefits, what liabilities they have to take up. From workers to managers, every stakeholder in the industry need answers to these questions. We need to develop demonstration facilities where they can have touch and feel and run their projects.

The entire knowledge support - starting from awareness to implementation, will be available at all the C4i4 centers. We will extend these facilities in other regions of the country. The aim behind it is each of the manufacturing clusters has at least one such demonstration center where they can get support for the Industry 4.0. The universities and cluster-based organizations are suitable to set up these centers. We are sincerely appeal them to forward more proposals for starting these centers. The biggest expectation from all C4i4 centers is that, they should spread awareness in at least 80 percent small and medium-sized industries in their catchment areas. They should train at least 50 percent workforce based in these industries on the skills required for Industry 4.0. They should also commence startup facilities so that more entrepreneurs can come. We expect that these four centers should act as the hub of the knowledge for the areas they are covering.

