



# CASE COLLECTION

MARCH 2022

# GLOBAL FOOTPRINT OF ISB CASES

The Centre for Learning and Management Practice (CLMP) works with ISB faculty in developing and publishing cases as part of the school's case collection. These cases are distributed through partnerships with Harvard Business Publishing, Ivey Publishing and The Case Centre, and are used in top international business schools including Harvard Business School, Yale School of Management, and the London School of Economics to name a few.



Our cases are published and distributed by:



*\*ISB's total case collection has close to 350 cases. The cases developed and published by ISB faculty have been featured in this catalogue.*

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*This icon represents the award winning cases in our collection.*



### Saumya Sindhvani

Clinical Assistant Professor  
Associate Dean - Advanced Management Programmes  
Executive Director, CLMP  
Indian School of Business

The Centre for Learning and Management Practice (CLMP) is a central pillar at ISB in information dissemination to industry and to align faculty research with real-world challenges and industry priorities. It is within CLMP's charter to partner with faculty and industry practitioners to create content for classroom consumption in the form of case studies, teaching notes and simulations. CLMP's case studies and associated teaching notes, spanning diverse topics and geographies covering India, Asia, and other emerging economies, are a flagship product of the Center. Over the years, they have been used by instructors in management classes at ISB and 400+ business schools in over 100 countries. The current catalogue covers all cases developed by the Center under the aegis of renowned ISB faculty and reflects efforts to streamline access to this content.

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### Geetika Shah

Senior Associate Director, CLMP  
Indian School of Business

The Centre has built expertise to develop and publish high-quality case studies that engage students in the classroom with real-world dilemmas. The centre's team of young and talented writers works closely with faculty across management disciplines to create field-based cases with formal company releases. Based on in-depth interviews, these case stories are interestingly told and capture the unique context and challenges of businesses in India. The cases are accompanied by detailed and intelligently crafted teaching notes that guide other instructors who use the cases. These cases receive wide dissemination through our global distribution partners, Harvard Publishing, Ivey Publishing and The Case Centre, Europe. Increasingly, now the Centre is expanding its efforts to explore new and innovative formats for case studies such as multimedia, live cases, and simulations.

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# Economics and Public Policy

*As future managers, besides learning how to deal with the complexities of the corporate world, it is equally important for B-school students to comprehend and appreciate the critical role they can play as influencers to governments and policy makers. For businesses in today's context, the increasing focus on maximising the triple bottom line demands conversations on sustainability issues. Cases supplemented with multimedia content are effective and engaging material for the classroom that can stimulate meaningful discussions on topics of magnitude and large-scale impact.*

**Ashwini Chhatre**

Associate Professor of Public Policy,  
Executive Director - Bharti Institute of Public Policy and  
Chair - Institutional Review Board, ISB

## A Class Divided

**Tarun Jain**

**Industry:** Educational Services

**October 7, 2013**



*Economics and Public Policy*

Length: 06 page(s)

[Buy now](#)

Does discrimination on the basis of gender, religion or ethnic origin exist in the job market? Why do employers use these factors in hiring decisions? Is discrimination equally prevalent in different sectors and in the presence of countervailing information? Are reasons for job market discrimination justified? What are possible strategies for combating job market discrimination? This case examines these questions in the context of hiring in the entry-level white-collar job market in an emerging economy.

### Learning Objective

- The case illustrates methodologies to statistically determine whether discrimination exists in the job market.
- It offers insight into justifications that employers use for preferring one class of employees over others, and the effect of hiring discrimination on applicants.
- The case can be used to discuss statistical versus taste-based discrimination and topics such as stereotyping in major emerging economies.

ISB | ISB032

# 5Ws

## WHO

Social science researchers

## WHAT

Exploring the prevalence and extent of caste-based discrimination in recruitment processes for white-collar jobs in India.

## WHY

Establishing the reasons and justification for discriminatory practices.

## WHEN

2013

## WHERE

New Delhi, India

## Better Livelihood, Better Ecology – A Case Study in Gadchiroli, Maharashtra

**Avijit Chatterjee, Mrinalini Paul,  
Nikhila Chigurupati**

*Industry:* Forestry, Agriculture, Public Administration



*Economics and Public Policy*

The Forest Rights Act, 2006 recognizes forest dwellers' rights to own and govern forest land in their possession. The thrust of the Act is to ensure local and self-governance of the forest rights by the community. With the forest being an invaluable resource, procuring land titles has been met with reluctance by government officials thereby making the implementation of the law slow or uncertain. Despite hurdles such as claim process delays, Gadchiroli district is a shining example with 66% of the title claims already processed.

### **Learning Objective**

- To highlight the importance of recognizing and supporting community forest rights claims and activities for the livelihood of indigenous communities.
- To examine the institutional and operational challenges in effective and uniform implementation of government policies.
- To illustrate the important role of advocacy groups, grassroots movements and training programmes in creating awareness and successful implementation.

# 5Ws

## WHO

Traditional forest dwellers and Scheduled Tribes (STs) of forest land in Maharashtra

## WHAT

The law recognizes forest dwellers' rights to own land, 63% districts in the state of Maharashtra have zero-compliance, except Gadchiroli.

## WHY

To promote self-governance of forests and forest resources by local and forest dwelling communities.

## WHEN

2016

## WHERE

Gadchiroli, Maharashtra, India

## Incentives in the Health Care System

---

**Sisir Debnath, Tarun Jain,  
Dibya Deepta Mishra**

---

*Industry:* Health Care Services

**January 25, 2019**



*Economics and Public Policy*

Length: 10 page(s)

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This case study illustrates various incentives in the Health Care system using recent research in economics. Health Care is important but it is difficult to objectively measure it from the perspective of providers, patients and third parties. Hence, incentives are used to motivate behavior in both providers and patients. The design of incentives is an enduring challenge and the case study tries to motivate managers to think through this problem in more detail.

---

### **Learning Objective**

*This case could be taught in courses which introduce incentives in a Health Care context. It could be used to provide examples of how managerial economics could be applied to analyze and drive behavior.*

## Pricing during a Pandemic

**Kanika Mahajan, Shekhar Tomar**

*Industry:* Food and Beverage

**August 18, 2020**



*Economics and Public Policy*

Length: 07 page(s)

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The case “Pricing during a Pandemic” looks at food pricing during a natural disaster, in this instance a pandemic, which caused widespread disruptions in supply chains. Using data from India, a country whose food supply chains are particularly vulnerable to food supply disruptions due to limited warehousing facilities, the case examines the evolution of vegetable prices before and after the COVID-19-induced economic lockdown in India. It evaluates the price movement across three platforms: wholesale, offline retail and online retail. The data shows a sharp spike in food prices post-lockdown, raising concerns about price gouging by retailers. The case allows one to discuss what constitutes sufficient evidence of price gouging and the role of public policy in identifying such behavior. It also showcases the pricing strategies of various market players and can be used to discuss business ethics.

### Learning Objective

The case can be used to discuss the objective function of various market participants and their goals:

- Consumers: Panic buying, price sensitivity
- Firms: Pricing behavior
  - a. Long-term vs. short-term pricing objectives
  - b. Reputation concerns
  - c. Divergence across retail platforms (offline vs. online)
- Government: Public policy
  - a. Price monitoring
  - b. Consumer grievance portal
  - c. Do price controls work?
  - d. Difficulty in gauging price gouging

# 5Ws

## WHO

Government of India, Expert Panel

## WHAT

COVID-19 pandemic led to sudden economic lockdown in India, creating uncertainty regarding market conditions and food availability.

## WHY

Conditions created by the lockdown revealed growing irregularities and unfair hikes in food and essential commodities prices.

## WHEN

March-May 2020

## WHERE

India



## Search Costs and Market Efficiency in Emerging Economies

---

**Tarun Jain, Rohini Ray**

---

*Industry:* Agriculture, Forestry, Fishing and Hunting, Fishing, Mobile Phones

**March 29, 2016**



*Economics and Public Policy*

Length: 05 page(s)

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This note summarizes recent research on how information technology (such as mobile phones or internet) can be used to reduce costs associated with searching for prices, as well as the associated increases in social welfare.

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### **Learning Objective**

*The note is useful for courses that discuss the role of information technology in emerging market settings. Additionally, courses that examine the role of search costs in consumer behavior will find the case useful.*

## Teacher Incentives

**Tarun Jain, Kalyani Chaudhuri**

**Industry:** Educational Services

**November 8, 2017**



*Economics and Public Policy*

Length: 10 page(s)

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Every manager faces the problem of motivating employees to show up to work, focus on the assigned task, and work hard. In the absence of strong motivations to work or close monitoring by managers, employees tend to shirk, a phenomenon that economists call 'moral hazard'. In view of this problem, the worker's employment contract should be designed so that a part of the payoff (both monetary and non-monetary) is conditional on performance.

In tasks where the manager can directly observe and monitor the worker's effort, designing such a conditional contract is easy. For example, a salesperson is offered a bonus directly depending upon the number of items he sells. However, when the effort is not so easily observable, overcoming potential moral hazard becomes harder. Using different policy experiments conducted with teachers in India, Kenya and United States, this case study explores how to motivate school teachers to turn up for class, teach well and put in maximum effort towards educating their students.

### **Learning Objective**

*The case is primarily intended for courses on Managerial Economics, Microeconomics, Organizational Economics and Human Resource Management taught in business and public policy schools. It can also be used in courses on the Economics of Education or similar topics. The strength of the case is grounding in research papers (published in leading journals) that report on rigorous evaluations of the impact of different compensation structures.*

# 5Ws

## WHO

Manoj Mishra,  
one of the District  
Education Officers  
of Uttar Pradesh,  
India.

## WHAT

How to motivate  
teachers in schools (in  
India, Kenya and the  
United States) to turn  
up for class?

## WHY

To tackle one of  
the largest issues  
in public primary  
education in the  
country i.e. absent  
teachers.

## WHEN

2005

## WHERE

Uttar Pradesh, India

## The Course Allocation Problem

**Tarun Jain, Priyanka Sarda**

**Industry:** Business Education

**October 7, 2013**



*Economics and Public Policy*

Length: 06 page(s)

[Buy now](#)

Why is allocating courses to students in universities a challenging task? How difficult is it for institutions to strike a balance between the students' preferences over courses and what they can make available given the feasibility and other constraints? What are the plausible short-term and long-term effects of this demand-supply mismatch on students' university experiences and career aspirations? What are the relative pros and cons of allocation mechanisms such as course auctions, rank-order lists and random serial dictatorship used by academic administrators? Can universities design better systems that are simpler, fairer and cannot be gamed yet put students in courses they want? This case attempts to answer these questions by primarily examining the course allocation problem as a two-sided matching issue.

### Learning Objective

- This case illustrates the problem of two-sided matching using the example of course allocations to students at colleges and universities.
- It delves into the pros and cons of allocation mechanisms commonly used by academic administrators; and
- Offers insights on how the universities can design better systems.

ISB | ISB033

# 5Ws

## WHO

Social science researchers

## WHAT

Examining the pros and cons of allocation mechanisms commonly used by academic administrators.

## WHY

To strike a balance between the students' preferences over courses and what universities can feasibly make available.

## WHEN

2013

## WHERE

New Delhi, India

# The Public-Private Partnership Hurdle Race: The Case of Delhi International Airport

**Prachee Javadekar, Gandhali Divekar,  
Girija Lagad, D. V. R. Seshadri**

*Industry:* Airports

**December 1, 2020**



*Economics and Public Policy*

Length: 24 page(s)

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GMR Group won the bid for development and modernization of Delhi International Airport in April 2014, becoming the first private player to work with the government on an airport development venture under the Public-Private Partnership (PPP) model. Through the experience of the GMR Group, related by its Chairman, G. M. Rao, the case explores the various setbacks and challenges to project implementation posed by the nascent and evolving PPP policy environment in the country. The case also presents the government's viewpoint and efforts to deal with the evolution of the aviation sector in India by strengthening the PPP framework. Further, the case underlines the importance of having a strong, well-defined, unambiguous, and forward-looking policy environment for the successful implementation of PPP projects and the complexities of making policy decisions in a democratic political system such as India.

## **Learning Objective**

- To understand the PPP policy environment in India with reference to airport infrastructure development.
- To examine the relationship between public and private players under the PPP framework.
- To evaluate the key challenges that can arise in a large PPP project due to policy uncertainty and consequent issues at the time of project implementation.

ISB | ISB224

# 5Ws

## WHO

G. M. Rao, Chairman  
of the GMR Group

## WHAT

GMR Group's journey  
to modernize the  
Delhi Airport under  
the PPP model.

## WHY

The first private  
player to work on  
airport development  
with the government,  
GMR faced opposition  
from multiple  
stakeholders.

## WHEN

April 2014

## WHERE

Delhi, India



# Entrepreneurship and Innovation

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*I have seen the evolution of CLMP over the years to become a full-fledged Centre that offers comprehensive and commendable services across the value chain of case development and publication covering all disciplines. I have immensely benefited from their consistent commitment to quality and proactiveness, thanks to the dedicated and capable team CLMP has.*

**Kavil Ramachandran**

Clinical Professor and Executive Director of the  
Thomas Schmidheiny Centre for Family Enterprise, ISB

## Ashta Chamma – The Biggest Small Movie Ever Made (A) & (B)

**S. Ramakrishna Velamuri, Rajesh Chakrabarti,  
Hari Krishna Mulpuri, Payal Goel,  
Vamsi Krishna Kothapalli, Sneha Beriwal,  
Vijay Bhaskar Chowdary Suryadevara**

**Industry:** Arts, Entertainment, Sports and  
Recreation

**July 1, 2011**



*Entrepreneurship and Innovation*

Length: Case(A)-17 page(s);  
Case(B)-03 page(s)

A young man in India follows his passion through to near-bankruptcy. Equipped with an MBA from IIM Ahmedabad, he avoids a high-paying corporate job and instead starts a stockbroking firm. After ups and downs in several businesses, he finally decides his real fulfilment will come from producing a full-length movie – Ashta Chamma, based on the Oscar Wilde play, The Importance of Being Ernest. The case chronicles the various issues he faces: funding the production, choosing the director, choosing a story that will satisfy his requirement of family entertainment, casting the principal characters, and creating a team that can bring the production to the movie theatres. The case goes behind the scenes of the film world in Tollywood, the Teluga film industry in Andhra Pradesh, and highlights the pressures faced by an entrepreneur in the industry. A rare combination of creativity, professionalism, and good business sense bring about success for the entrepreneur. Case B is a supplement to Ashta Chamma – The Biggest Small Movie Ever Made (A) and presents the outcome after the movie's release.

### **Learning Objective**

*This case was written for an entrepreneurship course. It has the following objectives:*

- Stimulate discussion and reflection on post-MBA careers;
- Probe into the role of entrepreneurial learning in venture survival and success; and
- Provide insights into the workings of the Indian movie industry, which is the largest movie industry in the world in terms of movies made per year.

# 5Ws

## WHO

Ram Mohan,  
Movie Producer,  
Ashta Chamma

## WHAT

Capturing  
entrepreneurial  
lessons by listing  
Mohan's initial post-  
MBA years that were  
spent in different jobs.

## WHY

What did Ram Mohan  
do differently with the  
established practices  
in the various stages  
of film production?

## WHEN

2008

## WHERE

Hyderabad, India

## Attaining the Next Orbit: Dilemmas of a Family Managed Business: Natural Ice Cream

**Pallavi Mody, Raveendra Chittoor**

**Industry:** Dairy Products, Food

**December 31, 2016**



*Entrepreneurship and Innovation*

Length: 12 page(s)

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The case is about the concerns of second generation entrepreneurs in a family managed business who aspire to attain the next orbit, the next level of success in the business. Natural Ice Cream was started by the father in 1980s. The passionate ice cream maker made two small innovations; one, a product innovation in the form of using only natural ingredients. Two, a marketing innovation in the form of selling ice cream only in exclusive ice cream parlours. Both were novel ideas of the time and became the 'Unique Selling Propositions' (USPs). The business expanded over the three decades and with the help of his sons changed the scale and adapted best practices of management. The expansion path was carefully drawn up by preserving the USPs of the business. Manufacturing remained at a central location to keep strict quality control.

Having taken their business from a small dream to INR 1 billion niche brand in the artisan ice cream segment, the owners at Naturals were dreaming big. They were restless and anxious to enter the next orbit and aspired to become a pan-India and global brand.

### **Learning Objective**

- Understand the significance of passion and 'follow your dream' attitude in entrepreneurs;
- Understand the importance of 'small innovations' in product or marketing that turn into USP and critical success factor in small businesses;
- Understand the role of professional management to take the family managed business to the next orbit; and
- Appreciate the importance of conflict resolution between the generations in family business.

# 5Ws

### WHO

Srinivas Kamath,  
Managing Director,  
Natural Ice Cream

### WHAT

How could Naturals remain a pure family business and expand to the national and international level as a brand?

### WHY

If Naturals expanded, the current best practices might undergo change and quality might be compromised by manufacturing in diverse locations.

### WHEN

April 2015

### WHERE

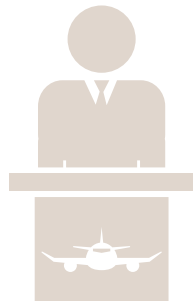
Mumbai, India

# Airport Service Transformation – The Case of Delhi International Airport

**Prachee Javadekar, Gandhali Divekar,  
D. V. R. Seshadri**

*Industry:* Airports

**March 11, 2020**



*Entrepreneurship and Innovation*

Length: 18 page(s)

This case is about the efforts of G.M. Rao, the founder of the GMR Group, to drive the service transformation of the Indira Gandhi International Airport (IGIA) in Delhi, India. GMR was the first private player to participate in airport modernization and reconstruction with the government of India under its public-private partnership (PPP) policy. The case discusses the challenges Rao faced in balancing the financial (investment) model, revenue model and service model of the airport against the backdrop of an evolving PPP policy and predominantly unfriendly service culture ethos in the country and continual global technology upheavals.

### *Learning Objective*

- To understand service transformation principles.
- To study the challenges faced by an entrepreneur in the large infrastructure sector in bringing about changes in the service mindset to enable the organization to transition from quality to excellence.
- To understand airport service dynamics, with special reference to the Indian airport sector.
- To understand the role of the various socio-economic factors in India in building a culture of service quality excellence in the organization.

ISB | ISB184



### WHO

G. M. Rao,  
Chairman of the  
GMR Group

### WHAT

How did Mr. Rao  
drive the service  
transformation of  
the IGIA, Delhi?

### WHY

Linking three key  
factors: functioning of  
the airport, evolution  
of PPP policy in India,  
customer service  
experience in Indian  
airports.

### WHEN

December, 2008

### WHERE

New Delhi, India

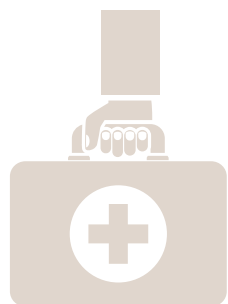


# Basic Healthcare Services: An Innovative Model for Primary Healthcare Delivery in Rural India

*Devendra Tayade, D. V. R. Seshadri*

*Industry:* Healthcare

*December 1, 2020*



*Entrepreneurship and Innovation*

Length: 17 page(s)

Buy now

Set in 2019, this case looks at the development of Basic Healthcare Services (BHS), a primary healthcare organization based out of Udaipur, Rajasthan, and its efforts to achieve sustainability. It sheds light on the state of primary healthcare in India and also unravels the underlying challenges of setting up and running a privately-led primary healthcare delivery organization in rural India catering to people at the bottom of the pyramid. It shows how building physical infrastructure alone is not enough to provide last-mile primary healthcare coverage to people living in the rural hinterlands.

BHS, under the leadership of its Founder-Director Dr. Pavitra Mohan, engaged with rural communities to build their trust in allopathic healthcare and wean them away from pseudo-practitioners, and created systems that would address their health needs. This case gives readers a glimpse of Dr. Mohan's formative years and the many challenges he had to overcome to realize his vision of providing affordable and accessible last-mile healthcare. The primary issue confronting BHS in 2019 was how to achieve financial viability and catalyze the growth of the organization."

## *Learning Objective*

- *To understand the underlying issues and challenges in delivering primary healthcare to the poorest of poor in the rural parts of India.*
- *To understand the business model of a privately-led primary healthcare organization.*
- *To understand the role of collaboration and stakeholder engagement for the success of a healthcare organization that operates in a resource-constrained environment.*

# 5Ws

## WHO

Dr. Pavitra Mohan,  
Founder and  
Director- Basic  
Healthcare Services  
(BHS)

## WHAT

To fulfil BHS mission to provide accessible last-mile healthcare in rural India and attain growth and financial viability.

## WHY

If BHS scaled inorganically, it would be difficult to garner like-minded doctors across geographies diluting their value system.

## WHEN

2019

## WHERE

Udaipur, Rajasthan

## Cloudphysician: A Collaboration between Man and Machine to Save Lives

**Rajesh Pandit, D. V. R. Seshadri**

*Industry:* Healthcare

**July 25, 2020**



*Entrepreneurship and Innovation*

Length: 22 page(s)

[Buy now](#)

The case, 'Cloudphysician: A Collaboration between Man and Machine to Save Lives,' traces the journey of Cloudphysician, a four-year-old healthcare startup offering comprehensive remote monitoring and advisory solutions to intensive care units (ICUs) of smaller hospitals in tier-2 and tier-3 cities and towns across India. These hospitals did not have emergency care in their ICUs leading to a high mortality rate. Cloudphysician developed a sophisticated technology using a combination of new-age technologies such as computer vision, artificial intelligence (AI), machine learning (ML), and analytics to address this problem. The case tells the story of the startup and its founders as they faced several dilemmas about scaling the business, expanding the scope and scale of technology-enabled solutions, potential scaling issues, an uncertain regulatory landscape, and probable competitors. The business concept of the firm arose out of a resource-constrained environment characteristic of emerging markets.

### *Learning Objective*

*The case can be used to discuss the nuances of entrepreneurship in the healthcare industry:*

- *Mindset required to start a healthcare venture,*
- *Relevance of the principles of effectuation in entrepreneurial success,*
- *Anticipating potential pitfalls and minimizing the odds of failure,*
- *Healthcare landscape in emerging markets such as India vis-à-vis new opportunities, and*
- *Leveraging new-age technologies to develop innovative solutions.*

# 5Ws

## WHO

Dr. Dileep Raman  
and Dr. Dhruv Joshi,  
Cloudphysician

## WHAT

Expansion of  
scope and scale of  
technology-enabled  
solutions in lowering  
the high mortality rate  
in under-resourced  
Indian hospitals.

## WHY

Resource constraints  
in new markets, a  
wavering regulatory  
landscape, and  
probable competitor  
inducing scaling  
challenges.

## WHEN

2019

## WHERE

India

## Embrace (A): Opportunity Identification; Embrace (B): Opportunity Assessment



**Mridula Anand, Anand Nandkumar,  
Charles Dhanaraj**

*Industry:* Health Care Services

*April 16, 2013*



*Entrepreneurship and Innovation*

Length: Case(A)-07 page(s); Case(B)-06 page(s)

The Embrace case is structured as a four-part series which provides an engaging context to understand social innovation, by describing a sequence of critical decisions from opportunity analysis and market feasibility study to formulating a competitive strategy and developing business models for growth. The focus of the case is developing and marketing affordable infant warmers to premature babies in rural India. The setting for Case A is an MBA classroom where five teams have been given five ideas and the students are asked to match each idea to each team. It highlights the critical role that team-task fit plays in subsequent success of an innovation opportunity. Case B deals with the social problems associated with neonatal care in rural India and the economics of providing reasonable care for premature babies are discussed. The journey of the organization in its growth phase is described in two related cases, (C) & (D) described in the following sections of this brochure.

### *Learning Objective*

- Find enterprising solutions to solving social problems using technology;
- Develop capabilities in opportunity identification, particularly by thinking through competing opportunities in order to identify the most meaningful and sustainable ones;
- Understand the process of market feasibility analysis in a social context;
- Enable strategic thinking on how to compete for access to restricted capital and compete with industry incumbents who may have better technology and other complementary assets; and
- Develop appropriate business models to realize the business potential of an innovation by understanding the complementarity of external ties and internal expertise.

# 5Ws

## WHO

Jane Chen,  
Linus Liang,  
Rahul Panicker,  
Razmig Hovaghimian,  
and Naganand Murty,  
Co-founders, Embrace

## WHAT

Developing a sustainable business model to make infant warmers available to premature newborns in developing countries.

## WHY

To solve the problem of a high number of fatalities in premature births in rural India, and the potential for making an affordable product.

## WHEN

2007-2008

## WHERE

California, United States of America

## Embrace (C): Competing with Incumbents; Embrace (D): Building the Business Model

**Mridula Anand, Anand Nandkumar,  
Charles Dhanaraj**

*Industry:* Health Care Services

**April 16, 2013**



*Entrepreneurship and Innovation*

Length: Case(C)-05 page(s); Case(D)-06 page(s)

The Embrace case is structured as a four-part series which provides an engaging context to understand social innovation, by describing a sequence of critical decisions from opportunity analysis and market feasibility study to formulating a competitive strategy and developing business models for growth. The focus of the case is developing and marketing affordable infant warmers to premature babies in rural India. The first two cases narrate the story of the genesis of the project. The third case, Case C, provides an analysis of competitive advantage and sustainability of the venture forces the founders to consider other available neonatal care options and think about the IP issues they could face. In Case D, the team must decide between manufacturing the product in-house or outsourcing. Issues of distribution and sales require consideration. The case series won the Indian Management Issues and Opportunities Award in the 2013 EFMD Case Writing Competition.

### *Learning Objective*

- Find enterprising solutions to solving social problems using technology;
- Develop capabilities in opportunity identification, particularly by thinking through competing opportunities in order to identify the most meaningful and sustainable ones;
- Understand the process of market feasibility analysis in a social context;
- Enable strategic thinking on how to compete for access to restricted capital and compete with industry incumbents who may have better technology and other complementary assets; and
- Develop appropriate business models to realize the business potential of an innovation by understanding the complementariness of external ties and internal expertise.

# 5Ws

## WHO

Jane Chen,  
Linus Liang,  
Rahul Panicker,  
Razmig Hovaghimian,  
and Naganand Murty,  
Co-founders, Embrace

## WHAT

Developing a sustainable business model to make infant warmers available to premature newborns in developing countries.

## WHY

To solve the problem of a high number of fatalities in premature births in rural India, and the potential for making an affordable product.

## WHEN

2007-2008

## WHERE

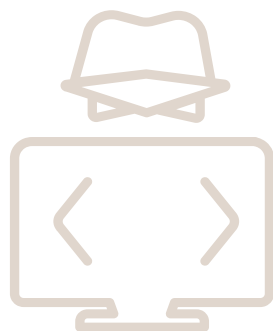
California, United States of America

## Enter All InfoSec Solutions: Growing an Ethical Hacking Business

**Varsha Verma, Atul Arun Pathak,  
Dharma Raju Bathini, Arun Pereira**

**Industry:** Information, Media and  
Telecommunications

**December 16, 2014**



*Entrepreneurship and Innovation*

Length: 11 page(s)

An ethical hacker had recently started his entrepreneurial venture, EnterAll InfoSec Solutions. A technologist who believed that “ethical hacking” had huge market potential, he and his partner were searching for a business model that would address the information security needs of corporate clients, public sector undertakings (PSUs) and government institutions. Ethical hacking was a specialized and relatively nascent field, and the entrepreneur foresaw many challenges in convincing customers to use the services of his start-up company. The immediate concerns were how to expand the business, identify an optimal business model, explore sources of funding and create a strong team.

### **Learning Objective**

*The case is intended for use in undergraduate, and postgraduate courses on business administration to facilitate discussions on entrepreneurship, strategic management, start-up firms’ growth strategies, information technology, data protection and ethical hacking. The learning objectives are as follows:*

- *Understand the strategic issues that emerge when an entrepreneur starts a business. Participants are expected to apply SWOT analysis and the strategy diamond model; and*
- *Gain an overview of the Indian information security industry, the value proposition offered to clients by organizations in the information security industry and the challenges faced by new entrants in this industry.*

# 5Ws

## WHO

Murali Lakshman,  
Shankar Anand,  
Founders, Enterall  
InfoSec Solutions

## WHAT

Identifying an  
optimal business  
model and exploring  
sources of funding  
for the start-up.

## WHY

Ethical hacking was  
relatively nascent  
field and there were  
many challenges in  
convincing customers  
to use the company’s  
services.

## WHEN

February 2012

## WHERE

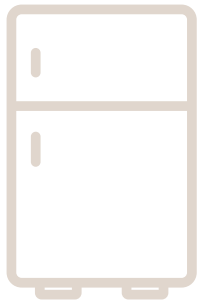
Hyderabad, India

## Godrej Chotukool: A Cooling Solution for Mass Markets

**Charles Dhanaraj, Balasubrahmanyam Suram, Prasad Vemuri**

*Industry:* Manufacturing

*November 15, 2011*



*Entrepreneurship and Innovation*

Length: 11 page(s)

Godrej, a fast-moving commercial goods (FMCG) company in India that was historically known for its refrigerators in the Indian market, contemplated launching a new product for rural markets. Chotukool was an unconventional cooling solution targeted at the bottom of the pyramid (BOP) segment in India. More than 80 per cent of the Indian population did not own a refrigerator and 50 per cent earned less than US\$2 per day. The study tracks Godrej's journey of disruptive innovations from the conception of the idea to the marketing challenges faced by the company. It also focuses at length on how the organization planned to execute two parallel business models, with one aimed at the consumers of traditional refrigerators and the other simultaneously targeting current non-consumers. The case focuses on the management challenge of innovating across the value chain in order to succeed at social innovations.

### *Learning Objective*

- *Understand disruptive innovations like Chotukool, and which organizational processes translate into successful businesses;*
- *Learn and apply concepts of blue ocean strategy to new emerging business models;*
- *Conduct a strategic analysis of a BOP business to identify specific organizational, economic, social, and political issues of successful innovations at the BOP level; and*
- *Reinforce the role of the innovation value chain and the necessity of innovating across the value chain.*

# 5Ws

## WHO

G. Sunderraman,  
Vice-President  
of Corporate  
Development,  
Godrej & Boyce

## WHAT

How could the launch, marketing and sale of Chotukool be a success, while managing to penetrate both urban and rural markets?

## WHY

Although targeted at low-income rural population, Chotukool was still deemed unaffordable and infeasible, thus making it a risk for Godrej.

## WHEN

March 2010

## WHERE

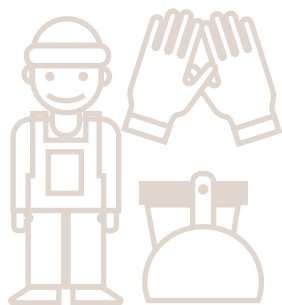
Mumbai, India

## Golden Star Facilities and Services Pvt Ltd

**S. Ramakrishna Velamuri,  
Rishi Raj Kanoria, Anuj Srivastava,  
Nandita Narayan, Deepti Singh,  
Jaydev Thampan**

*Industry:* Administrative, Support, Waste Management and Remediation Services

*January 21, 2011*



*Entrepreneurship and Innovation*

Length: 11 page(s)

The huge growth of information technology (IT) and information technology enabled services (ITES) businesses in India and, in particular, in Hyderabad, led to the establishment of Indian and multi-national companies. With large numbers of employees and thousands of square feet of office space, these companies recognized that maintaining their premises was not part of their core competence and outsourced their housekeeping requirements. A single mother grabbed the opportunity to provide cleaning services at the Oracle office in the Cyber Towers at Hyderabad and, over 10 years, built up Golden Star into the third-largest housekeeping services provider in the city, with over 2,000 employees. The case is set at the time when she is faced with the typical dilemmas of organic growth: to take on allied functions of office management- a growing trend in the industry; to expand geographically to manage the offices of her clients in several cities; or to make a huge amount of money by simply selling the business she had built from scratch.

### *Learning Objective*

*This case can be used in courses that address entrepreneurship issues for women. In a course on entrepreneurship, the instructor can discuss the growth challenges that organizations face. The case works especially well if it is taught alongside the Swagruha Foods case (9B09M068). The case shows that even though many entrepreneurs overcome the first obstacles of survival, they often hit a growth ceiling. This case can be used to discuss how to unlock the growth potential of SMEs.*

# 5Ws

## WHO

Anita Verghese, CEO & Owner of Golden Star Facilities and Services Pvt Ltd

## WHAT

Can Golden star Facilities integrate horizontally as a tier-two supplier to the facility management firms?

## WHY

To understand the growth challenges that many new ventures face after they overcome the survival hurdle.

## WHEN

2008

## WHERE

Hyderabad, India



## GoQii (A)

**Sonia Mehrotra, Arun Pereira**

**Industry:** Wearable Technology

**December 31, 2016**



*Entrepreneurship and Innovation*

Length: 14 page(s)

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Vishal Gondal, a serial entrepreneur, was supported by top technology experts in GOQii's angel round of funding. Case A details GOQii's journey from its incorporation in 2014 until April 2016. It describes GOQii's product-service offering of wearable fitness band technology supplemented with remote personalized coaching, its launch in the Indian market, and its emergence as a pioneer of a new category of product in the health and lifestyle space that had the ability to integrate human assistance with built-in artificial intelligence. Gondal realized that while people were adopting wearable technology solutions for healthy living, there was still a lack of awareness and an air of hesitancy about the usefulness of and need for wearable devices in India. Gondal's dilemma: whether to continue GOQii's positioning as "wearable technology with personalized coaching" and aggressively expand globally, or consolidate and broaden his present offering by embracing the customer more fully and focusing on the "customer health care journey" in India.

### **Learning Objective**

*The cases are structured around the following teaching/ learning objectives:*

- Identify the various traits of an entrepreneur;
- Identify the forces on which an entrepreneurial opportunity is dependent;
- Appreciate the market attractiveness and future of wearable technology;
- Understand the importance of a customer journey and its ability to provide competitive advantage; and
- Understand the role of the choice of business model in ensuring competitive advantage

# 5Ws

## WHO

Vishal Gondal,  
founder of GOQii

## WHAT

Should GOQii attempt expansion internationally with the current product offering, or should it explore the customer health journey in India?

## WHY

GOQii's product had gained popularity and a niche market in India, but consumers were still hesitant about adopting wearable technology.

## WHEN

April 2016

## WHERE

India



## GoQii (B)

**Sonia Mehrotra, Arun Pereira**

**Industry:** Wearable Technology

**December 31, 2016**



*Entrepreneurship and Innovation*

Length: 06 page(s)

[Buy now](#)

Case B picks up from October 2016, by which time GOQii had consolidated and broadened its offering by focusing on the “customer journey” in India. It had successfully on-boarded different service providers such as doctors, a diagnostic center chain, a hospital chain, sports and grocery stores and Axis Bank (for payments) on their platform, thus providing a complete health ecosystem to the GOQii user. By the second quarter of 2016, GOQii had achieved the number one spot in the Indian wearables market. The immediate decision that GOQii core team need to make is whether they should tie up with multiple insurance providers or explore the possibility of partnering with a reinsurer to complete the entire health spectrum services offering on their data platform.

### **Learning Objective**

The cases are structured around the following teaching/ learning objectives:

- Identify the various traits of an entrepreneur;
- Identify the forces on which an entrepreneurial opportunity is dependent;
- Appreciate the market attractiveness and future of wearable technology;
- Understand the importance of a customer journey and its ability to provide competitive advantage; and
- Understand the role of the choice of business model in ensuring competitive advantage

# 5Ws

## WHO

Vishal Gondal,  
founder of GOQii

## WHAT

Should GOQii collaborate with different insurance providers or go back to a single reinsurer?

## WHY

The tie-up with insurance providers would complete the set of health care services and supplement the product offering by GOQii.

## WHEN

October 2016

## WHERE

India

# Husk Power Systems

**Gireesh Shrimali, Charles Dhanaraj,  
Kirti Madhok Sud**

*Industry:* Renewable Energy

**2012**



*Entrepreneurship and Innovation*

Length: 15 page(s)

Husk Power Systems documents the journey of an entrepreneurial group of young executives who leveraged common resources in an innovative manner to solve a persistent social problem. Using proprietary technology, comprising a set of gasification equipment and generators, and rice husk, a waste product, they began providing off-grid power to rural Indian villages of about 500 households each. The case is set with a backdrop of the CEO and his top management team working on a fund-raising exercise to finance HPS's growth plans to provide power to 200 villages in rural India. They deliberate on the challenges of scaling up operations from the current 30 plants as of April 2010 to an aggressive growth target of 2000 plants by 2014. Can the business model be replicated across multiple geographies, including international points? Should they adopt a franchising model or insist on organic growth? How should they ensure that their competitive advantage is sustainable over time?

### *Learning Objective*

- *Understand the critical steps in converting a social innovation idea into a sustainable business;*
- *Develop a viable business model that takes into account the specific challenges and risks posed by the environment, particularly the bottom of the pyramid;*
- *Understand how to frame the growth challenges of a company and apply the principle of competitive advantage concept; and*
- *Develop a comparative assessment of organic vs. franchising pathways to growth and identify key success factors in each.*

# 5Ws

## WHO

Gyanesh Pandey,  
CEO of HPS

## WHAT

Scaling up challenges at HPS and understanding social entrepreneurship for the bottom of the pyramid markets.

## WHY

Understanding the critical steps in converting a social innovation idea into a sustainable business.

## WHEN

2010

## WHERE

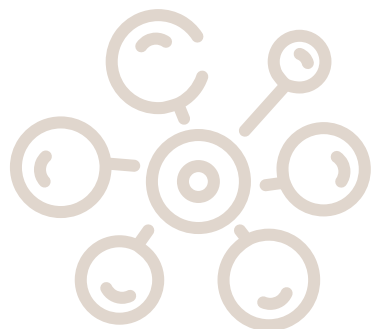
Close to 200 villages in rural India

## International Oncology Services Private Limited

**Suren Mansingka, Rajesh Chakrabarti,  
Sonia Mehrotra**

**Industry:** Health Care Services

**April 24, 2013**



*Entrepreneurship and Innovation*

Length: 12 page(s)

International Oncology Services Private Limited initially had plans to start operations as a stand-alone facility offering cancer care to patients in Delhi, India, but escalating real estate costs combined with the capital-intensive nature of the business were a big barrier. Moreover, the high gestation period in a greenfield project led the company founders to think of an alternative business model: a collaborative arrangement on a hub-and-spoke basis with an established health care provider in the city of Jaipur. This was a success. The company could leverage the infrastructure and in-patient facilities of the partner hospital, while adding its own medical, technological and research expertise to offer services at a cost-effective price. Though the company grew rapidly in its initial years, continued success was by no means assured. The management had to decide whether to expand with a single partner or adopt a multi-partner approach to take the business to the next level of growth.

### **Learning Objective**

*This case can be used at the graduate and executive education level in courses on entrepreneurship and management in the health care sector. It is an example of how an entrepreneur's passion translates into a business. It highlights the entrepreneur's ability to identify and exploit a market opportunity and analyzes six forces that may drive or kill innovation in the Indian Health Care sector.*

# 5Ws

## WHO

Pradeep K. Jaisingh,  
Managing Director  
and CEO,  
International  
Oncology Services  
Pvt. Ltd.

## WHAT

Determining the  
kind of approach  
and partnerships to  
enter into for  
expansion.

## WHY

Though collaborative  
arrangement on a  
hub-and-spoke basis  
with an established  
healthcare provider  
had proven effective,  
continued success  
was not guaranteed.

## WHEN

November 2011

## WHERE

Noida, India

# Journey to \$100 Million: Mettl, an Indian Online Assessment Startup

**Chirantan Chatterjee,  
Vigneshwar Jaiprakash, Geetika Shah**

*Industry:* Technology, Human Capital

*April 30, 2019*



*Entrepreneurship and Innovation*

Length: 15 page(s)

[Buy now](#)

The case chronicles Mettl Inc., an Indian online assessment startup, as it aims to become one of India's first software as a service company to breach the USD 100 million threshold. It provides an outline of the assessment industry and the factors that influence Mettl's market strategy. Founders, Tonmoy Shingal and Ketan Kapoor now had to review the company's success in perspective and ask the hard question about the future of the enterprise: How would Mettl traverse the road to 100 million?

### *Learning Objective*

- To help students see that technologies, while they have the potential to be disruptive, need to be stewarded to market to be ultimately successful; and
- To set the stage for a discussion on "focus as a key construct of strategy."

ISB | ISB155



### WHO

Ketan Kapoor and Tonmoy Shingal, Founders of Mettl Inc.

### WHAT

Expansion strategy to achieve Mettl's goal of emerging as a dominant force in online assessment industry.

### WHY

Unsuccessful foray into US market required rethinking on focus and channelization of resources.

### WHEN

September 2017

### WHERE

Gurgaon, India

## Ketan Logistics – Charting the Next Route

**Navneet Bhatnagar,  
Kavil Ramachandran**

**Industry:** Transportation and Warehousing

**July 11, 2016**



*Entrepreneurship and Innovation*

Length: 13 page(s)

[Buy now](#)

Rohit Gupta, Strategy Head, Western Business Unit of integrated, multimodal logistics provider, Ketan Logistics Limited (KLL) and the oldest third generation member of this family business, was torn between living up to family expectations and pursuing his dream of setting up his own entrepreneurial venture. The case, set in 2014, details the humble beginnings of the company, key milestones in its growth journey and KLL's standing in the industry. It also describes Rohit's feelings of helplessness and frustration over the slow pace of changes in the internal governance of the business, the company's stagnant revenue growth and profits, lack of strategic direction and professionalization issues. Should he stick with the family business out of a sense of loyalty and responsibility or should he follow his own path?

### **Learning Objective**

- *The case aims to help the audience recognize and effectively manage the challenges faced by family businesses in grooming and nurturing entrepreneurship in the next generation of family members.*
- *How next generation members can decide whether to join or continue in the family business or start their own new venture.*
- *Recognizing the need for clarity within family about the vision, business strategy & governance with clear policies on ownership & reward.*

# 5Ws

## WHO

Rohit Gupta,  
Strategy Head,  
Western Business  
Unit of Ketan  
Logistics Limited

## WHAT

Dilemma regarding  
staying with parent  
company or starting  
a new venture.

## WHY

Slow pace of changes  
in the internal  
governance, stagnant  
revenue growth,  
lack of strategic  
direction and  
professionalization  
issues.

## WHEN

2014

## WHERE

Mumbai, India

# Law School Tutorials – From Idea to Institution

**S. Ramakrishna Velamuri**

**Industry:** Education, Coaching Classes for Professional Entrance Examinations

**February 28, 2012**



*Entrepreneurship and Innovation*

Length: 19 page(s)

The case describes the entrepreneurial journey of four youngsters who started a postal tutorial company called Law School Tutorial (LST) in 1999 and sold it in 2004 to Career Launcher (CL), one of the largest Indian companies in the entrance examination tutorial industry. A condition of the sale was that one of the entrepreneurs was to continue to run LST as a division of CL for a period of 3 years until 2007. After taking LST to great heights under the aegis of CL, Malhan started a couple of more ventures namely Rainmaker, India’s leading executive search and staffing company for the legal industry, and Inclusive Planet, a social venture to create scalable technology-led solutions for challenges faced by differently-abled people. The case documents the excitement of the pre-launch, launch and early growth phases of LST, and the difficult decisions that the founders had to make when they graduated and faced attractive job offers.

### **Learning Objective**

*To highlight the challenges faced by entrepreneurial teams and to understand full entrepreneurial cycle.*

# 5Ws

## WHO

Sachin Malhan,  
Co-founder of LST

## WHAT

When a large company acquires an entrepreneurial venture, how much of its identity and autonomy should the acquired company retain?

## WHY

Understand an entrepreneurial cycle - identify opportunity, evaluate, mobilize resources, conceptualize business model, launch, growth and exit of the venture.

## WHEN

2008

## WHERE

Bangalore, India

## LifeSpring Hospitals: Delivering Affordable, High-Quality Maternal Health Care in India

*Priya Anant, S. Ramakrishna Velamuri,  
Wei Zhang, Monidipa Mukherjee*

*Industry:* Health Care Services

*February 19, 2013*



*Entrepreneurship and Innovation*

*Length:* 17 page(s)

This case highlights the journey of an organization that was set up in Hyderabad, in southern India, to provide affordable maternal care services to women from low-income urban families. LifeSpring Hospitals grew from a single hospital into a chain of nine hospitals, all in Hyderabad, in only five years. The chief executive officer has spent this initial period trying out new methods, continuously fine-tuning the model and learning from this process of experimentation. As the company seeks to scale the business to 200 hospitals, the chief executive officer must decide whether or not the business model is defined clearly enough to warrant the start of a rapid scaling process.

The case is unique because it juxtaposes a commitment to high-quality health care service delivery through processes and protocols with a commitment to making maternal care affordable to low-income urban women. LifeSpring Hospitals tries to achieve these seemingly disparate objectives by attempting to create a financially sustainable business model.

### *Learning Objective*

- *Demonstrate how a health care company must innovate in all areas of its organization in order to provide quality care;*
- *Assess how this company attempts to earn a profit through providing low-cost yet high-quality health care to poor urban women in India; and*
- *Present an excellent example of how to provide affordable health care in a developing country.*

# 5Ws

## WHO

Anant Kumar,  
CEO,  
LifeSpring Hospitals  
(LSH)

## WHAT

Could LSH become financially stable and cover its operating costs while continuing to provide high-quality maternal care at low costs?

## WHY

LSH had shifted its revenue model to uniform pricing for all patients, making it tough for LSH to break even.

## WHEN

March 2010

## WHERE

Hyderabad, India

# LV Prasad Eye Institute

**Vasantha Kumar, S. Ramakrishna  
Velamuri, Wei Zhang**

*Industry:* Health Care Services

**May 10, 2013**



*Entrepreneurship and Innovation*

Length: 21 page(s)

An entrepreneur puts his entire lifetime into building an organization. When it comes to health care in India, it is all the more difficult as there are so many hurdles, such as a huge population that cannot afford to pay, shortage of trained manpower and increasing cost of supplies. LV Prasad Eye Institute has been successful, largely because of its founder’s dedication, hard work and innovative pyramid model of organizational structure. Despite its success, this healthcare institution faces challenges from increased competition and the lack of a succession strategy.

### **Learning Objective**

*This case is appropriate for courses on healthcare management, entrepreneurship (business models) and innovation (business model and management innovations). It helps students to:*

- *Understand the entrepreneurial qualities of building an organization and the stages of an organization’s life cycle;*
- *Learn the building blocks and understand the key performance indicators of a healthcare institution; and*
- *Understand the key challenges faced by an entrepreneur in sustaining organizational growth.*

# 5Ws

## WHO

Dr. G. N. Rao,  
Founder, L. V. Prasad  
Eye Institute

## WHAT

Finding a leader  
who could take the  
institute forward  
without diluting its  
values and culture.

## WHY

Increasing  
competition and the  
lack of a succession  
strategy.

## WHEN

June 2011

## WHERE

Hyderabad, India

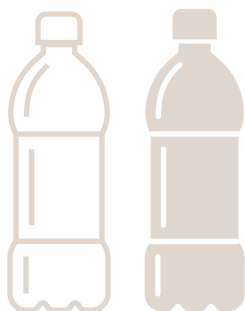


## Manjushree Technopak Limited

**Sonia Mehrotra, Arun Pereira**

*Industry:* Manufacturing

*August 12, 2014*



*Entrepreneurship and Innovation*

Length: 12 page(s)

The managing director, founder and promoter of Manjushree Technopak Limited – based in Bangalore, India, had exploited various market opportunities to establish his third venture, which over 20 years had become the largest manufacturer of polyethylene terephthalate bottles and preforms in Southeast Asia. His brother and sons had also joined the company, which was listed on the Bombay Stock Exchange, and were now co-directors under his leadership. By 2013, the company was ready to expand to meet the growing demand for plastic containers in the food, beverage, health care and pharmaceutical industries and to counter its competition. It needed to convey a clear vision to all its stakeholders. Growth also meant the need for clarity in leadership roles and a sound internal governance structure. The managing director had three choices: 1) to continue the status quo with himself as head of the company; 2) to step aside and allow his professionally qualified sons to step up to the company leadership; or, 3) to hire a professional from the corporate world as a new chief executive officer.

### *Learning Objective*

- *Understand the challenges faced by a first-generation entrepreneur in setting up a venture and then reinventing the product portfolio repeatedly to remain in business;*
- *Examine how entrepreneurs expand businesses during times of turbulence and limited opportunities; and*
- *Explore the relevance and challenges involved in professionalizing family businesses using the Three Circle Model to understand the interplay of family, business and the ownership group as the company transitions from a promoter driven venture to a professionally managed company.*

# 5Ws

## WHO

Vimal Kedia,  
Founder and  
Managing Director,  
Manjushree  
Technopak Ltd.

## WHAT

Need for clarity in  
leadership roles and  
establishing a sound  
internal governance  
structure.

## WHY

The company was  
expanding to meet  
the growing demand  
for plastic containers  
in the food, beverage,  
healthcare and  
pharmaceutical  
industries.

## WHEN

January 2013

## WHERE

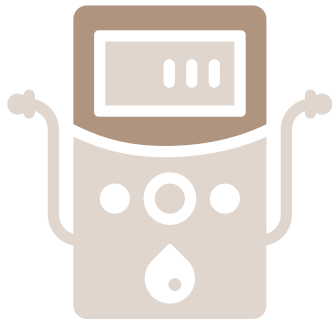
Bengaluru, India

# NephroPlus

**S. Ramakrishna Velamuri, Geetika Shah**

*Industry:* Health Care Services

*May 1, 2015*



*Entrepreneurship and Innovation*

Length: 14 page(s)

Starting with a small pilot centre in Hyderabad in 2010, a chain of quality dialysis centres had grown to 25 centres by mid-2014, with plans to expand to 100 by 2017. As they planned for this growth, the three co-founders had several questions with respect to NephroPlus's business model, partners, staff, systems, processes and culture playing on their minds. With the threat of competition looming large, they knew that they had to work hard to achieve both high quality and affordability as they continued with their fast-paced growth. This case can be used in to broaden knowledge of and business competencies in health sector management by exploring unmet needs in health care markets and examining innovative health care service delivery models to meet those needs from an entrepreneurial perspective.

## *Learning Objective*

- Highlight the importance and need for innovations in health care delivery necessary to address the dearth of affordable health care in developing economies such as India, especially for ailments that affect very large numbers of people such as kidney disease;
- Learn the entrepreneurial qualities needed to build an organization;
- Underscore the tension between offering high quality and affordability; and
- Understand the key challenges that entrepreneurs face in scaling up their organization.

# 5Ws

## WHO

Vikram Vuppala,  
Sandeep Gudibanda  
and Kamal Shah,  
Co-founders,  
NephroPlus

## WHAT

Anticipating changes  
in the stand-alone  
and hospital-embedded  
business models of the  
company in the process  
of scaling up.

## WHY

The threat of  
competition was  
looming large and the  
company sought to  
maintain high quality  
and affordability of  
services.

## WHEN

May 2014

## WHERE

Hyderabad, India

## Oral Insulin: Breakthrough Innovation at Biocon

**Nita Sachan, Prasad Kaipa,  
Anand Nandkumar, Charles Dhanaraj**

*Industry:* Health Care Services

**July 28, 2011**



*Entrepreneurship and Innovation*

Length: 18 page(s)

This case deals with the innovation challenges of a medium-sized firm (under \$1 billion) in an emerging economy (India), particularly the challenges of product development and commercialization. The management has to decide how to proceed with a promising novel formula for oral insulin — promising both in terms of financial returns as well as social impact. The company has spent several years of research and development in getting the drug through Phase I and Phase II trials, and is entering the most critical stage, Phase III. The case is set in 2009, a period that was punctuated with a lot of economic uncertainty. Students are asked to decide if Biocon should go ahead with Phase III and, if so, whether it should be done locally or globally and with a partner or alone. The case also deals with transitioning research and development strategies in emerging markets, wherein firms that have traditionally focused on “imitation” (or generic drugs) are moving to high-risk drug discovery.

### *Learning Objective*

- Understand the complexities of high-risk R&D management in emerging markets and the strategic challenges in shifting a company's focus to innovation;
- Develop a framework for the commercialization of technology and exploring the options between internal development and licensing;
- Understand the role of leadership in a firm's decision to undertake risky R&D; and
- Understand how aligning risky research with a firm's underlying capability portfolio can mitigate risk in R&D.

# 5Ws

## WHO

Harish Iyer,  
Head of R&D, Biocon  
and Anand Khedkar,  
Senior Scientific  
Manager, Biocon

## WHAT

While developing a  
new novel formula for  
Oral insulin, what are  
the financial returns  
and social impact for  
Biocon?

## WHY

To study the  
challenges of product  
development and  
commercialization  
particularly in an  
emerging economy  
(India).

## WHEN

2009

## WHERE

Bangalore, India

## Professionalization of Sudarshan Chemical Industries

**Kavil Ramachandran, Alexander Mathew,  
Navneet Bhatnagar**

*Industry:* Manufacturing

**May 1, 2015**



*Entrepreneurship and Innovation*

Length: 12 page(s)

Three-quarters of businesses globally are family businesses. Though widespread, many family businesses have short lifespans. Most do not survive beyond two to three generations. Of the ones that thrive, the primary reason for their growth and longevity is their professionalization. In 2011, Sudarshan Chemical Industries Limited, a global pigment company with sales in over 40 countries, was poised to become one of the top four pigment producers in the world. The vice-chairman was about to meet with an external consultant whom he had hired when he assumed leadership of the family business in 2003 following the demise of both the founders, his father and eldest uncle. The agenda of the meeting was to discuss the various initiatives that had been undertaken at Sudarshan since 2003 to systematically professionalize the group. The vice-chairman could not help wondering whether the company was heading in the right direction.

### *Learning Objective*

*The case will fit into any course on family business and entrepreneurship. It can be used in MBA and executive education programs, particularly in developing countries. The learning objectives include:*

- *Highlight the importance of professionalization in a family business; and*
- *Discuss the process for effectively professionalizing a family business.*

# 5Ws

## WHO

Pradeep Rathi,  
Vice-Chariman  
and Managing  
Director, Sudarshan  
Chemical Industries  
Ltd.

## WHAT

Discussing the  
prospect of  
professionalizing the  
management of the  
group in anticipation  
of expansion.

## WHY

Family businesses  
were known to be  
short-lived due to  
internal conflicts and  
issues of competency  
of succeeding  
generations.

## WHEN

December 2011

## WHERE

Pune, India

## Swagruha Foods

**S. Ramakrishna Velamuri, Neha Kaushik,  
Anant Jhavar, Anandram Narasimhan,  
Shubha Pai, Jaspreet Singh Sidhu,  
Devyani Srivastava**

*Industry:* Retail Trade

*January 25, 2010*



*Entrepreneurship and Innovation*

Length: 17 page(s)

The Swagruha Foods case has been developed to highlight the challenge facing many small and medium enterprises (SMEs) all over the world. There are many SMEs that have successfully overcome the initial survival challenge. They have a stable base of loyal customers, are able to command attractive prices, and have built up a reputation for good quality. Yet they are unable to grow beyond a certain point. Why? What must they do to overcome the growth challenge? Swagruha Foods is a good example of an SME that has enjoyed considerable success, thanks to the dedication and commitment of the Chagarlamudi family as well as to the changing socio-economic situation in India. Yet, there are several indications that it is unable to fully exploit its growth opportunities.

### *Learning Objective*

- Highlight the growth challenges faced by entrepreneurs who have successfully overcome the threat of survival; and
- Discuss SME development.

# 5Ws

## WHO

Chagarlamudi Madhu,  
co-founder,  
Swagruha Foods

## WHAT

Challenges of  
expansion and  
increasing brand  
awareness, faced by  
Swagruha Foods and  
the need for change.

## WHY

While the SME had  
achieved success and  
stability it had not  
been able to similar  
F&B businesses in  
North India.

## WHEN

August 2007

## WHERE

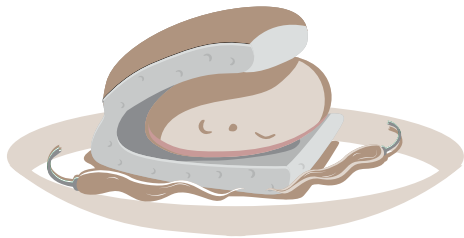
Vijaywada, India

## The Goli Vada Pav – Fast Food of India (A) & (B)

**Sonia Mehrotra, S. Ramakrishna Velamuri**

*Industry:* Accommodation and Food Services

*April 23, 2012*



*Entrepreneurship and Innovation*

Length: Case(A)-15 page(s); Case(B)-03 page(s)

Goli Vada Pav Pvt. Limited (GVPPL) identified an opportunity to brand one of Mumbai's favourite fast foods – the vada pav. GVPPL's founders saw a huge opportunity in the Indian fast food industry, which was highly unorganized and largely serviced by small-time local vendors. There was a need in the market for a hygienic, branded product and Goli Vada Pav was created to fill this void. GVPPL broke the stereotype of unhygienic, manhandled vada pav. Its strategy for success was built on the four-point formula for a high-quality product, with value for money and efficient delivery to customers. The absence of a hygienic, branded product in the Indian fast food industry contributed to the initial success of GVPPL. This case series illustrates an entrepreneur's ability to identify and exploit a market opportunity. It details challenges faced by GVPPL in the competitive dynamics of the Indian fast food industry. These cases further question the viability of GVPPL's business model as one of the founders aspired to expand to the national and international markets. Would he be successful in strategizing GVPPL's future growth?

Case B is a supplement to The Goli Vada Pav – Fast Food of India (A).

### *Learning Objective*

- Highlight the role of a business model in ensuring the scalability and competitive advantage of a venture, as well as offering a discussion of the process of developing and refining that model; and
- How to manage growth in an entrepreneurial organization.

# 5Ws

## WHO

Venkatesh Iyer,  
Managing Director  
and CEO, GVPPL

## WHAT

Could GVPPL expand nationally as well as internationally, and should it do so with the franchise business model?

## WHY

Opening outlets in multiple locations was not viable cost-wise, but franchises could establish the brand in a faster and simpler manner.

## WHEN

March 2010

## WHERE

Mumbai, India

## Toehold Artisans Collaborative: Building Entrepreneurial Capabilities to Tackle Poverty

**Sindhu Shanmugam, Rajkumar Phatate,  
S. Ramakrishna Velamuri**

**Industry:** Non-Government Organisations

**February 28, 2011**



*Entrepreneurship and Innovation*

Length: 21 page(s)

The case documents how Toehold Artisans Collaborative (TAC) was set up, the challenges it faced and continues to face, and the impact it has had to date on the artisan community. TAC was established to build entrepreneurial capacity in a community of footwear artisans of the small southern Indian town of Athani. Prior to the setting up of TAC the artisans of Athani made a subsistence wage, which did not even guarantee them two square meals a day. They could not send their children to school and were suffering social and economic stagnation. TAC met with several challenges at business and bureaucratic levels, but remained true to its objective of helping the artisans.

### **Learning Objective**

*The case can be used in a number of programs - MBA, Executive MBA, and management development - where it can be used to discuss the benefits and costs of entrepreneurial capacity building initiatives. It can also be used in programs for policy makers and for NGOs as well.*

# 5Ws

## WHO

Madhura Chatrapathy,  
Founder of  
Asian Centre for  
Entrepreneurial  
Initiatives (ASCENT)

## WHAT

What are the  
challenges of  
Toehold Artisans  
Collaborative (TAC)  
and its impact on the  
artisan community?

## WHY

Improving the  
quality of life of about  
400 artisans' families  
of Toehold Artisans  
Collaborative (TAC).

## WHEN

2011

## WHERE

Athani, Karnataka,  
India

# To Dare or Not to Dare: The Story of an Entrepreneur's Passion

## The Case of Delhi International Airport

**Prachee Prakash Javadekar, Gandhali  
Ashutosh Divekar, Varsha Gajendragadkar,  
D. V. R. Seshadri**

**Industry:** Airport

**June 10, 2021**



*Entrepreneurship and Innovation*

Length: 20 page(s)

[Buy now](#)

Founded by G. M. Rao, the GMR infrastructure group grew to become a significant player in the energy, airports, highways and urban infrastructure sectors. Rao wanted to make a bid for the Delhi airport modernization project that had been announced by the government. This idea sparked much debate among his senior leadership team. The case explores the challenges that an entrepreneur faces in convincing his team and the board of the company to subscribe to his vision and pursue goals that are based on his gut feeling. It also presents the dynamics of the Indian Airports sector and the emergence of public-private partnerships (PPPs).

### **Learning Objective**

- Observe the characteristics of a serial entrepreneur.
- Understand the difference between an 'entrepreneur mindset' and an 'administrator mindset.'
- Analyze the qualities of a Level-5 leader that are essential to enroll people with diverse perspectives in the leader's vision.

# 5Ws

## WHO

G. M. Rao, Chairman,  
GMR Group

## WHAT

How can G. M. Rao inspire his team to support his vision of building a national asset?

## WHY

Understanding an entrepreneur's dilemmas in building internal support amidst changes in the Indian airports sector and emerging PPPs.

## WHEN

2003

## WHERE

Bengaluru, India



## Zee Entertainment and Essel Group: A Quest for Legacy and Beyond (A)

**Nandil Bhatia, Kavil Ramachandran**

**Industry:** Media and Telecommunications

**December 1, 2020**



*Entrepreneurship and Innovation*

Length: 16 page(s)

[Buy now](#)

The case traces the entrepreneurial journey of Indian media baron Subhash Chandra. It starts with his entry into a struggling family business in 1967 and observes his evolution from a young, aspiring entrepreneur to the chairman of Essel Group, one of India's largest business entities with interests in diversified sectors such as media, entertainment, education and infrastructure.

In the 1970s and 80s, he forayed into entirely new sectors such as packaging and amusement parks. In 1991, he set up Zee Telefilms (later Zee Entertainment) and launched Zee TV, India's first non-public service television channel. Due to a first-mover advantage, Zee instantly became a huge success. In 2007, Chandra entered the Indian infrastructure industry to diversify his personal wealth. However, unable to convert the infrastructure projects into profitable ventures, he started to accumulate significant debt. His personal financial situation deteriorated, and he resorted to offering the shares of the listed companies he owned as collateral to banks. The case ends with Chandra, and his whole business empire, facing some tough decisions in a precarious situation due to mounting debts.

### **Learning Objective**

*The case outlines the journey of an eminent entrepreneur in a developing market context. Through this case, students will learn that, in such markets, identifying new opportunities and swiftly acting on them often gives entrepreneurs a significant opportunity to create value. The case also deals with challenges related to legacy building, succession planning, and business diversification that entrepreneurs and business families face as their existing business ventures start thriving.*

# 5Ws

## WHO

Subhash Chandra,  
Chairman- Zee  
Entertainment  
Limited

## WHAT

Chandra wanted to build his legacy and succeed in diversifying his businesses without impacting his profitable ventures.

## WHY

Multiple attempts to revive the infrastructure business didn't yield desired results and the future looked uncertain.

## WHEN

2018

## WHERE

Mumbai, India

## Zee Entertainment and Essel Group: A Quest for Legacy and Beyond (B)

**Nandil Bhatia, Kavil Ramachandran**

**Industry:** Media and Telecommunications

**December 1, 2020**



*Entrepreneurship and Innovation*

Length: 09 page(s)

[Buy now](#)

Subhash Chandra, Chairman of Zee Entertainment Limited, was well-known in India as a successful entrepreneur who brought entertainment to the masses in the 1990s through his television channel Zee. Although Zee had performed very well over three decades, Chandra found himself under significant debt stress due to failures associated with his infrastructure business, founded in 2007.

By January 2019, Chandra had offered most of the shares of the listed firms he owned as collateral to banks to borrow additional debt to sustain his infrastructure business. Several developments had occurred by this time that deepened Chandra's predicament, including the tightening of credit by financial institutions, a statutory body investigation into a firm that he owned, and an investigative report outlining his personal indebtedness. Chandra had to sell assets of his infrastructure business and most of his stake in Zee to pay off his debt. Although his son Punit Goenka continued as the CEO of Zee, Chandra had to resign his chairmanship and was left with a measly 5% stake in Zee, with the dominant shareholders now being institutional investors.

### **Learning Objective**

*By offering a first-hand view of Chandra's decisions and challenges, the case shows how skilled entrepreneurs often end up destroying value and personal wealth in the hunt for legacy and wealth creation. The case also looks at the potential corporate governance challenges that may arise when a powerful figure is at the helm of the firm.*

# 5Ws

## WHO

Subhash Chandra,  
Chairman- Zee  
Entertainment  
Limited

## WHAT

Chandra loses grasp  
of his company,  
reputation, and  
wealth as external  
stakeholders come in.

## WHY

Chandra's share has  
dwindled to 5% in the  
firm, with growing  
speculation around  
his son's future.

## WHEN

2019

## WHERE

Mumbai



# Finance

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*As a case writer, it is important to get feedback on various aspects of a case, much like what academics need for their research papers. The CLMP has a very robust review process to ensure relevant, timely and high-quality feedback to the case writer. This goes a long way in substantially improving the learning objectives and the pedagogy derived from each case.*

**Ramabhadran Thirumalai**

Associate Professor of Finance (Practice) and  
Senior Associate Dean - Academic Programmes, ISB

## Air India: Maharaja in Debt Trap

**Vaidyanathan Krishnamurthy,  
Catherine Xavier**

*Industry:* Airlines

**February 1, 2018**



*Finance*

Length: 17 page(s)

[Buy now](#)

In the year 2016, after more than a decade of loss-making, Air India posted an operating profit of INR 1.05 billion. Over the years, Air India's greatest problem has been its crippling debt. At the end of fiscal 2014-15, the airline had a total debt of INR 513.67 billion. While the airline managed to phase out more than INR 50 billion of debt from its books during the year 2015-16, its total debt still stood at INR 460 billion. In order to facilitate the revival of Air India, Ashwani Lohani, known as the "turnaround man", was appointed Chairman and Managing Director of Air India.

It remained to be seen whether Lohani's image as the "turnaround man" coupled with Air India's operating profits would increase investor confidence and help Air India deal with its debt burden. As of July 2017, two questions remained: Had Air India really turned the corner under Lohani's leadership? Could Air India's short-term progress help it to overcome the huge debt that had become the "elephant in the room"?

### **Learning Objective**

The case is suitable for MBA and Executive MBA students to -

- Analyze various debt restructuring methods and their effects on corporate control and management;
- Analyze and evaluate the effect of corporate restructuring on equity and debt;
- Gain a nuanced understanding of turnaround management during debt restructuring; and
- Illustrate and analyze strategic issues faced by managers and investors during debt restructuring.

# 5Ws

## WHO

Ashwani Lohani,  
Chairman and  
Managing Director  
(CMD) of Air India

## WHAT

Highlight vital  
financial, operational,  
strategic and  
leadership elements  
pertinent to  
turnaround processes.

## WHY

Analyzing the  
corporate  
revival and debt  
restructuring efforts  
of Air India.

## WHEN

2017

## WHERE

Mumbai, India

## Azim Premji Trust: The Endowment Model in an Emerging Market

**Vikram Kuriyan, Unnati Ved,  
Geetika Shah**

*Industry:* Endowments

*December 28, 2017*



*Finance*

Length: 27 page(s)

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The Azim Premji Trust, among the largest philanthropic trusts in India, had its origins in 2001, when Azim Premji transferred Wipro shares worth US\$ 125 million to the trust. As of March 31, 2017, the trust had a corpus fund of US\$ 9 billion. The trust's goal was to support Premji's philanthropic pursuits through two organizations -- the Azim Premji Foundation and Azim Premji Philanthropic Initiatives. Both beneficiaries had distinct, ambitious philanthropic objectives that required large, ongoing funding. The trust's Chief Endowment Officer, K. R. Lakshminarayana, had been given the responsibility of planning the future of one of India's first endowments. The endowment was tasked with maximizing total return over a long horizon. Therefore, the trust had deliberately been created as a taxable entity to allow it the freedom to make large investments in equities and alternatives. The case describes the challenges Lakshminarayana, widely known as Lan, faced in arriving at a strategic asset allocation model in an emerging market with limited investment talent and investment firms and constraints on the trust's ability to invest outside India.

### *Learning Objective*

- Identify and describe an exhaustive list of investment philosophies and investment opportunities available to the Azim Premji Trust; and
- Identify and describe any changes in the ways through which the Azim Premji Trust invests as institutions and investment opportunities improve in India.

# 5Ws

## WHO

K. R. Lakshminarayana,  
Chief Endowment  
Officer, The Azim  
Premji Trust

## WHAT

Illustrate how the  
Azim Premji Trust  
serves as a rolemodel  
for endowments in  
emerging markets.

## WHY

Addressing the  
implementation  
challenges of  
building a world-  
class endowment in  
an emerging market.

## WHEN

2016

## WHERE

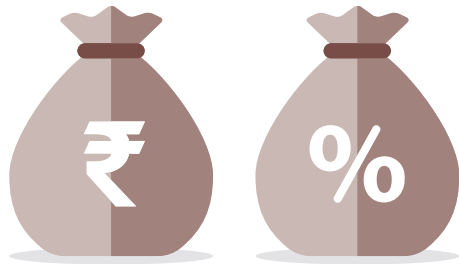
Bangalore, India

## Franklin Templeton India: The Cash Holding Dilemma

**Nupur Pavan Bang, Dhruva Raj Chatterji,  
Vikram Kuriyan**

*Industry:* Finance and Insurance

**March 14, 2013**



*Finance*

Length: 17 page(s)

Franklin Resources Inc. is one of the largest and most respected global fund houses with a presence in India. The case highlights the structure, investment process and philosophy of its fund management team in India.

The case presents the specific issue of fund managers holding large amounts of cash during market downturns. There is one school of thought that attributes lower volatility and better risk-adjusted returns with high cash holdings. The other school of thought believes this approach goes against the philosophy of investment management. It believes people give money to fund managers to invest, not to hold in the form of cash. A fund should always be fully invested or nearly fully invested.

The chief investment officer at Franklin Templeton India is of the second school of thought and is faced with the challenge of convincing a team of young analysts and managers of its soundness. He presents a set of data to this team and asks them to analyze performance during periods of market downturns in order to arrive at a conclusion.

### **Learning Objective**

*This case will give the students a strong overview of the Indian mutual fund industry, viewed through the lens of Franklin Templeton India. It will familiarize students with the specific characteristics of fund houses, such as their investment philosophy and beliefs, and their rules of thumb with respect to asset allocation. Students should realize portfolio management goes beyond number crunching. It involves risk analysis, promoters' analysis and studying the business models of companies.*

# 5Ws

## WHO

K. N. Sivasubramanian,  
Chief Investment  
Officer,  
Franklin Equity-india

## WHAT

How could Siva convince his team that the wisest choice for investors was to allocate their funds to a fund house?

## WHY

Siva was keen for his team to share Franklin Templeton's investment philosophy, since it had worked successfully even during market downturns.

## WHEN

September 2017

## WHERE

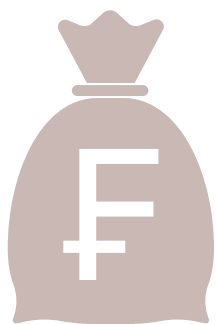
Gurgaon, India

## Hedging Currency Risk at TT Textiles

**Rajesh Chakrabarti**

*Industry:* Textiles

**February 15, 2013**



*Finance*

Length: 15 page(s)

[Buy now](#)

This case highlights the impact of currency rate fluctuations on the profitability of an export-oriented textile manufacturing firm, TT Textiles. Against the backdrop of the economic crisis of 2007-08, when the Indian rupee (INR) was expected to appreciate to an unprecedented high of 35 INR/US\$, the company had entered into a swap deal based on the historical stability of the Swiss franc (CHF) against the US dollar (US\$). But once the global financial crisis struck in 2008, it started making sizeable mark-to-market losses. The unexpected behaviour of the supposedly steady exchange rate between the US\$ and the CHF was perplexing. Fortunately, things turned around in 2009 and TT Textiles was no longer in the red. Yet, there was uncertainty about the future. In March 2009, with three months left on the contract, Sanjay Jain, the managing director, was faced with the dilemma of whether to quit then and there or to hold the deal till maturity.

### **Learning Objective**

*This case aims to provide an understanding of the international economic and financial environment and its unique challenges. It will enable students to understand the exposure of companies to exchange rate risk and the management of such exposure as well as the difference between currency hedging and currency speculation.*

# 5Ws

## WHO

Sanjay Jain,  
Managing Director,  
TT Textiles

## WHAT

TT Textiles had to decide whether to see their currency swap contract through or to quit early and avoid risk.

## WHY

The Swiss Franc was stable now but had fallen vastly in 2008, rendering the contract risky and unreliable.

## WHEN

March 2009

## WHERE

Kolkata,  
West Bengal, India

## India's Passion for Gold: Velvetcase

**Nupur Pavan Bang, Puran Singh,  
Vikram Kuriyan**

*Industry:* Jewelry

**September 15, 2014**



*Finance*

Length: 18 page(s)

[Buy now](#)

The largest consumer of gold in the world in 2012-2013, India was a growing market for gold jewellery, largely owing to its importance in the traditions of the country. Heavy gold imports had led to an increase in country's fiscal deficit above the sustainable level of 2.5-3% of gross domestic product and touched 4.2% in FY2012. Velvetcase, a made-to-order jewellery company, had started operations in the beginning of 2013 and was concerned by the government's recent policies on gold imports. Among many other measures, the Indian government had raised import duty from 4% to 10% during the year consequently slowing the demand for gold jewellery to some extent. Velvetcase believed that its unique business model of making jewellery using low karat gold would not only satisfy India's passion for gold, but also result in improving the current account deficit of the country by lowering the amount of gold used in the making of jewellery. The case is supplemented by two notes describing the history of gold reserves and consumption patterns (The Gold Story - ISB037), and the significance of gold as an alternative asset class (Gold: A Distinct Asset Class - ISB038).

### **Learning Objective**

- Point to the factors unique to India that make it the largest consumer of gold in the world;
- Familiarize students with the bearing that gold has on the national accounts of India;
- Impart an understanding of gold jewellery market dynamics and trends in India;
- Illustrate the potential challenges and opportunities facing a jewellery business in India; and
- Emphasize how market opportunities are created through innovation in the context of the jewellery market.

# 5Ws

## WHO

Kapil Hetamsaria,  
founder and CEO,  
Velvetcase

## WHAT

Sustaining demand for gold products in the face of regulatory measures introduced by the government to lower the fiscal deficit.

## WHY

The Indian government had raised import duty from 4% to 10% to curb the demand for gold.

## WHEN

August 2013

## WHERE

Mumbai, India

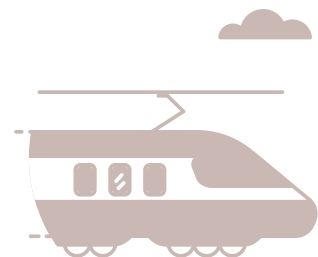


## Indian Railways and the Move to Full Electrification: Exceeding the Global Benchmark

**Philip C. Zerrillo, David J. Sharp, Samriddhi Mukherjee, Rohit Kumar Kedia**

*Industry:* Industrial Sector

**September 24, 2021**



*Finance*

Length: 08 page(s)

[Buy now](#)

The Indian Railways (IR), the country's largest transporter, is considering a plan to fully electrify its network. The move will cut its fuel expenditure by a whopping 50%. However, the project will require a capital investment of INR 350 billion (approximately USD 4.9 billion). The proposed investment also requires the IR management to overcome numerous operational changes in areas such as rolling stock, crew, usage of fueling depots, training, disposal of usable diesel locomotives, etc. The electric-based platform appears to be where the industry is headed worldwide, and potential future cost savings may also be possible if the IR moves to this platform.

The board of the IR is tasked with examining various aspects of the proposed electrification project and deciding whether or not to approve the idea. The case requires students to determine whether or not the savings are worth the investment and resource allocation.

### **Learning Objective**

*This case will help students-*

- Understand the costs and benefits, both direct and indirect, that are part of any comprehensive capital budgeting calculation.
- Go beyond simple cost-benefit analysis and consider national policy and societal outcomes.
- Evaluate the considerations around the adoption of one technology over another and the related changes, such as the potential impact of this technology on government priorities.
- Utilize an opportunity for a net present value (NPV) analysis.

# 5Ws

### WHO

The Indian Railways Board

### WHAT

To decide whether to move towards complete electrification of the IR network, which would be a significant investment.

### WHY

100% electrification would boost train speed and cut operating costs, boosting IR's finances and passenger preference for rail transport.

### WHEN

June 2018

### WHERE

India

## Krishna Bhima Samruddhi Local Area Bank (KBSLAB): A Decade Review

**Puran Singh, Nupur Pavan Bang, Kaushik Bhattacharjee, Rajesh Chakrabarti**

*Industry:* Banking

**June 30, 2013**



*Finance*

Length: 24 page(s)

[Buy now](#)

BASIX, the Indian replicator of the Nobel laureate Muhammed Yunus's ideology of the Grameen Bank, (albeit with a different methodology of livelihood promotion), had established itself as an effective microfinance institution (MFI) in India. It had successfully convinced the government of the need for, and feasibility of, setting up financial institutions such as "local banks" in rural areas to mobilize rural savings and provide meaningful livelihoods for the poor, especially women. It had successfully convinced the government of the need for, and feasibility of, setting up financial institutions such as "local banks" in rural areas to mobilize rural savings and provide meaningful livelihoods for the poor, especially women. But the geographical restrictions on the local area banks were making it difficult to expand and meet the compliance and monitoring mechanisms. The case raises questions about what actually plagues local area banks in general and KBS in particular, the justifiability of the RBI guidelines and the viability of microcredit banks in the future. The case is supplemented by a note (ISBO20) explaining the background of microfinance and its growth worldwide.

### **Learning Objective**

*The case should be taught in a course on the Indian Banking or Financial system. It could also be taught in a course on Microfinance or Micro Credit, focusing on the challenges faced by local area banks, their regulatory requirements and their objectives.*

# 5Ws

## WHO

Manmath Kumar Dalai,  
Managing Director,  
Krishna Bhima  
Samruddhi Local  
Area Bank

## WHAT

Could KBSLAB battle the growing crisis in the microfinance industry and execute a suitable strategy to achieve the 2014 performance target?

## WHY

Microfinance was facing major challenges- borrower distrust, bad publicity and major opposition, and KBSLAB had limited options to choose from.

## WHEN

April 2011

## WHERE

Mahabubnagar,  
Andhra Pradesh,  
India

## Merlion Investments: Investing in Collectible Assets

**Philip C. Zerrillo, Matthew Dearth**

*Industry:* Asset Management

**September 3, 2020**



*Finance*

Length: 16 page(s)

[Buy now](#)

The case describes a fictitious family office (FO), Merlion Investments, and the efforts of a junior family member, Leong Yew Kong, to convince his uncle and his grandfather to make an allocation to collectible assets. Like many family offices, Merlion Investments pursues a relatively conservative investment strategy; only 20% of its assets are allocated to riskier opportunities designed to grow the family's wealth. Yew Kong, who has worked diligently under his uncle's guidance for years, wants more responsibility. After doing his own research, Yew Kong believes he has identified an opportunity to carve out his niche in the portfolio by investing in collectibles.

The case illustrates the real-world challenge of investing in non-traditional assets, in this instance, collectibles. Background information on five different collectible assets is provided. that students can use to discuss a) whether his uncle, Tan Chee Keong, and Merlion Investments should agree to Yew Kong's suggestion, b) which collectibles to invest in and through what vehicle, c) how much capital to allocate, and d) what skills or expertise the team would need to successfully manage these investments.

### **Learning Objective**

*The case illustrates the real-world challenge of investing in non-traditional assets. The case provides an introduction to family office investing and describes five collectible assets representing extremely different opportunities. Students will develop an understanding of important fundamental trade-offs in asset allocation, and how individual capabilities, interests, and interpersonal issues affect investment decision making, especially in a family office context.*

# 5Ws

## WHO

Leong Yew Kong, Junior Member, Merlion Investments

## WHAT

Yew Kong wished to diverge from Merlion's traditional asset allocation by suggesting fresh investments in collectibles.

## WHY

Kong's uncle and his grandfather had to consider the viability of venturing into a previously unexplored investment territory.

## WHEN

January 2020

## WHERE

Singapore

## Note on the Insurance Industry in India

---

***Nupur Pavan Bang, Vikram Kuriyan,  
Saket Ganeriwal***

---

*Industry:* Insurance

***February 26, 2014***



*Finance*

Length: 22 page(s)

[Buy now](#)

The note traces the evolution of the Insurance Industry in India and looks at its state in the year 2012. It throws light on the size, products, major players and other details of the industry like penetration and density. The case also compares the Indian Insurance industry with the world insurance market and a few other countries like the USA. The case concludes with the challenges faced and the road ahead for the industry.

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### ***Learning Objective***

*This note would be a useful first session background for the students of Insurance in India and other countries in the world, who are interested in emerging countries. It can also be given as an essential reading for all students who want to learn about the Insurance Industry in India. The case would also be useful for the Insurance professionals outside India, who are looking to know more about the Indian Insurance Industry.*

## Note on the Mutual Fund Industry in India

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***Khemchand H. Sakaldeepi, Nupur Pavan  
Bang, Vikram Kuriyan***

---

*Industry:* Finance and Insurance

***March 7, 2013***



*Finance*

Length: 20 page(s)

This note provides an overview of the Indian mutual fund industry and compares it with other financial markets globally. Also considered are the evolution of the mutual fund industry in India and the place of mutual funds in an Indian household's typical investment portfolio. The note covers various other aspects of India's mutual fund industry, such as the size of the industry, its main products, the major players, recent changes to mutual fund regulations and taxation.

---

### ***Learning Objective***

*This note is appropriate for use in the first session of a course on asset management or portfolio management in India. It can also serve as an essential reading for students who want to learn about the mutual fund industry in India.*

## Patanjali Ayurved: Valuation of an Unusual FMCG Company in India

**Tuhin Harit, Vikram Kuriyan,  
Geetika Shah**

*Industry:* Fast Moving Consumer Goods

**September 15, 2019**



*Finance*

Length: 13 page(s)

[Buy now](#)

An investment analyst at a fictional wealth fund (SWF) is concentrating on India's high-growth, high-potential fast moving consumer goods (FMCG) sector and selects a few strong performers in both public and private markets to recommend to the management as an investment. The Indian FMCG sector has been trading at high market multiples compared to other sectors, and thus, he also needs to analyze if these high valuation levels are justified. In valuing Patanjali, a privately-held company that is a very strong performer with an unusually rapid growth trajectory, he needs to factor in both tangible and intangible information, giving special attention to the company's unusual origins and atypical management. The case is accompanied by a note on the FMCG sector (ISB180) and a spreadsheet for valuation purposes.

### **Learning Objective**

- Provide students a sense of how to go about analyzing a particular sector for investment considerations;
- Provide students a perspective on valuing public companies, introducing certain valuation methodologies along with their relevance and emphasizing the importance of company- and sector-specific nuances in valuation;
- Introduce students to the valuation of private companies, emphasizing the importance of intangible company-specific factors in reaching an investment decision.

## WHO

Lee Smith, Senior  
Investment Analyst,  
SWF

## WHAT

Analyzing FMCG  
sector using  
valuation  
methodologies and  
make an investment  
decision.

## WHY

Finding out a  
good investment  
opportunity for SWF  
in the Indian FMCG  
industry.

## WHEN

2017

## WHERE

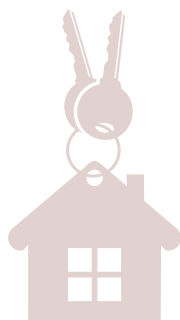
Singapore

## Rising Sun Towers: Private Equity Investment in Residential Real Estate

**Karan Bhanot**

**Industry:** Residential Real Estate

**September 15, 2019**



Finance

Length: 16 page(s)

Buy now

In December 2010, Shridhar Sethuram was evaluating an investment in a joint development of residential flats in Gachibowli, an information and technology (IT) hub near the city of Hyderabad in central India. Sethuram and his team at AMII Advisors, a private equity (PE) investment firm, had recently raised US\$170 million with a mandate to invest the funds in the real estate market in India. Sethuram, on behalf of his investment firm, had to decide whether to invest in the Gachibowli project and how to structure the investment deal. This case is written from the perspective of a decision maker at a private equity investment fund. It provides a look at the manner in which a private equity real estate fund evaluates an opportunity and structures a real estate investment in a developing country. The case is set in India, where a large corpus of capital sourced from the US has been deployed since the early 2000s.

### Learning Objective

The case explores the rationale for international investment and typical issues that arise when dealing with developers. Students assess the rationale for the investment the case protagonist is considering, the risks associated with the project, the potential returns to investors, and the structure of the investment.

ISB | ISB176

# 5Ws

## WHO

Shridhar Sethuram,  
Managing Director  
and Partner at AMII  
Advisors

## WHAT

Evaluate investment and execution risks involved in the Rising Sun Towers project and understand how to mitigate the risk.

## WHY

Examine the implications of acquiring land on a joint development agreement and understand how AMII should structure the investment.

## WHEN

2010

## WHERE

Hyderabad, India

# Thomas Cook India: Potential Unleashed – A Journey to Value Creation

**Vikram Kuriyan, Soumithri Mamudipudi,  
Geetika Shah, Bitan Chakraborty**

*Industry:* Tourism and Travel Services

**October 24, 2018**



*Finance*

Length: 21 page(s)

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The case gives students an opportunity to analyze the ways in which the company’s management uses Prem Watsa’s value investment philosophy to guide its decisions, both in its core business and in its acquisitions. The case also gives students lessons the value investment philosophy offers to investors and managers of firms. The travel industry is beset by structural changes and new paradigms and owners have to respond to the changing environment.

## **Learning Objective**

*The changing fortunes of TCI are most apparent in the increase in its share price after making several acquisitions. The case gives students an opportunity to analyze the ways in which the company’s management uses Prem Watsa’s value investment philosophy, both in its core business and in its acquisitions. The case also gives students an idea of how travel companies in India have had to adapt to new paradigms.*

ISB | ISB125



## WHO

Madhavan Menon,  
Managing Director,  
Thomas Cook India

## WHAT

TCI needed a new acquisition strategy after its sale to Fairfax, and conducting a current valuation of TCI was also required.

## WHY

A newer unit of Fairfax in Canada offered better acquisition prospects, leading to Menon’s concern about TCI’s strategy and core value.

## WHEN

December 2017

## WHERE

Mumbai, India



## Walmart – Flipkart: A Deal Worth its Price?

**Saumya Sindhwani, M. Kanchan,  
Lakshmi Appasamy**

*Industry:* E-commerce

**March 26, 2020**



*Finance*

Length: 21 page(s)

The case, set in May 2018, follows Ananya Menon, Chief Consultant at a research and consulting firm in India, tasked with providing a report on the recent acquisition of the Indian marketplace major Flipkart Pvt. Limited by the Arkansas-based retail behemoth Walmart Inc.

Founded in 2007, Flipkart, buoyed by multiple massive funding rounds, had registered meteoric growth and dominated the Indian online retail industry. However, analysts were sceptical about the sustainability of this position, as the company was burning cash in the form of massive discounts to augment its customer base.

Walmart had waited on the fringes of the Indian retail industry since 2007. When the e-commerce segment was opened to foreign investment eventually, Walmart leapt at the chance and acquired a 77% stake in Flipkart. However, the deal price of US\$ 16 billion for a company that was making huge net losses sent shockwaves across the VC and e-commerce community. In this backdrop, Menon was tasked by her client with demystifying the rationale behind the deal.

### **Learning Objective**

*From the case discussion, students will learn to:*

- Analyze and evaluate the rationale for M&A deals
- Analyse the risks and implications involved in M&A
- Value a tech startup that is a potential acquisition target

*This case is suitable for undergraduate and postgraduate classes exploring market entry and consolidation strategies, and for introducing them to the fundamentals of business valuation.*

# 5Ws

## WHO

Ananya Menon, a Chief Consultant at research and consulting firm

## WHAT

Did Walmart make a wise choice acquiring Flipkart, and would it pay off with the expected benefits?

## WHY

Flipkart had been running losses continuously and Walmart's investors feared that Walmart had valued Flipkart incorrectly, risking colossal loss.

## WHEN

May, 2018

## WHERE

Mumbai, India

# Wagholi Apartment Project: Restructuring a Private Equity Investment in Real Estate

**Karan Bhanot, Shridhar Sethuram**

*Industry:* Real Estate

**June 10, 2021**



*Finance*

Length: 14 page(s)

[Buy now](#)

This case is written from the perspective of a decision-maker at a private equity investment fund. The case is set in India, where a large corpus of capital sourced from the United States was deployed from the early 2000s onwards. It looks at how a private equity real estate fund evaluates the implications of RERA in India, in particular, the continuation versus exit decision when a project encounters obstacles that delay its completion.

## **Learning Objective**

- To understand how the regulatory framework interacts with execution risks to amplify the risk profile of a real estate project.
- To understand how RERA alters the costs associated with the choice set faced by investors when a project faces impediments that delay its completion.

# 5Ws

## WHO

Ravi Gulati, Partner,  
AMII Advisors

## WHAT

Assessing the implications of RERA, and the benefits and drawbacks of restructuring avenues for Wagholi project.

## WHY

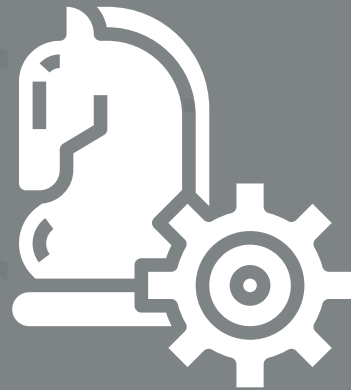
To evaluate the continuation versus exit decision for the Wagholi project entangled in legal processes and completion delays.

## WHEN

December 2018

## WHERE

Mumbai, India



# General Management and Strategy

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*Running a startup is, in many ways, different from managing a flourishing business. Also, starting up in growth markets is very different from starting up in developed markets. Cases are the medium to bring these inspiring stories and business situations into classrooms. By doing so, they prepare future entrepreneurs to deal with business problems they may face while starting up their ventures. Our cases sensitize students to the problems and challenges that potential entrepreneurs might encounter while starting up and scaling ventures, especially in growth markets.*

**Anand Nandkumar**

Associate Professor of Strategy, Research Director -  
CIE and Associate Dean - RCI Management, ISB

## A Bomb in Your Pocket? Crisis Leadership at Nokia India (A) & (B)

**Charles Dhanaraj, Monidipa Mukherjee,  
Hima Bindu**

**Industry:** Information, Media and  
Telecommunications

**February 16, 2011**



*General Management and Strategy*

Length: Case(A)-11 page(s); Case(B)-05 page(s)

This case addresses the theme of crisis leadership in a multinational enterprise in order to help students internalize the critical challenges of a multinational company in an emerging market. In August 2007, a routine product feedback and defect analysis process identified a defective batch of batteries supplied by a Japanese vendor. India happened to be the recipient of the largest proportion of the defective batch. Nokia was shocked to see the antagonistic response from the Indian press to the product advisory and the ensuing mayhem that spread quickly through the country. The head of Nokia India and his team had to act swiftly to preserve the company's hard-earned reputation and market share. Case (A) is set as a midnight strategy session at Nokia's Indian headquarters to chart out the way forward. A Bomb in Your Pocket? Crisis Leadership at Nokia India (B) is a short version of what actually happened: how Nokia and the team responded to the crisis and used the situation to create new organizational capabilities.

### **Learning Objective**

- Understand how institutional differences can create unintended consequences for an MNE working in an emerging market (early-stage institutions);
- Understand the critical role of a country manager in mobilizing the local organization and the headquarters to respond to a crisis; also, the role of the headquarters to provide flexibility and support to the local executive; and
- Understand the inevitable role of the local press in an organizational crisis, and the need for business leaders to deal with the press effectively.

# 5Ws

### WHO

D. Shivakumar,  
Managing Director  
of Nokia India

### WHAT

Nokia India's recall was significant as it adapted to the local solution (media panic), while recalling its BL- 5C batteries.

### WHY

Recognizing the importance of crisis leadership and understanding how a crisis can threaten the very existence of an organization.

### WHEN

2007

### WHERE

Delhi, India

# A Holistic Intervention towards Sustainable Livelihoods and Coastal Conservation: A Dhan Foundation Case

**D. V. R. Seshadri, K. Sasidhar**

**Industry:** Non-Government Organisations

**January 31, 2019**



*General Management and Strategy*

Length: 19 page(s)

[Buy now](#)

DHAN, established in 1997, was a non-government organization with a difference. It was neither a philanthropic organization nor a service organization but a development organization focused on grassroots development aided by professional management. By 2017, it had touched the lives of 1.5 million households. In its mission to combat poverty, DHAN initially employed two major thematic interventions, namely, community banking and water management. However, over a period of time, it forayed into several other domains such as health care, education and livelihood generation in response to the dynamic requirements of its community of beneficiaries, specifically, the marginalized and the poorest of the poor in India. This case explores the theme of sustainable livelihoods and how interventions in this sphere need to be viewed and managed in an integrated manner with a conscious focus on the conservation of the larger ecosystem in which they are embedded. The case describes DHAN's various initiatives and interventions in the sustainable livelihoods arena, the challenges it encountered along the way and its innovative responses to those challenges.

## Learning Objective

- Communicate the criticality of the theme of creating sustainable livelihoods in the world;
- Demonstrate how, sometimes, a fortuitous foray into an uncharted domain can be utilized as an entry point to expand or diversify into a new area where the organization can make a potential and worth while contribution, while sticking to its core competencies, principles and broad organizational purpose and mission;
- Offer the insight that an organization can always find innovative means of identifying and nurturing eco-friendly initiatives in every sphere, provided there is an alert consciousness of and sensitivity to their importance.

ISB | ISB135

# 5Ws

## WHO

M. P. Vasimalai,  
Executive Director,  
DHAN Foundation

## WHAT

Finding a viable, innovative and effective approach to enhance DHAN's coastal conservation initiatives.

## WHY

While DHAN dealt with disasters efficiently, it remained to be seen whether they could minimize loss to life and property.

## WHEN

September 2017

## WHERE

Madurai, India

## Alliance Management at Forbes Marshall

***Naga Lakshmi Damaraju, Harshdeep Singh Chowdhary, Dhruv Khanna, Dhruv Ahuja***

*Industry:* Manufacturing

*January 24, 2012*



*General Management and Strategy*

*Length:* 20 page(s)

This case traces the history and growth of Forbes Marshall (FM), a family-owned company in India. FM provides steam engineering and control instrumentation solutions for the process industry. The company has evolved into a leader in process efficiency and energy conservation through technology tie-ups and focused investments in manufacturing and research. Its joint ventures with the world's leading firms enable it to deliver quality solutions in 14 countries. Forbes Marshall's business practices and processes have combined into a unified philosophy of being trusted partners who provide innovative solutions.

### ***Learning Objective***

*This case can be used for two primary purposes. The first is to understand evaluating the effectiveness of corporate strategies. The second is to understand alliances as a mode of growth. There is sufficient traction to explore a) when alliances are a better alternative to growth through acquisitions or internal development, b) how companies develop alliance capabilities, and c) how synergistic alliances can confer valuable and rare organizational advantages in managing growth through alliances.*

# 5Ws

## WHO

Farhad Forbes,  
Director, and senior  
management, Forbes  
Marshall Private  
Limited

## WHAT

Could multiple  
alliances prove to  
be a sustainable  
business strategy for  
Forbes in the long  
run?

## WHY

There was a shortage  
of human resources  
to maintain alliances,  
and the more viable  
growth option for  
Forbes was through  
R&D.

## WHEN

October 2009

## WHERE

Pune, India

## Antara: Building Experiences in Senior Living

**Manpreet S. Hora, Geetika Shah**

*Industry:* Senior Living

*November 29, 2017*



*General Management and Strategy*

Length: 23 page(s)

[Buy now](#)

Antara Senior Living, a first-of-its-kind senior living community targeted at people in their mid-fifties and older. The case, set in January 2017, describes the challenges facing Tara Vachani, the young CEO of Antara, as she watches her dream project take form and the project delivery date draws closer. Like any other startup, Antara was faced with the challenges of working in a new category with a unique product offering. Would Antara be able to establish a business model that would deliver on its commitments on service excellence? What should their operating strategy be? Should Antara look at any possible innovative service extensions that could be offered to seniors as a market at large? It was faced with the choice of either protecting its long-term vision of delivering a high-quality senior living offering or changing aspects of the product to bring it closer to traditional real estate offerings, thereby increasing the sales velocity and financial metrics of the business in the short term.

### *Learning Objective*

- *Understand the fundamental characteristics of a service;*
- *Teach principles of effective strategic positioning when introducing new services in emerging markets, and to discuss the associated risks and challenges;*
- *Illustrate the importance of selecting and recruiting the right talent and managing employees to deliver quality service; and*
- *Understand the unique challenges of customer acquisition when introducing a developed-market service concept in an emerging market.*

# 5Ws

## WHO

Tara Vachani,  
CEO of Antara  
Senior Living

## WHAT

Should Vachani stay true to Antara's vision of providing quality senior living, or modify the service to elevate sales?

## WHY

The product offering was unique and could be hard to sustain without following prevalent real-estate trends and focusing on financial gain.

## WHEN

January 2017

## WHERE

Dehradun, India

## Ashok Leyland (A): Reaching for the Stars – Embarking on a New Vision and Strategy

**Kannan Srikanth, Geetika Shah**

*Industry:* Automotive

*July 25, 2018*



*General Management and Strategy*

Length: 14 page(s)

[Buy now](#)

This case documents the history of Ashok Leyland (AL), the second largest commercial vehicle manufacturer in India, and captures its growth and journey up to 2007, when the company adopted its new vision of more than doubling in size in a fairly mature industry. The challenge that the case poses to students is to understand how the firm, widely regarded as a small player globally and as a regional one even within India, could fulfill this ambitious vision.

### *Learning Objective*

- *Examine the challenges in managing an aggressive vision for growth;*
- *Illustrate how a firm's performance and survival is impacted in a recessionary environment with declining industry factors;*
- *Evaluate business turnaround and recovery strategies available to firms operating in challenging economic conditions; and*
- *Discuss the challenges in implementing and adjusting to tough strategies that would eventually take the firm on a path of recovery.*



### WHO

R. Seshasayee,  
Managing Director,  
Ashok Leyland and  
Vinod K.Dasari,  
Chief Operating  
Officer

### WHAT

Could AL rise in the industry as a global leader, discarding its previous identity as a mere regional player?

### WHY

The commercial vehicle industry was growing only about 4 % globally. Would it be possible for AL to grow by 100%?

### WHEN

2007

### WHERE

Chennai, India



## Ashok Leyland (B): Shattered Dreams – Transformation for Survival

**Kannan Srikanth, Geetika Shah**

*Industry:* Automotive

*July 25, 2018*



*General Management and Strategy*

Length: 07 page(s)

[Buy now](#)

The second part of this two-part case examines the actions that Ashok Leyland took to achieve its aggressive growth plan and the consequences it faced when there was an abrupt negative demand shock. The case describes the challenge before AL's management when faced with bankruptcy, and invites readers to consider how this once-proud company could be transformed and led towards profitability and growth.

### **Learning Objective**

- Examine the challenges in managing an aggressive vision for growth;
- Illustrate how a firm's performance and survival is impacted in a recessionary environment with declining industry factors;
- Evaluate business turnaround and recovery strategies available to firms operating in challenging economic conditions; and
- Discuss the challenges in implementing and adjusting to tough strategies that would eventually take the firm on a path of recovery.

# 5Ws

## WHO

Vinod K. Dasari,  
Managing Director,  
Ashok Leyland

## WHAT

How could AL retain its sixty-year old culture and core competencies while adapting to the negative changes in the industry?

## WHY

The commercial vehicles industry had witnessed a sharp decline, and AL was suddenly in deep loss, struggling to survive.

## WHEN

2013

## WHERE

Chennai, India

# Ashok Leyland: Shattered Dreams – Transformation for Survival (Combined Version)

**Kannan Srikanth, Geetika Shah**

*Industry:* Automotive

*July 25, 2018*



*General Management and Strategy*

Length: 22 page(s)

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Case A & B have also been made available in a combined version.

### **Learning Objective**

- Examine the challenges in managing an aggressive vision for growth;
- Illustrate how a firm's performance and survival is impacted in a recessionary environment with declining industry factors;
- Evaluate business turnaround and recovery strategies available to firms operating in challenging economic conditions; and
- Discuss the challenges in implementing and adjusting to tough strategies that would eventually take the firm on a path of recovery.



### **WHO**

Vinod K. Dasari,  
Managing Director,  
Ashok Leyland

### **WHAT**

How could Ashok Leyland drive change while still maintaining its core strengths and strong values?

### **WHY**

The commercial vehicles industry had witnessed a sharp decline, and AL was suddenly in deep loss, struggling to survive.

### **WHEN**

2007

### **WHERE**

Chennai, India

## Azim Premji Foundation – Bringing Professional Excellence to Philanthropy

**Raveendra Chittoor, Geetika Shah**

**Industry:** Education

**March 31, 2016**



*General Management and Strategy*

Length: 21 page(s)

[Buy now](#)

This case explores some of the important questions confronting Dileep Ranjekar and Anurag Behar, CEOs of the Azim Premji Foundation, which had entered the second decade of its existence. Ranjekar and Behar had evolved an organizational strategy, after carefully reflecting on the Foundation's past work that was characterized by the idea of working in an "institutional" mode and not merely in a "programmatic" mode. This meant establishing a long-term presence in the places where the Foundation worked (i.e., disadvantaged districts in the country), and engaging on a continuous and long-term basis with the public education system to facilitate change.

Given the trajectory that the management team had set for the Foundation, it was faced with issues related to finding people with the required skill sets and mindset, finding field staff to overcome the challenges of working in difficult, far-flung places, and scaling up at the right speed to achieve the desired reach and outcomes. Documenting the evolution and growth of the Foundation, the case brings to light some of the key challenges it faced in scaling up.

### **Learning Objective**

- The case would fit well in courses at the MBA level and in other Master's and executive level programs on business strategy, non-profit management, education management and service management.
- The case introduces the reader to the structural, monetary, capacity and human resource related concerns and, to some extent, the legal concerns of non-profit organisations and the restrictions they face when they plan the scaling up of their organizations.

# 5Ws

## WHO

Dileep Ranjekar and Anurag Behar, CEOs, Azim Premji Foundation

## WHAT

Consolidating presence and scaling up operations for wider reach.

## WHY

Establishing long-term presence in disadvantaged districts and engaging with the public education system on a continuous basis to facilitate change.

## WHEN

April 2014

## WHERE

Bengaluru, India

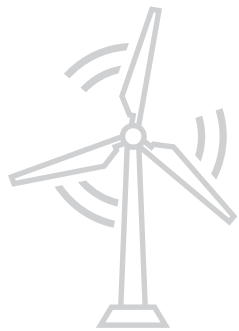


## Balancing the Power Equation: Suzlon Energy Limited

**Snehal Awate, Ram Mudambi,  
Arohini Narain**

**Industry:** Energy and Wind Power

**January 27, 2015**



*General Management and Strategy*

Length: 17 page(s)

[Buy now](#)

Set in 2013, the case documents the challenges encountered by an emerging economy multinational enterprise (EMNE) when accessing R&D knowledge from its technologically superior subsidiary. The setting for the case is the global wind power industry, an emerging high-tech industry. By acquiring technologically superior firms, Suzlon made a mark in the global wind power industry dominated by European and American companies. While most of its acquisitions successfully served their purpose, Suzlon's 2007 acquisition of the German wind turbine manufacturer REpower did not go as planned. The expected knowledge transfer from this acquisition did not materialize as quickly as planned due to REpower's refusal to share its technology with its parent, Suzlon. The case primarily describes the challenges involved in this acquisition, amplified by the economic recession of 2008. Further, by tracking Suzlon right from its inception, it also describes Suzlon's catch-up strategies to emerge as a market leader in India and the fifth largest wind turbine manufacturer in the world.

The case won the Bringing Technology to Market Award in the 2015 EFMD Case Writing Competition.

### **Learning Objective**

- *Catch-up strategies of EMNEs;*
- *EMNEs in emerging industries; and*
- *Intra-MNE knowledge sharing between EMNE headquarters and its technologically superior subsidiary.*

# 5Ws

### WHO

Tulsi Tanti,  
founder, Director  
and Chairman of  
Suzlon

### WHAT

How did Suzlon cope with the repercussions of its fruitless acquisition of REpower, and establish itself in the global market?

### WHY

Suzlon's acquisition of REpower brought little value as REpower refused to share its technology, made worse by the 2008 recession.

### WHEN

January 2014

### WHERE

Pune, India

# Bandhan (A) – Advancing Financial Inclusion in India & Bandhan (B) – Sustainable Banking in India



**Charles Dhanaraj, Geetika Shah**

**Industry:** Banking, Finance and Insurance

**June 8, 2016**



*General Management and Strategy*

Length: Case(A)-13 page(s); Case(B)-04 page(s)

Established in 2001 by Chandra Shekhar Ghosh to address the dual objective of poverty alleviation and empowerment of women, Bandhan seemed to have built the right capabilities to be successful as an MFI. Case A sets up the need for and significance of financial inclusion and the role of microfinance in the Indian context. It highlights the operational model of Bandhan and the various elements that explain its unique stature in the microfinance space. Case B is set at a time when Bandhan was about to embark on an organizational transformation that would convert it into a mainstream bank. The case allows for a rich discussion about the new capabilities that Bandhan would require as it shifted from pure MFI to banking entity and how it should go about acquiring those capabilities. Could it develop a unique and innovative model to help it straddle both worlds? How would Bandhan deliver on the goals of financial inclusion and sustainable banking?

This case series was Runner-up in the oikos Case Writing Competition 2015, Sustainable Finance Track.

## **Learning Objective**

- Understand the essence of building a capability-driven organization, conduct a strategic capability audit and develop an action plan to respond to the deficits identified;
- Develop a framework for an effective hybrid organization, specifically addressing the tension between the social entrepreneur's aspirations and the financial viability of the business model; and
- Understand the critical role financial inclusion plays in alleviating poverty and sensitize business executives to social development and broaden their perspectives.

# 5Ws

## WHO

Chandra Sekhar Gosh,  
CMD- Bandhan  
Financial  
Services (Bandhan)

## WHAT

What are the new capabilities that Bandhan would require to establish itself as a banking entity?

## WHY

Maximizing financial inclusion at the grassroots level with a much larger and deeper impact.

## WHEN

2013

## WHERE

Kolkata, India

# Bhagwati Products Limited – Making in India for Micromax

**Sunita Mehta, Surya Kant Sharma,  
Arun Pereira**

*Industry:* Consumer Electronics

*December 26, 2016*



*General Management and Strategy*

Length: 22 page(s)

[Buy now](#)

The case brings out the trajectory of growth of Micromax Informatics Limited which started as a company depending on China and Taiwan for manufacturing of their handsets because of better technological infrastructure, stronger supply chain and cost effective workforce. As the government enhanced import duty on Completely Built Unit electronic products and reduced excise duty and import duty on Semi-Knocked Down units required for manufacturing of electronic products, Micromax started its production facility, Bhagwati Products Limited in India and reduced import of finished electronic products to a large extent. To keep the cost low all across the value chain, it focused on development of indigenous design and manufacturing capabilities to achieve higher localization. This case focuses on the specific issues faced by Bhagwati Products Limited, such as the sourcing of raw material, manpower, research and development, competition and reduction in cost of production. The case also discusses the decision dilemma faced by the chairman on diversification of products to consumer electronics or to move into new territories with the core product in context of increased competition from multinationals in India.

### *Learning Objective*

- *Understand Micromax's growth trajectory;*
- *Provide insights into the electronic industry and information about main competitors in India;*
- *Understand the relevance and significance of government policies in emerging economies;*
- *Assess the positioning of Micromax and analyze growth strategies of Micromax/BPL; and*
- *Set an appropriate context for students to take decisions and evaluate alternatives available to Micromax/BPL to formulate strategies in context of increased competition from MNCs.*

ISB | ISB073



### WHO

Rajesh Agarwal,  
Chairman, Bhagwati  
Products Limited,  
co-founder

### WHAT

Decision needed to be taken on whether the company would diversify into manufacturing new products or cover new territories.

### WHY

Increasing competition, setting up of new factories, problems of labour and obtaining raw material.

### WHEN

April 2016

### WHERE

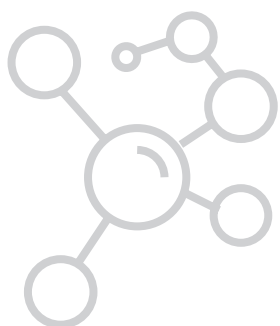
New Delhi, India

## Centre for Cellular and Molecular Biology: The Commercialization Challenge

**Nita Sachan, Prasad Vemuri,  
Anand Nandkumar, Charles Dhanaraj**

*Industry:* Health Care Services

*July 28, 2011*



*General Management and Strategy*

Length: 17 page(s)

This case deals with the commercialization challenges that a premier research institute in an emerging economy faces despite conducting cutting-edge research. The case is set in 2009 in Hyderabad, India, soon after the appointment of CCMB's new director, Dr. Mohan Rao. Rao has to decide how to proceed with incentivizing the scientists to find potential applications for their research when most scientists are merely interested in doing basic research and when, at the same time, the government is increasing its emphasis on the use of public science for societal good. The case also deals with the role of commercialization and technology transfer, publishing versus patenting, basic versus translation sciences, and incentives.

### *Learning Objective*

- *Understand the concept of public research (government funded) in emerging markets;*
- *Develop a framework for the commercialization of technology; and*
- *Identify drivers/incentives to motivate scientists to pursue commercialization.*

# 5Ws

## WHO

Dr. Mohan. Rao,  
Director, CCMB

## WHAT

Rao wanted to lead CCMB towards a more commercialized approach, but faced a challenge incentivizing scientists to join the process.

## WHY

Many scientists were reluctant to embrace commercialization for fear of ideas being stolen, and the limited royalties received for their work.

## WHEN

2009

## WHERE

Hyderabad, India

## Collaborative Commercialization at Gilead Sciences: Resolving the Innovation vs. Access Tradeoff

**Nita Sachan, Anand Tatambothla,  
Revati Nehru, Charles Dhanaraj**

*Industry:* Pharmaceuticals

*June 30, 2013*



*General Management and Strategy*

Length: 20 page(s)

[Buy now](#)

The case deals with Gilead Sciences, an American bio-pharmaceutical company with several FDA approved HIV/AIDS drugs. In 2006, the company launched the Gilead Access Program to enhance access to HIV/AIDS drugs in developing countries. In India, which also happened to be the largest producer of generic drugs, Gilead signed a voluntary licensing agreement for its drug, Viread, with 13 companies. By 2011, Mylan (previously known as Matrix Laboratories), one of the 13 Indian companies, had emerged as the leading supplier for Viread, with two-thirds of the global market. In order to accelerate its market reach, Gilead wanted to expand the scope of the agreement with four major Indian companies, including Mylan. Gregg Alton, Executive Vice President for Corporate and Medical Affairs, had to decide how he would convince his partners to come on board and how to execute the agreement.

### *Learning Objective*

- *Develop a framework to think through the ethical dilemmas and social issues confronting a multinational enterprise operating in diverse locations;*
- *Consider the polarizing forces for incentivizing innovation and enhancing affordability, particularly in emerging markets; and*
- *Explore the role of collaborative commercialization where innovative firms from developed countries collaborate with productive firms in the emerging markets to deliver life-saving solutions in this case AIDS crisis.*

ISB | ISB025

# 5Ws

## WHO

Gregg Alton,  
Executive Vice  
President, Corporate  
and Medical Affairs,  
Gilead Sciences

## WHAT

Partnering with more  
Indian pharmaceutical  
firms and developing  
a potential model  
amalgamating patent  
protection and access  
to medicines.

## WHY

Alton aimed to  
increase access to  
Gilead's medicines  
for HIV/AIDS  
treatment in  
developing countries.

## WHEN

July 2011

## WHERE

Hyderabad, India



## Creating a Corporate Advantage: The Case of the Tata Group

**Raveendra Chittoor, Arohini Narain,  
Richa Vyas, Chetan Tolia**

*Industry:* Conglomerates

*February 15, 2013*



*General Management and Strategy*

Length: 19 page(s)

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The Tata Group case describes in detail the various mechanisms by which the Tata Group attempts to create a corporate or parenting advantage. The case first highlights the important difference in the way a business group like Tata is structured when compared to a typical conglomerate in the West. The case then describes in detail the various services offered to group companies by the corporate centre, such as access to the Tata brand, quality management services, common procurement, centralized HR, legal, finance, public affairs (lobbying), training and consulting services. The case also discusses the perspective of some of the group companies. Companies often found the group affiliation and services to be of value as it provided them with lower transactional costs, less friction and better contract enforcement within the group, superior access to the political power structure and significant financial backing. With the Tata group preparing to welcome its new chairman in December 2012, the case ends with questions on the sustainability of the prevalent structure, practices, group philosophy and culture.

### *Learning Objective*

*There appear to be some important differences between the way corporate (parenting) advantage is created by a business group (BG) and the way it is created by a typical multi-business corporation in the West. This case aims to bring out this learning through a detailed description of the ways by which the parent organization at the Tata Group attempts to add value.*

# 5Ws

## WHO

R. Gopalakrishnan,  
Director, Tata Sons

## WHAT

The Tata Group had a highly diversified structure compared to Western conglomerates, the sustainability of which was being debated.

## WHY

The Tata Group was about to welcome new leadership, leading to questioning if the current practices and culture were still appropriate.

## WHEN

December 2012

## WHERE

Mumbai, India

# Cumi India's Global Strategy: The China Puzzle

**S. Ramnarayan., Charles Dhanaraj,  
Krithiga Sankaran**

*Industry:* Manufacturing

**April 24, 2013**



*General Management and Strategy*

Length: 16 page(s)

Carborundum Universal Murugappa International was a leading abrasives manufacturing company based in India with operations in Russia, South Africa and China. In the global abrasives business, China held 50% of the raw materials. China was also the largest market for abrasives worldwide and was expected to contribute to one-third of the global demand for abrasives. CUMI had the vision to become a global leader in the abrasives industry within 10 years. It had successfully expanded operations in Russia and South Africa, where it was seen more as a partner than a conqueror in its acquisition strategy. In 2006, the company entered China through a joint venture with a Chinese state company but subsequently bought out the partner. However, the company was facing several problems with its stand-alone operation there, in terms of maintaining its workforce and hiring local managers. It was clear that winning market share in China was necessary, but the complexity of the Chinese market had proven to be a challenge. The managing director had to present a strategy for succeeding in China to the board.

### *Learning Objective*

*This case is appropriate for an MBA or an executive MBA class in courses on global strategy and strategic management. It creates a hands-on experience of developing international strategy for a company based on a systematic analysis of the industry structure, competitive advantage and country factors. Students will develop an understanding of the commonalities and the differences between India and China and conduct performance analysis of the international portfolio of a company to diagnose its specific strengths and weaknesses in the international domain.*

# 5Ws

## WHO

K. Srinivasan,  
Managing Director,  
Carborundum  
Universal Murugappa  
Limited

## WHAT

Capturing market share for their product and operating successfully in China to become a global leader in the abrasives industry.

## WHY

China was the largest market and was expected to contribute to one third of the global demand for abrasives.

## WHEN

2011

## WHERE

Chennai, India

## Dhan Foundation: Delivering Health Care to the Village Doorstep – An Innovative Approach (A), (B) & (C)

**D. V. R. Seshadri, K. Sasidhar**

*Industry:* Health Care

*July 24, 2018*



*General Management and Strategy*

Length: Case(A)-09 page(s);  
Case(B)-07 page(s); Case(C)-07 page(s)

[Buy now](#)

DHAN initially ventured into community banking and water management and later forayed into other domains such as healthcare, education and livelihood generation, in response to the dynamic requirements of its community of beneficiaries.

Case A describes how at the end of 2006 Philips announced its withdrawal from the venture as high overheads associated with the project was uneconomical. Apollo, had not reaped the expected benefits from the project, followed suit. With these key collaborators opting out, the technology support of ISRO had little relevance. Vasi was faced with a dilemma: Should he follow the lead of Philips and Apollo and abandon the project or find some way to take it forward?

Case B traces the fundraising and project management challenges DHAN faced along the way and its response to those challenges.

Case C seeks to synthesize the decade-long experience of DHAN in the realm of healthcare. Vasi is tasked with making an important presentation to the Prime Minister and a team of government officials.

### *Learning Objective*

- *Delineating the difference between innovation in designing new products and services as against innovation in creating new delivery systems for those products and services;*
- *Highlighting the far-reaching impact of the latter type of innovations on providing equitable access to services in general and to essential services like Health Care in particular, to large rural masses, whose paying capacity is much lower than the standard market rates; and*
- *Driving home the power of frugal engineering and cross-disciplinary innovations in achieving cost reduction and large volumes of service.*

ISB | ISB109, ISB110 & ISB111

# 5Ws

### WHO

M. P. Vasimalai (Vasi), the Executive Director of DHAN Foundation

### WHAT

Describing the challenges DHAN Foundation faced, particularly during the first decade of its existence and its responses to those challenges.

### WHY

To understand the importance of community taking ownership (beneficiary community).

### WHEN

2006

### WHERE

Madurai, Tamil Nadu, India

# Dhan Foundation's Climate Change Initiative (A): Choosing Among Multiple Good Options and (B): Creating a Resilient Food Value Chain

**D. V. R. Seshadri, K. Sasidhar**

**Industry:** Development in the Context of Climate Change

**August 21, 2019**



*General Management and Strategy*

Length: Case(A)-12 page(s);  
Case(B)-12 page(s)

[Buy now](#)

Dedicated to the mission of poverty eradication through grassroots development action, DHAN had made a significant impact on the Indian scene in the years since its inception in 1997. By 2011, when the events in the case were taking place, it had touched the lives of over 920,000 households across 12 states in India. In its mission to combat poverty, DHAN initially employed two major thematic interventions, namely, community banking and water management. However, over a period of time, it forayed into several other domains such as healthcare, education and livelihood generation, in response to the dynamic requirements of its community of beneficiaries.

The case, divided into two parts, focuses on the theme of climate change adaptation and, more specifically, the promotion of climate resilient crops (small millets) and the associated production, processing, marketing and value chain management challenges, which have significant lessons for both the development and corporate sectors, on how to prepare the economically disadvantaged communities to the inevitable impact on their lives of impending climate change.

### Learning Objective

- To communicate that the world is indeed facing a 'planetary emergency' needing concerted and immediate response;
- Fighting climate change is absolutely essential;
- If combating climate change has negative impact on the economy, not combating it would have worse consequences;
- Saving the planet and combating climate change could have great business opportunity;and
- Need to change our mindsets and business models.

# 5Ws

## WHO

M. P. Vasimalai (Vasi), the Executive Director of DHAN

## WHAT

How did DHAN launch the Small Millets Project to address the negative impacts of climate change?

## WHY

Addressing the looming problem of climate change and its impact on most marginalized populations.

## WHEN

2011

## WHERE

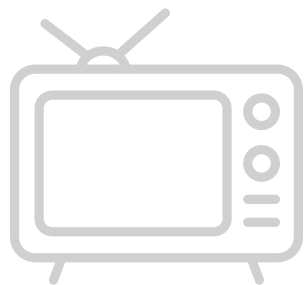
Tamil Nadu, India

## Discovery Finds its Way in India – Curiosity Built the Brand

*Edward W. Rogers, Geetika Shah*

*Industry: Cable Television*

*June 16, 2015*



*General Management and Strategy*

Length: 23 page(s)

Buy now

Discovery Communications Inc., an American global networks company, had entered the Indian television market in 1995 with its eponymous channel offering that focused on non-fiction, infotainment programming. Nearly two decades later, steered by a solid senior management team, it had built a formidable operation with 11 channels spanning various genres and created a strong brand presence in India. However, with close to 800 channels fighting for viewership daily, the Discovery team had to make quick and tough decisions day in and day out. What was next for Discovery? With their most recent launch, “Discovery Kids,” it seemed that they were once again moving in the direction of children’s edutainment. How could they do things differently and yet stay true to their vision and brand promise of making the Discovery television experience deep and enriching? The case presents the hard choices that Discovery needed to make at several strategic junctures. It facilitates an in-depth discussion on whether, and how, Discovery has developed the ability to make astute decisions and acquired the necessary agility to respond to the dynamic market in India.

### *Learning Objective*

- *Highlight the challenges of setting direction in a new market;*
- *Understand the process of developing a growth strategy;*
- *Illustrate the importance of continuous recalibration and the agility required for course correction; and*
- *Demonstrate how an organization can successfully leverage assets and capabilities to carve out a unique and inimitable position for itself.*

# 5Ws

## WHO

Rahul Johri, Executive Vice President and General Manager, South Asia and South East Asia, Discovery Networks Asia-Pacific

## WHAT

How could Discovery further diversify its offerings while retaining its vision and staying true to the brand?

## WHY

Discovery had established its niche in Indian television, but the market was evolving and strategic decisions had to be taken accordingly.

## WHEN

March 2014

## WHERE

Gurgaon, India

## Dodla's Dilemma

***Nupur Pavan Bang, Kavil Ramachandran***

***Industry:*** Dairy

***May 1, 2018***



*General Management and Strategy*

Length: 13 page(s)

[Buy now](#)

D. Sunil Reddy established Dodla Dairy in 1995 in Nellore district of the southern Indian state of Andhra Pradesh. In fiscal 2015-16, it achieved an annual turnover of over INR 11 billion and aimed to touch INR 25 billion in revenues by 2020. It had a workforce of more than 2,000 employees, procured about a million liters of milk per day from 250,000 milk producers, and processed and sold milk and milk products at 67 locations in nine states in India. In 2011, Private equity fund Proterra invested INR 1.1 billion in Dodla, bringing down the family's share holding from 100% to 76.34% (it would later go down to 72.3%). Sunil knew that if the company had to move to the next orbit, both in terms of size (revenues, assets and market share) and professionalization, certain organizational changes would be necessary. He wondered what these changes would be and who would make them. How could he better prepare himself and the company for the future? How would the company move from being a family-owned enterprise to a professionally run, sustainable organization?

### ***Learning Objective***

*The case takes students through the journey of an entrepreneur who built a very successful company and has reached a stage in the company's growth and his own life where he is uncertain what future course to take. Students should be able to discuss the dilemmas faced by the founder, Sunil Dodla, and come up with options that are available to him to tackle them.*

ISB | ISB105

# 5Ws

## WHO

Dodla Sunil Reddy, promoter and Managing Director of Dodla Dairy

## WHAT

How should Sunil chalk out a plan to move Dodla from being a family-owned enterprise to a professionally run organization?

## WHY

To chalk out a plan for the founder to retire in a phased manner.

## WHEN

2017

## WHERE

Andhra Pradesh, India

## Eastern Condiments – The Changing Curry Company

**Kavil Ramachandran, Sonia Mehrotra**

*Industry: Spices*

*April 5, 2017*



*General Management and Strategy*

Length: 14 page(s)

[Buy now](#)

Eastern Condiments Private Limited (ECPL), the flagship company of the INR 8 billion, family managed Eastern Group headquartered in Kochi, India, was engaged in manufacturing and marketing spices, blended spice powders, pickles, breakfast staples and beverages in both domestic and international markets. The company began as a small shop set up by their father M.E. Meeran in 1961. It had grown to record revenues of INR 5.60 billion in 2014. In 2014, Navas Meeran, the Chairman and Managing Director of (ECPL) had taken a sabbatical and handed over the company operations to his younger brother Firoz. Though Navas was pleased with the company's 2015 business performance under Firoz's leadership he was uncomfortable with the pace and execution of major organizational changes brought in by Firoz.

Was it right for a traditional family run business bred on a culture of compassion and loyalty to make a sudden shift to a metrics-based performance culture? Could a company based out of a Tier 2 city such as Kochi be able to attract high-quality talent easily? These were some of the questions that worried Navas.

### *Learning Objective*

*Professionalization of a business is about putting in place structure, systems and processes. Family owners need to practice professionalism to professionalize their business.*

*Professionalization calls for appropriate changes in the structure and processes at the top management level to ensure that key people have the same organizational perspective. It should provide platforms to debate on HR policies; avoid creation of silos, that are detrimental to growth of the business.*

# 5Ws

## WHO

Navas Meeran,  
Chairman and  
Managing Director,  
ECPL

## WHAT

Would the shift in operating strategy to a metric-oriented approach derail ECPL, or would it be sustainable in the long run?

## WHY

The drastic change in ECPL's business model had caused increased attrition, hiring and retaining new talent would now pose a challenge.

## WHEN

2015

## WHERE

Kochi, India



## Eye-Q: Vision for the Long Term

**S. Ramakrishna Velamuri, Geetika Shah**

*Industry:* Health Care Services

*August 29, 2017*



*General Management and Strategy*

Length: 13 page(s)

Two life-long friends, one a doctor and one a business professional, joined forces to set up Eye-Q Super Specialty Hospitals in 2007. Driven by their shared goal of bringing superior quality eye care to places where such services were desperately needed, the partners chose to operate in the small towns and cities across India. Both men believed in a vision that combined a socially driven business model with a commercially viable enterprise, and they had experienced great success with this model during their first seven years of operation. In January 2014, as they charted out Eye-Q Super Speciality Hospitals' plans for growth, the partners decided to expand the organization's reach from 30 to 125 hospitals over the upcoming five years. Was this growth expectation realistic? What strategy would best suit this objective?

### *Learning Objective*

- *Examine the opportunities and the challenges of operating in the health care delivery sector in Tier II and Tier III cities in India;*
- *Understand the business model and value proposition of a firm that provides services that are of world-class quality, yet affordable and accessible;*
- *Illustrate the role and significance of the founding team and its composition to the overall growth and strategic direction adopted by the firm; and*
- *Understand the key challenges that entrepreneurs face in scaling up their organizations, especially those involving critical services such as health care.*



### WHO

Rajat Goel, CEO and Dr. Ajay Sharma, Chief Medical Director, Eye-Q Super Specialty Hospitals

### WHAT

Assessing the viability of plans to scale up operations from 30 to 125 hospitals in 5 years.

### WHY

Need to budget for levels of demand in existing and new hospitals.

### WHEN

January 2014

### WHERE

Gurugram, India



## Fernandez Hospital: Pioneering Excellence in Maternal and Newborn Health Care

**Swati Sisodia, D. V. R. Seshadri, Ratan Jalan,  
Prakash Satyavageswaran**

*Industry:* Health Care Services

*June 12, 2019*



*General Management and Strategy*

Length: 20 page(s)

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The case, set in 2014, explores the evolution of Fernandez Hospital (FH) from a small maternity clinic to a tertiary-level hospital for women and children with a focus on accessible and high-quality healthcare in the areas of obstetrics and gynaecology. The case studies the options that Dr. Fernandez had at different stages of FH's journey and the strategic decisions that she and her team made, while fighting to keep FH's values intact.

### *Learning Objective*

- Understand the business model of an organization, particularly in the healthcare space;
- Understand different strategic options for growth;
- Understand and choose from the three value-based strategies, namely, product leadership, customer intimacy and operational excellence; and
- Understand the need for ambidexterity in an organization.

# 5Ws

## WHO

Dr. Evita Fernandez,  
CEO, Fernandez  
Hospital

## WHAT

Increasing capacity  
by serving a small  
population, or  
opening low cost  
healthcare centres  
countrywide for the  
poor?

## WHY

Could FH create  
sustainable impact  
on newborn and  
maternal health  
care in India while  
retaining its core  
values?

## WHEN

December 2014

## WHERE

Hyderabad, India

# Grooming Young Graduates as Committed Development Professionals: Dhan Academy and the Dilemma of Doing Well by Doing Good

**D. V. R. Seshadri, K. Sasidhar**

**Industry:** Education, Non-Government Organisation

**June 17, 2019**



*General Management and Strategy*

Length: 28 page(s)

[Buy now](#)

DHAN was a non-government organization (NGO), oriented towards development. This case focuses on the story of DHAN's pioneering initiative to create an innovative model of management education. It traces the genesis and evolution of Tata-DHAN Academy (TDA), the process of institution building and finally the strategic dilemma and future challenges TDA faces after an eventful 17-year journey.

### Learning Objective

- Explore the complex process of pioneering an innovative model of education and the challenges entailed in mobilizing the required intellectual and financial resources;
- Highlight the intrinsically evolutionary character of nurturing and stabilizing the model;
- Underscore the need for institutions to undertake a strategic review periodically to provide them with renewed impetus and a sense of direction; and
- Illuminate the alternative model of active learning and its enormous potential in redefining and enriching the character of classroom.

ISB | ISB163



### WHO

M. P. Vasimalai,  
Executive Director,  
DHAN Foundation

### WHAT

Should Vasi seek funding externally, or could TDA become economically self-sustainable?

### WHY

TDA had grown over 17 years but was still facing losses and battling an unclear identity.

### WHEN

September 2017

### WHERE

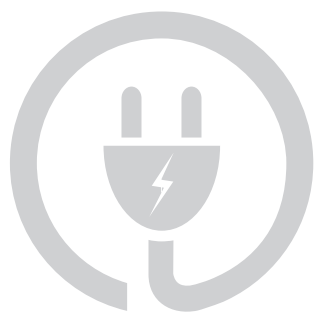
Madurai, India

## Havells India: The Sylvania Acquisition Decision

**Charles Dhanaraj, Kavil Ramachandran,  
Swetha Dasari**

*Industry:* Manufacturing

*November 11, 2009*



*General Management and Strategy*

Length: 13 page(s)

This case presents the management challenges of a high-growth manufacturing company, Havells, based in India that is contemplating a major international acquisition. Its decision involves both geographic and product diversification. Students have to grapple with the trade-offs of an exciting growth opportunity that can bring the company to new heights against significant risks and challenges that such an acquisition would entail. The case also provides an excellent context for studying the evolution of international strategy in a firm, as it shows Havells growing from an entrepreneurial start-up trading company to a successful manufacturing firm and then a global company.

### **Learning Objective**

*The case will fit well in a strategic manufacturing class, either on the topic of diversification strategy or international strategy. The decision is reasonably complex and allows the instructor to take the class through an in-depth analysis. It can be used effectively in an executive education class. The case can serve very well as a final examination case in a strategic management course.*



### WHO

Qimat Rai Gupta,  
CMD and  
Anil Gupta, JMD,  
Havells India Ltd.

### WHAT

Havells' senior  
management needed  
to take a call on  
whether to acquire  
German lighting  
company Sylvania.

### WHY

Financing the deal and  
integrating Sylvania's  
managers into the  
Indian team could be  
challenging.

### WHEN

November 2006

### WHERE

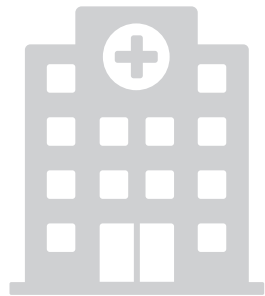
New Delhi, India

# Health-Tech Strategy at KG Hospital Part A: Identification and Prioritization of Key Focus Areas

**Vijaya Sunder M, Meghna Raman**

*Industry:* Healthcare

*January 10, 2022*



*General Management and Strategy*

Length: 14 page(s)

[Buy now](#)

The objective of this case study (in two parts, A and B) is to provide a systematic methodology for capturing metrics crucial for patient experience and hospital performance, defining a framework to design an enterprise technology strategy map, and examining the readiness, deployment, and sustainability of technology solutions to help achieve superior patient satisfaction. Part A (Identification and Prioritization of Key Focus Areas) of this two-part case study takes the reader through the exploration of Avantika Raghu, Chief Experience and Technology Officer at the KG hospital, where she uncovers various pain points. It describes Raghu's observations during her Gemba walks covering key departments at the hospital, learnings from her focus group meetings with stakeholders, and insights from examining the hospital's quality and performance parameters. The case concludes with Raghu identifying patient satisfaction as a core challenge in the current setup and considering technological solutions that can help improve patient satisfaction while enabling hospital expansion to meet the goals of Vision 2025.

### *Learning Objective*

- 1. Critical thinking to extract metrics to capture the business pain points and their relevance for patients and providers in a hospital setting.*
- 2. Understand the application of Kano model in a service setting to identify must-have, one-dimensional, and attractive service characteristics.*
- 3. Develop a comprehensive technology decision-making framework that can be used to assess digital vs. non-digital technology proposals.*



### WHO

Avanthika Raghu,  
Chief Experience  
and Technology  
Officer, KG Hospital

### WHAT

Ensuring patient-centric healthcare delivery, while devising a robust technology and business strategy to revive the hospital, and achieve growth and scalability.

### WHY

Raghu needed cost-efficient and easily implementable solutions with a wider adoption rate as she tried to identify the existing gaps within departments.

### WHEN

2021

### WHERE

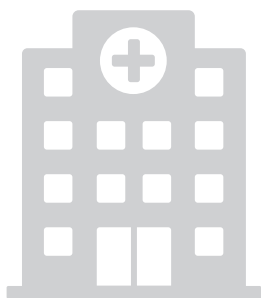
Coimbatore, India

## Health-Tech Strategy at KG Hospital Part B: Tech Strategy Design and Implementation

**Vijaya Sunder M, Meghna Raman**

*Industry:* Healthcare

*January 10, 2022*



*General Management and Strategy*

Length: 08 page(s)

[Buy now](#)

The objective of this case study is to provide a systematic methodology for capturing metrics crucial for patient experience and hospital performance, defining a framework to design an enterprise technology strategy map, and examining the readiness, deployment, and sustainability of technology solutions to help achieve superior patient satisfaction. Part B of this two-part case study is a follow-up to Part A, and it takes the reader through Avantika Raghu's journey of solving the problems identified in Part A. It describes her efforts to address prioritized metrics by identifying technology solutions (both in-house and external vendors). She assesses candidate solutions on a host of parameters: need, desired outcome from the implementation, staff awareness, availability of technology, investment opportunity, ease of implementation, product features, vendor engagement, time to market, end-user experience, and barriers to adoption. The case study closes with an unexpected twist, as her grandfather challenges her robust proposals with a series of pointed questions on how an enterprise technology strategy and an effective change management framework for championing organizational and individual change should be designed.

### *Learning Objective*

- 1. Plan and design an enterprise-level technology strategy rather than a pain-point-driven piecemeal implementation of technology solutions.*
- 2. Examine the readiness, deployment, and sustainability aspects of the solution for smooth technology adoption.*
- 3. Learn the concepts of the Prosci Change Triangle (PCT) model for organizational change management and the ADKAR (Awareness Desire Knowledge Ability Reinforcement) model for individual (employee-level) change management.*

# 5Ws

## WHO

Avanthika Raghu,  
Chief Experience  
and Technology  
Officer, KG Hospital

## WHAT

How will Raghu build an integrated tech ecosystem for the hospital's processes that is adopted by its myriad stakeholders and is sustainable in the long-term?

## WHY

Two months down the line, Raghu is still lacking a holistic tech strategy to achieve topline improvement despite apparent solutions for certain key problems.

## WHEN

2021

## WHERE

Coimbatore, India

# India's Mewar Dynasty: Upholding 76 Generations of Service and Custodianship

**Kavil Ramachandran, John Ward,  
Sachin Waikar, Rachna Jha**

*Industry:* Other Services

*November 11, 2011*



*General Management and Strategy*

Length: 18 page(s)

There are not many families in the world that can claim continuity of existence for over 76 generations in business or otherwise. Families that survive over the long term tend to have strong values that are in line with the basic principles of trusteeship — to preserve and grow wealth (both material and otherwise) for the benefit of future generations. This case is based on the history and current challenges of the Mewar dynasty, who ruled part of India for 13 centuries. The family must consider the issue of succession and continuity in its palace hotel business and non-commercial activities.

## **Learning Objective**

*The case may be used to discuss the following concepts:*

- *Role of custodianship in a dynamic family business context;*
- *Possible opportunities to define the scope of a trusteeship beyond business;*
- *Challenges faced by a family leader as the custodian of inherited (and expanded) wealth; and*
- *Choosing successors.*



## **WHO**

Shriji Arvind Singh  
Mewar

## **WHAT**

Shriji wished to create a perfect succession plan for his three children, that would also benefit Mewar and the state tourism.

## **WHY**

Having witnessed his brother's separation from the family, Shriji wanted to safeguard his successors against conflict via a strong succession plan.

## **WHEN**

2009

## **WHERE**

Rajasthan, India

## Ichko: In the Eye of a Cyclone

**Chandra Mohan B., Anusha Parihar,  
Philip C. Zerrillo**

**Industry:** Public Administration

**February 8, 2021**



*General Management and Strategy*

Length: 04 page(s)

[Buy now](#)

Mihir is the head of the Disaster Management Department for the fictional coastal state of Udan in South India. He receives a weather bulletin from the Indian Metrological Department (IMD) about “Ichko,” a cyclone that has suddenly changed course and is set to make landfall in the southernmost district of Iramuk in the next 24 hours. Mihir’s department typically received early warning of such events, making it possible to mobilize the official machinery to mitigate the damage through a series of measures before, during and after the cyclone. In this case, with very little time on hand, Mihir has to handle the complex crisis that threatens loss of life and widespread damage. The situation is complicated by the urgent need to alert a large number of fishermen who are at sea and beyond the reach of any communication channels. On the ground, other issues at the community and political level are making for an explosive situation: What if the fishermen lose their lives, and the government is seen as not having done enough?

### **Learning Objective**

*The Ichko case can be used to teach crisis management during disasters and explore the often complex interplay of local situations that impinge on and hinder disaster response. The case discusses the need for (a) multi-stakeholder responses to managing disaster risks; and (b) a thorough prior understanding of the situation to enable an adequate and timely response. It also discusses how unrelated and pre-existing issues could affect disaster responsiveness.*

# 5Ws

## WHO

Mihir, head of the Disaster Management Department, Udan

## WHAT

Planning and organizing a multi-stakeholder disaster response ahead of the impending cyclone, Ichko.

## WHY

To mitigate the loss of life and damage caused by Ichko and handle local issues affecting disaster responsiveness.

## WHEN

November 2017

## WHERE

Udan, a coastal state in South India

## Indian Railways: Powering Through to Excellence (A) & (B)

**Philip C. Zerrillo, Shubh Yashaswini**

**Industry:** Engineering, Construction and Infrastructure

**June 22, 2020**



*General Management and Strategy*

Length: 13 & 10 page(s)

[Buy now](#)

The case series titled “Indian Railways: Powering Through to Excellence (A) & (B)” are highly intricate and complex primary data pricing cases involving a public-private partnership (PPP) undertaking by the Indian government, specifically the Indian Railways (IR). The seed of the idea lived through multiple governments and IR administrations before becoming a reality. The pricing and plant development decision took seven years to execute. While the case can be viewed broadly as a study of a PPP project in India, the significant aspect of the project is that it was initiated primarily with price considerations in mind. The IR had been facing rising engine costs for its locomotives, poor asset utilization rates, exorbitant costs for replacement parts and underperformance in asset service and repair. The technology platform of its current fleet of 6,000 HP locomotives and spare components was nearly 20 years old.

### **Learning Objective**

*This case series is appropriate for teaching infrastructure management, pricing models, and the rationale behind and intricacies of PPPs and/or foreign direct investment (FDI) as a means to drive economic growth. It deals with identifying inefficiencies in existing infrastructure and procurement processes and designing an effective pricing model to increase operating expenditure (OPEX) utilization in heavy industries.*

# 5Ws

## WHO

Indian Railways

## WHAT

To develop an efficient pricing model for a large-scale PPP venture and reduce IR’s OPEX under the Technology-Transfer-Model.

## WHY

IR’s management team aimed to reduce its CAPEX, increase its operational efficiency, and address its locomotive maintenance problems.

## WHEN

November 2015

## WHERE

India

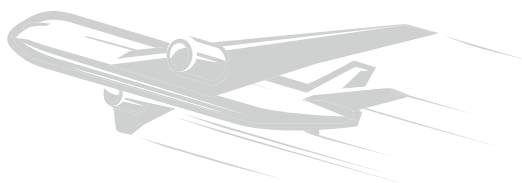


## Jet Airways: Tale of Their Takeoff and Crash Landing

**Saumya Sindhwani, Kanchan Mahadev,  
Poonamjot Kaur Sidhu**

*Industry:* Airlines

*February 24, 2022*



*General Management and Strategy*

Length: 23 page(s)

Buy now

The case, set in April 2019, follows the Managing Director of a Mumbai-based private equity firm, the Agile Group, that is deliberating whether to invest in Jet Airways. Based on the evaluation of Jet Airways prepared by his team of analysts and strategists, Surjit Trivedi, our protagonist, must gauge whether this investment is profitable, as he is due to present the proposal to the board of the private equity firm he works for. Civil aviation in India has changed tremendously over the past 20 years, both from the consumer and service provider standpoints. With India expected to become third-biggest aviation market by the year 2025, the number of players in the market increased remarkably. Despite positive industry indicators, two major airlines were forced to halt operations in the last decade, Jet Airways being one of them. The case can be used to scrutinize the reasons for Jet Airways' downfall such as their acquisitions and alliances, the decisions of their founder Naresh Goyal, and Jet Airways' response to the challenge posed by low-cost carriers (LCCs) in India. Moreover, the case can be utilized to analyze how the consortium of banks led by the State Bank of India (SBI) handled the Jet Airways crisis.

### *Learning Objective*

*Analyze and evaluate the rationale for and implications of alliances and acquisitions. Understand the concept of Porter's Five Force model and SWOT analysis. Analyze and evaluate various types of leadership styles. Calculate liquidity, profitability, and solvency ratios with an emphasis on the return on common equity ratio and DuPont analysis. Discuss the Insolvency and Bankruptcy Code of India 2016. Predict Bankruptcy through Edward Altman's Z-score under different scenarios.*

# 5Ws

## WHO

Surjit Trivedi,  
Managing Director  
of the Private Equity  
firm, the Agile group

## WHAT

Deliberating an  
investment in Jet  
Airways, a destitute  
airline. It also reflects  
upon how the banks  
handled the financial  
crush at Jet Airways.

## WHY

Given the cash  
strapped situation  
of the airline, Trivedi  
does not wish to make  
any wrong decision  
and put at stake his  
due promotion and the  
future of his firm.

## WHEN

2020

## WHERE

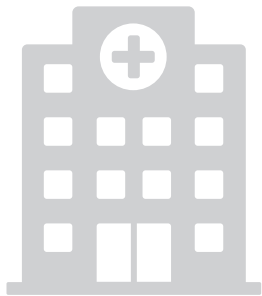
Mumbai, India

# Kamla Nehru Memorial Hospital: Which Way Forward?

**Naga Lakshmi Damaraju, Prafulla Rawal,  
Bavneet Singh, Himanshu Jain,  
Magesh Karthik**

*Industry:* Health Care Services

*December 10, 2015*



*General Management and Strategy*

Length: 23 page(s)

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This case could be used in courses related to corporate development and growth to apply the concepts that are primarily taught in the context of profit maximizing public corporations to a non-profit setting. It can be taught after the class has covered the core concepts of corporate strategy, about mid-way through the course. It can be a good final closing case to test how far students have understood those concepts and whether they can apply them when the context of application changes.

### Learning Objective

*The case will fit well in a strategic manufacturing class, either on the topic of diversification strategy or international strategy. The decision is reasonably complex and allows the instructor to take the class through an in-depth analysis. It can be used effectively in an executive education class. The case can serve very well as a final examination case in a strategic management course.*



### WHO

Dr. Madhu Chandra,  
CEO, Kamala Nehru  
Memorial Hospital

### WHAT

Need for transformation to increase profitability and steady flow of revenue while continuing to cater to underprivileged patients.

### WHY

Issues of governance and efficiency of operations had led to significant decline in the number of patients.

### WHEN

October 2011

### WHERE

Allahabad, India

## L. V. Prasad Eye Institute: Innovating the Business of Eye Care

**Shlomo Maital, D. V. R. Seshadri,  
Swati Sisodia**

*Industry:* Healthcare

*April 7, 2020*



*General Management and Strategy*

Length: 18 page(s)

The case delineates the journey of L.V. Prasad Eye Institute (LVPEI), which evolved to become the biggest rural eyecare network, and it is amongst the most well-known eyecare providers in the world. Established in the year 1987 in the city of Hyderabad, India, LVPEI had been known internationally for its quality of eye care. As part of its vision, it treats half of its patients free of cost by adopting the cross-subsidization model. It developed the unique 'Pyramid Model' to serve the last mile population. The subject of Strategy and Innovation is riddled with paradoxes. A paradox is typically a pair of opposites, that have to be creatively reconciled, ensuring that both the opposites are simultaneously true. The case is set in the year 2018, and the key highlight of the case is to showcase how LVPEI has reconciled the hierarchy of paradoxes, i.e., strategy paradoxes, and innovation paradoxes during its 30 years journey and achieved excellence in eye care. The vital question of how LVPEI can sustain continued innovative excellence has emerged now. The senior management of LVPEI has to chart their way forward for the coming 30 years, reconciling the hierarchy of paradoxes.

### *Learning Objective*

*This case is ideal for modules on strategy, entrepreneurship, innovative business models, innovation in health care, leadership, and strategic thinking for both MBA and executive MBA participants. Specific objectives of the case are:*

- *To understand the strategic and innovation paradoxes*
- *How to foster innovation in an organization*
- *Discuss an innovative Business model (cross-subsidization) in healthcare*
- *Staying true to the founder's core purpose in the face of leadership change*

# 5Ws

### WHO

Dr. Gullapalli Nageswara Rao, Chairman and Founder, L.V. Prasad Eye Institute

### WHAT

Could the next generation of leaders at LVPEI sustain Rao's vision of affordable, quality eye care while pursuing constant innovation?

### WHY

Leadership transition was a rocky road, particularly so for LVPEI and its struggle for sustainability in the changing business environment.

### WHEN

December, 2018

### WHERE

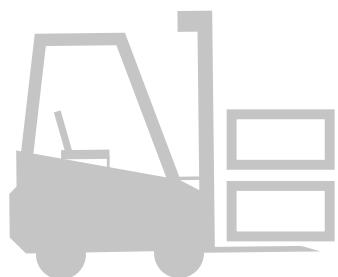
Hyderabad, India

## LogiNext: An Indian Start-Up Scales Challenges in The GCC Region

**Neelakanta Rao Nanubala, Snehal Awate,  
Swapna A J**

**Industry:** Transportation and Logistics

**July 23, 2020**



*General Management and Strategy*

Length: 11page(s)

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The case centers around LogiNext, a logistics technology company that provided organized logistics and field service management in real-time to increase the operational efficiency of its clients. Founded in 2014 by Dhruvil Sanghvi and Manisha Raisinghani, the company had operations in India, the United States and Southeast Asia. In 2018, when the events of the case are set, its founders were planning to expand its reach within the Gulf Cooperation Council (GCC) countries. As a part of its scaling-up activities, LogiNext wanted to make Agility, one of the largest logistics companies in the Middle East, its logistics software partner in the region. Sanghvi and Raisinghani were faced with a number of questions: What should be the way forward for the firm? How could LogiNext cater to the GCC region's logistics challenges and understand the changes required to improve product fitment in the new market? What change management strategy should LogiNext apply in the region so that new markets or targeted companies adopt the new technology?

### **Learning Objective**

- Understand how companies plan for global expansion through their market entry strategies,
- Study various types of entry modes and common barriers to entry,
- Apply appropriate frameworks to evaluate potential markets for entry,
- Examine and reassess expansion strategies considering local competition, and
- Appreciate the need for organizations to evaluate the fit between their domestic operations and international expansion plans.

# 5Ws

## WHO

Dhruvil Sanghvi and Manisha Raisinghani, the founders of LogiNext

## WHAT

Sanghvi and Raisinghani deliberated whether the company's strategy to enter and expand in the GCC region was sound.

## WHY

LogiNext's expansion roadmap in GCC in 2017 was unsuccessful due to several impediments to its delivery capacity.

## WHEN

2018

## WHERE

GCC Region

# Making it to the Top: Lessons of Organizational Transformation from Future Generali India Life

**Saumya Sindhwani, Lakshmi Appasamy**

*Industry:* Life Insurance Industry

*June 29, 2021*



*General Management and Strategy*

Length: 15 page(s)

[Buy now](#)

Future Generali India Life Insurance Company Limited (FGILI) was a joint venture of the Future Group, an Indian retail behemoth; Generali Group, a leading Italian insurance company; and Industrial Investment Trust Limited (IITL), an investment trust company. In 2014, seven years after its incorporation, FGILI was persistently underperforming on several key business metrics. The company brought Munish Sharda on board to effect an organizational transformation. Ruchira Bhardwaja, the Chief Human Resource Officer (CHRO), aided him in operationalizing the transformation strategy.

The COVID-19 pandemic outbreak in January 2020 brought the world to a standstill and hamstrung FGILI's transition. With most of its employees working from home, FIGILI had rolled out measures to sustain the changes and gains it had accomplished. Sharda, not satisfied with having risen to the 15th spot among the country's life insurers, wanted FGILI to become one of the top 10. He was concerned about the way forward for their growth, which was short of the targeted 30% compound annual growth rate (CAGR).

## *Learning Objective*

- *Develop and implement an organizational transformation roadmap.*
- *Align the human resources function with business strategy and its outcomes.*
- *Build organizational capabilities for a transformation and integrate change initiatives across functions.*
- *Foster and sustain a performance-oriented organization culture in the face of a crisis.*

# 5Ws

## WHO

Munish Sharda,  
MD & CEO, Future  
Generali India Life  
Insurance

## WHAT

How could Sharda build an ethical foundation fostering customer-centricity, grooming strong leadership to steer business in a pandemic?

## WHY

Build organizational capacity for enhanced customer satisfaction, and mitigate workforce attrition amidst unprecedented crises.

## WHEN

2020

## WHERE

Mumbai, India

## Merck, Darmstadt: Sustaining Legacy Beyond 350 Years

**Navneet Bhatnagar, Kavil Ramachandran,  
Andrea Calabrò, Sougata Ray**

**Industry:** Pharmaceutical, Chemicals,  
Advanced Materials

**October 22, 2018**



*General Management and Strategy*

Length: 30page(s)

[Buy now](#)

This case is about the business, governance and leadership transformation of Merck — a 13th generation, family-owned, German multinational group operating in the pharmaceuticals, performance materials and life science industries. Established in 1668 as a pharmacy in Darmstadt, Germany, Merck ventured into the manufacturing of pharmaceuticals and specialty chemicals in 1827. Successfully overcoming several business and family challenges, it continued to grow. By 2017, Merck had a legacy of nearly 350 years of successful business operations, a presence in 66 countries and about 52,000 employees on its rolls. In 2017, Merck was led by Dr. Frank Stangenberg-Haverkamp (69), an 11th generation member who was the Chairman of the executive board and the family board of E. Merck KG (the group's holding company). With his 70th birthday approaching, Frank wanted to identify an able successor who could help him build the group for the next 100 years and take the Merck legacy forward.

### **Learning Objective**

*The case is intended to help the participants understand the essential building blocks of a long-lasting, multi-generational family business and specifically comprehend the role played by (i) family values, (ii) strategic vision, and (iii) the owner family's adherence to their mission in transforming a family business into a long-lasting institution.*

*This case is appropriate for MBA and Executive education programs, in courses like, Family Business Management, Governance and Strategy.*

ISB | ISB123

# 5Ws

### WHO

Dr. Frank Stangenberg-Haverkamp, Chairman, Executive Board and Family Board, E.Merck, KG, Germany

### WHAT

How could the family and corporate governance mechanisms be strengthened to sustain Merck for the next century?

### WHY

Fortified governance mechanisms were required by 350 year old Merck to further the family legacy and the business.

### WHEN

July 2017

### WHERE

Darmstadt, Germany

## Modak Analytics: Shaping the Future in Digital India?

**Naga Lakshmi Damaraju, Navneet Kaur  
Khangura**

**Industry:** Data Analytics and Aggregation

**January 31, 2017**



General Management and Strategy

Length: 16 page(s)

[Buy now](#)

In 2008, Aarti Joshi, founder and CEO of Modak Analytics, returned to India after working in the data analytics space in the US for seven years. At that time, India's SMEs were unaware of the benefits of using their POS data to differentiate themselves from competition. However, soon the CEO realized the diminished potential of this target market, which was plagued by wafer thin profit margins, lack of long term strategy, and lack of awareness towards the benefits of big data analytics. Modak Analytics then started targeting the more attractive BFSI segment and soon developed advanced analytics products for this sector. The next step in the company's growth ladder came when Modak Analytics was asked by a bank to create profiles of its current and potential customers. The exercise soon converted into a mammoth exercise when a pan -India political party approached Modak Analytics to do the voter profile analysis for the whole country. At the time of the case, Modak Analytics was at a crossroads with respect to its future business strategy - a choice between international specialization in data integration, or becoming a leading data aggregating company in India.

### Learning Objective

- Understand how to define a relevant industry and how to determine which industry (industries) or industry segments are more or less attractive given the resources and capabilities of this organization; and
- Demonstrate that the ideas of coherence in corporate strategy also apply (with relevantly defined objectives) in the context of entrepreneurial organizations where the seeds of future corporation are being sown.

ISB | ISB077

# 5Ws

## WHO

Aarti Joshi, CEO and Founder, Modak Analytics

## WHAT

Should Modak Analytics target international markets for data integration or create its niche in India as a data aggregating company?

## WHY

Modak was leading in big data analytics, but its sizeable repository of voter profiles offered it space in the Indian market too.

## WHEN

August 2016

## WHERE

Hyderabad, India



## Moser Baer and OM&T – Choosing a Strategic Partnership Mode



**Kannan Srikanth, Sonia Mehrotra,  
Priyank Arora, Geetika Shah**

*Industry:* Consumer Electronics

*June 25, 2014*



*General Management and Strategy*

Length: 14 page(s)

Buy now

This case is set in December 2006 when the management at Moser Baer India Limited (MBIL) was faced with the critical decision of whether to pursue a strategic partnership with Optical Media and Technology (OM&T) and what form such a partnership should take. MBIL was India's largest and the world's third largest optical storage media manufacturer with a presence in over 82 countries, serviced through marketing offices in India, the United States and Europe. OM&T was based in a high technology cluster in Eindhoven, the Netherlands and was known in the industry for its contribution to prototyping, standardization and pilot production of advanced optical disc formats such as Digital Versatile/ Video Disc (DVD) and Blue Laser Discs (Blu-ray discs). For the MBIL management team, all the options were on the table -- a licensing arrangement, a strategic alliance by taking an equity stake in the company or a complete acquisition of the company. After careful evaluation, they had to choose the most appropriate option and arrive at a decision.

The case won the Bringing Technology to Market Award in the 2014 EFMD Case Writing Competition.

### *Learning Objective*

*The case is structured to achieve the following pedagogical objectives:*

- *Highlight the uncertain dynamics within a high-growth and a technology intensive industry.*
- *Allow students to choose between organic vs. inorganic growth options.*
- *Evaluate the costs and benefits of different modes of inorganic growth in order to identify the best option for strategic partnership in a given context.*

# 5Ws

### WHO

Management,  
Moser Baer India  
Limited

### WHAT

Should Moser Baer India Limited enter a partnership with OM&T, and if so, what should be the nature of this partnership?

### WHY

The number of partnership options presented a problem of plenty for MBIL and the final decision required adequate strategic thinking.

### WHEN

December 2006

### WHERE

New Delhi, India



## Mysore Ghee Store: Expansion Strategy for Clarified Butter Business

**Sivakumar Alur, Durgaprasad M.,  
Sulagna Mukherjee, U Srinivasa Rangan**

*Industry:* Agribusiness

**March 1, 2018**



*General Management and Strategy*

Length: 17 page(s)

[Buy now](#)

In early 2016, Satish Kumar, Chief Executive Officer of Mysore Ghee Stores (MGS), found himself at a crossroad. He was not sure if his new strategy of targeting end users was working. MGS was a 50-year-old business that started out by supplying ghee (clarified butter) to households and later switched to businesses, mainly restaurants and sweet shops in Hyderabad in India. Decreasing margins in the restaurant/ sweets business and rising packed ghee sales to retail customers by its rivals prompted MGS to re-enter the retail market in 2012. Kumar's objective was to serve high-quality ghee to end consumers and build up MGS's brand. In October 2013, to increase MGS's visibility, he tied up with the national retail chain More™ to supply packed ghee. He also made its packed ghee available across multiple retail channels. Despite these efforts, MGS's packed ghee sales through such channels were not encouraging. Kumar found that competition was tough and consumer retention a challenge. In April 2016, he found himself wondering whether his strategy was correct and if he was executing it well.

### *Learning Objective*

*This case can be used in undergraduate, graduate, and executive education programs. It is best suited for a strategy or an entrepreneurship course in addition to integrated marketing communication course. Executive education programs on marketing aimed at marketing executives in the fast moving consumer goods companies could be another place for the use of this case. Porter's 5 forces model, strategy execution and positioning can be effectively discussed in this case.*



### WHO

Satish Kumar,  
Chief Executive  
Officer of Mysore  
Ghee Stores (MGS)

### WHAT

How should MGS  
proceed with the  
brand building  
driven marketing  
communication effort  
and rethink the available  
strategic options?

### WHY

Assess the need for  
and viability of a new  
strategic direction for  
the company.

### WHEN

2016

### WHERE

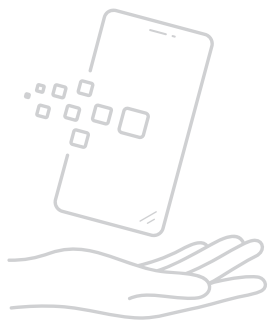
Hyderabad, India

# Nokia Life Tools: A Strategic Innovation to Tap Into India's Rural and Newly Urban Population

*Ariff Kachra, M. B. Sarkar, Kirti Madhok Sud*

*Industry:* Information, Media and Telecommunications

*May 24, 2012*



*General Management and Strategy*

Length: 24 page(s)

The vice president and managing director of Nokia India needed to decide whether to undertake an all-India launch of Nokia's newest service offering for emerging markets, called Nokia Lifetools (NLT). The NLT pilot was very successful, with consumer adoption and retention rates over 70 per cent. However, offering services and applications that came directly loaded onto a handset was new for Nokia, put it in direct competition with service providers, and required the company to develop a very different distribution strategy. It could not avoid the important stakeholders in the telecommunication value chain as they were also crucial partners whose cooperation was key to Nokia's success. Successfully launching NLT in India could shift the telecommunications industry globally. The decision facing the vice president was likely one of the most important business decisions he would ever make.

## *Learning Objective*

- *Understand industry and company challenges that can motivate management to make different product/market decisions;*
- *Explore how a company's value chain can help or hinder the company's growth; also, explore which elements of a company's value chain can be stretched and which ones simply have to be recreated in order to prepare the company to take advantage of specific market opportunities; and*
- *Examine the relationship and interdependence between parent firms and local subsidiaries.*

# 5Ws

## WHO

D. Shivakumar,  
Vice President and  
Managing Director,  
Nokia India

## WHAT

Should NLT be  
launched across India  
despite the venture  
requiring a brand-  
new distribution  
strategy?

## WHY

NLT as a service was  
not yet complete,  
rural India lacked  
stable connectivity,  
and the distribution  
network was poor.

## WHEN

June 2009

## WHERE

Gurgaon, India

# Novartis in India: Innovation Versus Affordability

**Anand Nandkumar, Charles Dhanaraj,  
Mridula Anand**

**Industry:** Professional, Scientific and  
Technical Services

**January 17, 2013**



*General Management and Strategy*

Length: 13 page(s)

This case presents complex managerial challenges that stem from emerging markets, particularly in relation to the intellectual property regime and its impact on business strategy. The case centres around a multinational pharmaceutical firm, Novartis International AG (Novartis), that is waiting on a major court decision regarding patent policy as it pertains to one of the firm's products.

The case takes students through the company's journey in marketing a promising anti-cancer drug that had global sales of US\$3.9 billion in 2009. Novartis' global success with this drug is being challenged by the changing institutional environment surrounding innovation and pharmaceutical patents. The company's decision to patent the drug in India and challenge the system of patent law is meeting significant resistance from those who argue that the drug is neither novel nor affordable for most patients. With key domestic players staking their claim to the large pool of patients who could benefit from the drug, the case focuses on a controversial patents law. Given the uncertainty of the court's final decision, students are asked to develop an action plan for the company's future.

### Learning Objective

*This case can be used to discuss the effects of institutional environment on firm strategy. It also works well as an introduction to strategy in emerging markets and also provides a compelling context to think creatively about institutional voids and the evolution of institutions in emerging markets. In addition, the case can be used to sensitize global and domestic managers to the strategic issues of a transitioning intellectual property (IP) regime.*

ISB-Ivey | 9B12M111



### WHO

Management at  
Novartis

### WHAT

Novartis awaited the Supreme Court's decision on patenting Glivec, which could make or break Novartis' hold on the Indian market.

### WHY

If Novartis' claim was rejected, the company would lose out on huge profit and would have to reconsider its innovation strategy.

### WHEN

July 2012

### WHERE

India

## Organizing for Innovation at Glenmark (A) & (B)

*Nita Sachan, Charles Dhanaraj*

*Industry:* Pharmaceuticals

*June 30, 2013*



*General Management and Strategy*

Length: Case(A)-13 page(s);  
Case(B)-15 page(s)

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The two cases trace the journey of an Indian pharmaceutical firm, Glenmark Pharmaceuticals, which had traditionally focused on generic drugs, into the area of discovery research. Glenmark invested heavily in developing its capabilities to undertake high-risk pharmaceutical research, and within three years, developed several promising molecules. The company signed out-licensing agreements for the molecules with international companies: two agreements with U.S.-based Eli Lilly and Company and one each with U.S.-based Forest Laboratories and Germany-based Merck KGaA. The case goes back to 2008, one of the most critical periods in the company's evolution. Three of Glenmark's four drug development projects had failed and the fourth was showing signs of failure. The company's stock price had plummeted and the management was under pressure from financial analysts to drop discovery research and focus on what they had always done best - generics. The cases put participants in the chair of Glenmark's CEO Glenn Saldanha, who, amid the building pressure and resource constraints on the company, had to develop a future plan of action for its R&D.

### *Learning Objective*

- *Develop a framework for a technology (R&D) strategy under resource constraints within the firm and from the institutional environment;*
- *Understand how firms develop dynamic capabilities as they shift their innovation frontiers; and*
- *Understand the critical role of leadership in creating a failure-tolerant culture conducive to innovation.*

ISB ISB028 & ISB029

# 5Ws

## WHO

Glenn Saldanha,  
Managing Director  
and CEO, Glenmark  
Pharmaceuticals

## WHAT

Deciding whether to  
focus on innovation  
and research or to  
revert to being a  
generic compounds  
manufacturer.

## WHY

Recent drug  
development projects  
had failed and stock  
prices were at an all  
time low.

## WHEN

June 2008

## WHERE

Mumbai, India

# Patents and Competitive Dynamics in the Indian Pharma Industry

**Mridula Anand, Anand Nandkumar**

**Industry:** Pharmaceuticals

**March 9, 2015**



*General Management and Strategy*

Length: 18 page(s)

[Buy now](#)

This case describes the challenges pharmaceutical multinational corporations (MNCs) face in understanding and navigating the intricacies of patent law in India and what they can learn from key pharmaceutical intellectual property (IP) cases being fought in the nation's courts. Like most emerging markets, India is both an exciting new market opportunity for MNCs and a challenging and complex environment in which to operate. For instance, while the patent protection afforded to products and processes is stringent, at least on paper, its enforcement has often been problematic for MNCs and has thwarted MNCs efforts to operate profitably in India. The case study discusses some of the recent judgments handed down by the Indian courts in high-profile pharmaceutical IP cases (such as Novartis' Glivec and Bayer's Nexavar) with a view to helping students formulate strategies to overcome value appropriation problems in India.

## Learning Objective

*This case would fit well in a Global Strategic Management, Innovation Management or Technology Strategy course that deals, at least in part, with emerging markets. It would fit well in a model on strategy trade-offs, industry evolution and business performance. Students would be made to contemplate alternate business strategies with the aim of balancing innovation protection and accessibility.*

ISB | ISB051

# 5Ws

## WHO

Leading pharmaceutical MNCs - Novartis and Bayer

## WHAT

How could MNCs negotiate the strict IP laws in the Indian pharmaceutical industry and make their position in the market?

## WHY

Intellectual Property laws for drug patents underwent several changes in India, preventing major pharmaceutical MNCs from selling drugs at high rates.

## WHEN

April 2013

## WHERE

India

# Project Sashakt: The Scaling-Up Dilemma of a Women's Empowerment Initiative in India

**Saumya Sindhvani, Lakshmi Appasamy**

**Industry:** Social Advocacy Organizations

**May 28, 2019**



General Management and Strategy

Length: 12 page(s)

[Buy now](#)

Moved by the plight of underprivileged adolescent girls who would dropout from school due to menstrual hygiene issues, two Delhi schoolgirls, Saranya Das Sharma and Aamiya Viswanathan, undertook an initiative to provide affordable biodegradable sanitary products free of cost. They were advised to scale up the social and environmental welfare initiative to ensure its long-term viability. The case study examines the journey of Project Sashakt and poses questions impact on brand image and feasibility of running a commercial entity within a non-profit undertaking as they mull over the idea up a biodegradable sanitary pad manufacturing unit in a village in Bihar, a state in Eastern India with poor gender parity indicators.

## Learning Objective

- Address the issues that surface when a nonprofit entity transitions to a social enterprise;
- Evaluate and choose right scaling strategies, assess factors when structuring a social enterprise and manage the risks involved in it; and
- Expose students to the elements involved in decisions regarding manufacturing strategy and business proposal evaluation, in general.

ISB | ISB159

# 5Ws

## WHO

Saranya Das Sharma and Aamiya Viswanathan, Founders of Project Sashakt

## WHAT

Assessing the risks and limitations of a social enterprise.

## WHY

Scaling up the initiative to make affordable sanitary products from an informal charity to a social enterprise to ensure long-term viability.

## WHEN

October 2017

## WHERE

New Delhi, India

## SREI Sahaj e-Village Cases (A) & (B)

**Rajesh Chakrabarti,  
Digvijay Singh Sujlana**

*Industry:* Business Services

*December 22, 2016*



*General Management and Strategy*

Length: Case(A)-22 page(s);  
Case(B)-14 page(s)

[Buy now](#)

Sahaj e-Village Limited, an initiative of SREI Infrastructure Finance Ltd, hoped to answer the need of the Indian government's National e-Governance Plan to set up 100,000 Common Service Centres across rural India in 2006. Sahaj CSCs would provide rural consumers with direct access to modern, state-of-the-art technological facilities and computer education, in keeping with its long-term plans of providing internet connectivity across rural India. Case A, set in July 2010, presents the tough challenge that the top management at Sahaj faced, serving a virtually untouched rural market through a greenfield project with a jittery workforce which was justifiably concerned about the viability and sustainability of the business. Case B moves ahead and outlines Sahaj's transformation process. Starting August 2010, Sahaj guided its troops through an ideological transformation that would take the organization from being a government service provider to an enterprising business entity capable of fending for itself.

### *Learning Objective*

*The case series introduce the reader to the fiduciary concerns of social enterprises and the restrictions faced by government-led enterprises when they plan to scale up of their organizations. Students are led to analyze organized and unorganized employment opportunities and challenges. The cases let students analyze and understand the:*

- *Dynamics of the social networking market;*
- *e-Village business model; and*
- *Importance of an appropriate business model in the rural social entrepreneurship space.*

# 5Ws

## WHO

Sanjay Kumar Panigrahi, CEO, SREI Infrastructure Finance Ltd.

## WHAT

Rethinking future plans for Sahaj, the collaboration between the Indian government and SREI to set up e-governance centres.

## WHY

SREI was entering a hitherto unexplored rural market and aimed to eventually transform the Sahaj initiative into an independent business.

## WHEN

July-August 2010

## WHERE

Kolkata, India

# Stork Home Fernandez Hospital: Going to Market with a Purpose–Driven Disruptive Innovation

**Ramakrishna Nidumolu, D. V. R. Seshadri,  
Ratan Jalan**

*Industry:* Healthcare Services

*August 22, 2019*



*General Management and Strategy*

Length: 21 page(s)

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Fernandez Hospitals (FH) was a unique health services organisation focused on women and newborns, based in Hyderabad, India. Its vision was to promote natural childbirth and respectful maternity care across India, make pregnancy safe for women and their babies, promote midwifery training and birth without interventions, and to always lower costs for patients.

The case delves into the causes of poor performance, contrary to the expectation that FH's ability to attract patients would carry over to the premium Stork Home brand. The case poses a series of questions centering around the future 'go-to-market' strategy for Stork Home. These questions are posed against the backdrop of intense competition from well-established large hospital chains with aggressive marketing efforts and a focus on maximizing profits.

## *Learning Objective*

*The case seeks to make students think about:*

- *The challenges faced by a leading organisation with strong beliefs and values, which defy conventional industry wisdom;*
- *How can an organisation do well while it is seeking to do good?*
- *How to make an organisation that has come up with a 'blue ocean' strategy defying industry norms, to be sustainable?*
- *Challenges of execution of a dual brand strategy; and*
- *Coming up with the right business model for Stork Home.*

ISB | ISB172

# 5Ws

## WHO

Dr. Evita Fernandez,  
CEO of Fernandez  
Hospitals (FH)

## WHAT

To determine the strategy for Stork Home, given the established and the disruptive innovations that were deployed.

## WHY

Extending Stork Home initiatives by having a strong midwifery presence to the premium market segment in Hyderabad.

## WHEN

2018

## WHERE

Hyderabad, India

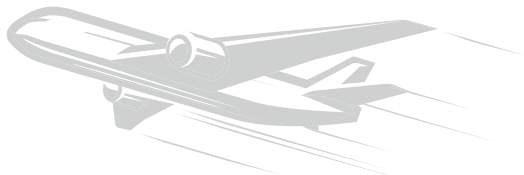


## SpiceJet: Flying in the Face of Imminent Shutdown

**Milind Sohoni, Geetika Shah, Rajiv Nagpal,  
Asrar Ahmed, Vijaya Sunder M**

*Industry:* Airlines

*December 1, 2020*



*General Management and Strategy*

Length: 13 page(s)

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SpiceJet, an Indian low-cost airline, was in an acute liquidity crisis and on the brink of closure in December 2014. The operational footprint of SpiceJet, flying to 59 destinations, deflated and the airline had to reduce from 58 to 32 planes in six months. The lessors demanded planes be returned to reduce risk exposure in SpiceJet. In January 2015, Ajay Singh, former chairman and founder of SpiceJet, came back aboard after five years and was asked to bring the troubled airline back on track, a task fraught with challenges. Singh had to manage the liquidity crisis, retain key routes with a smaller fleet and recover ground where SpiceJet had been forced to recede. It was also crucial to raise employee morale and win back customer confidence and trust in the brand. The case unfolds structural challenges of the Indian airline industry, which is characterized by steep discounting and overcapacity that eventually results in the underutilization of assets.

### *Learning Objective*

*This case can be mapped for both MBA and Executive MBA courses in Strategy and Operations Management to:*

- 1. Illustrate the operational dynamics of the airline industry and analyze dominant strategies.*
- 2. Examine the plight of an airline going through a liquidity crisis.*
- 3. Evaluate a comeback strategy that tweaks operational parameters and helps with better resource management.*
- 4. Understand critical aspects of revenue management.*

### WHO

Ajay Singh, Founder and Former Chairman, SpiceJet

### WHAT

Reviving the airline from a financial crisis and a debt stripped Indian aviation industry in 2014.

### WHY

SpiceJet had no money to fuel planes, run operations, or pay outstanding dues, and a turnaround was crucial.

### WHEN

2014-15

### WHERE

India

## Sterlite Power: Technology as a Point of Differentiation

**Snehal Awate, Geetika Shah, Sudhanshu Tripathi, Swapna A J**

**Industry:** Electric Power Generation, Transmission and Distribution

**August 7, 2020**



*General Management and Strategy*

Length: 21 page(s)

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This case aims to give participants an understanding of how Sterlite Power (Sterlite) successfully differentiated itself using technology in an otherwise traditional sector in an emerging economy. Sterlite deployed technological innovations to reduce inefficiencies in power transmission projects. The major challenges for the Indian power sector are the use of obsolete technology and high-cost coupled with a low-profit margin model. These make power evacuation difficult and inefficient, resulting in frequent power shortages in a country that actually generates surplus power. Although many private players had entered the power sector, there were no significant changes in the way projects were carried out. Realizing that products alone wouldn't improve its business prospects, Sterlite used technology as a disrupter and a differentiator to provide solutions in the power sector.

### Learning Objective

- To understand the nature of the Indian power sector and analyze the various challenges faced by transmission companies.
- To gain a deeper understanding of Sterlite's innovations.
- To understand how Sterlite successfully leveraged new technologies to cut down project inefficiencies in the power transmission market.

# 5Ws

## WHO

Pratik Agarwal,  
Group CEO of  
Sterlite Power

## WHAT

Sterlite wanted to expand into the Brazilian market and take advantage of its lessons from India to Brazil.

## WHY

Sterlite revolutionized project execution in the Indian market and wanted to explore ways to globalize its innovations.

## WHEN

August 2018

## WHERE

Brazil

## Strategies for Firm Positioning: The Case of Lexus (A)

**Vinodini Saihpal, Snehal Awate**

**Industry:** Goods, Trade and Consumer Services

**December 1, 2020**



*General Management and Strategy*

Length: 03 page(s)

[Buy now](#)

The three caselets in the series “Strategies for Firm Positioning” draw the reader’s attention to the concept of firm positioning using Porter’s Productivity Frontier. For any firm to stay ahead of the competition and build a product or service portfolio, it needs a clear strategic positioning that distinguishes it from its peers. Strategy literature recommends two generic positioning strategies, namely, cost leadership and differentiation to achieve competitive advantage. These two strategies are very different from one another. Each strategy requires the firm to make choices about quality, operational excellence, innovation, customer centricity, and so on, which are often orthogonal to the choices made under the other strategy. This case series highlights the contrasts between the two generic strategies. Further, the case series shows what happens when a firm selects a hybrid of the two generic strategies.

### *Learning Objective*

- Understand the two generic competitive strategies and their hybrid, and
- Problems in strategic repositioning.



### WHO

Toyota Motor Corporation

### WHAT

Evaluating various choices under differentiation strategy.

### WHY

Strategic decision of positioning Lexus as a separate entity from the parent organization.

### WHEN

Launch of Lexus in US 1989, Europe 1990 and Japan 2005

### WHERE

N/A

## Strategies for Firm Positioning: The Case of McDonald's in 2015 (B)

**Vinodini Saihpal, Snehal Awate**

*Industry:* Food and Beverage

*December 1, 2020*



*General Management and Strategy*

Length: 02 page(s)

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The case of McDonald's in 2015 illustrates how cost leadership strategy contrasts with differentiation strategy and what happens when a cost leader tries to reposition itself as a differentiator. Industry analysts attributed the firm's poor performance to its confused positioning of "trying to be all things to all people." Steve Easterbrook was appointed the CEO in 2015 and realized it was time to introduce a turnaround strategy to deal with the situation.

### *Learning Objective*

- *Understand the two generic competitive strategies and their hybrid, and*
- *Problems in strategic repositioning.*

# 5Ws

### WHO

McDonald's

### WHAT

Strategic decision to reposition McDonald's to its cost leadership roots.

### WHY

McDonald's tried to move from cost leadership to differentiation but faltered along the way.

### WHEN

2015

### WHERE

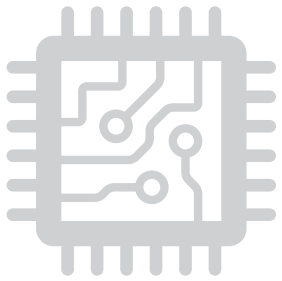
N/A

## Strategies for Firm Positioning: The Case of Samsung in 2010 (C)

**Vinodini Saihjal, Snehal Awate**

**Industry:** Goods, Trade and Consumer Services

**December 1, 2020**



General Management and Strategy

Length: 2 page(s)

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Samsung, the South Korean electronics company, entered the market later than its Japanese and American competitors but was able to establish a strong foot by introducing a mix of low- and high-end products. The Samsung case shows how a firm establishes a competitive edge by carving out a hybrid strategy of being both low cost and premium. For how long could Samsung pull off this hybrid strategy? Did Samsung's broad positioning enable it to enjoy high growth numbers?

### Learning Objective

- Understand the two generic competitive strategies and their hybrid, and
- Problems in strategic repositioning.

# 5Ws

### WHO

Samsung

### WHAT

Evaluating the sustainability of Samsung's hybrid strategy of being both low cost and premium.

### WHY

Samsung faced increasingly severe competition from Chinese rivals in the legacy product segment eroding its operating margins.

### WHEN

2010

### WHERE

N/A

## Suprajit Engineering: De-Risking for Future Growth

**Sonia Mehrotra, Kavit Ramachandran**

**Industry:** Automotive and Accessories

**June 28, 2021**



General Management and Strategy

Length: 20 page(s)

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The case, 'Suprajit Engineering: De-Risking For Future Growth,' talks about the growth strategy of Suprajit Engineering Limited (SEL), which was established as a private limited company in 1985 and became a public limited company in June 1995. In its over three decades of existence, SEL had grown from a single-product, single-customer, single-segment, single-brand, and single-location company to a multi-product, multi-business, multi-brand, multi-customer, multi-location, global company. In 2019, new developments in the automotive sector, both in terms of new technology as well as competition, made it necessary for SEL to take stock and plan for the future. Ajith Rai, Executive Chairman, decided it was time to conduct a thorough analysis of the business, its growth both organically and inorganically, its ability to integrate its acquisitions, and its environment in order to reinvent itself and identify the next wave of growth.

### Learning Objective

- *Reinventing product portfolio for survival and growth of a firm.*
- *Use of rapid growth strategies—diversification, mergers and acquisitions, and internationalization by entrepreneurial firms.*
- *Understanding the options used by a rapid-growth entrepreneurial firm to exploit opportunities in an evolving market environment.*

# 5Ws

## WHO

Ajith Rai, Executive Chairman, Suprajit Engineering Limited (SEL)

## WHAT

After three decades of growth, how should SEL reinvent itself and identify the next wave of growth?

## WHY

New developments in the automotive sector and growing competition compelled SEL to plan for the future.

## WHEN

2019

## WHERE

India

# Suzlon Energy: A Quest for Opportunities

**Arvind Rangaswamy, Gary L. Lilien,  
Navneet Bhatnagar, Kutti Krishnan**

*Industry:* Wind Energy

*February 28, 2012*



*General Management and Strategy*

Length: 22 page(s)

In 2009, Suzlon Energy was the largest wind turbine manufacturer in India and the fifth largest in the world. Suzlon was founded in 1995 and grew rapidly by first servicing the needs of a captive polyester manufacturing unit in India, and then expanding to serve the captive energy needs of other manufacturers in India. Its growth was further aided through a strategy of establishing itself as an end-to-end solution provider, achieving a high degree of vertical integration, and expanding globally. However, the global economic downturn has slowed Suzlon’s growth, and Rajesh Pradhan, the Senior General Manager of the International Business Unit, has called his team together to identify market opportunities across the globe to decide how best to capitalize on those opportunities.

### *Learning Objective*

*The case could be used in an undergraduate course in marketing strategy, a senior undergraduate course in global marketing, an MBA course in marketing strategy or marketing analytics, and executive education programs in marketing strategy. It could also potentially be used on courses exploring business issues related to sustainability. The case is particularly suitable as a vehicle for students to learn, and to apply, the GE-McKinsey portfolio matrix analysis in a complex industry.*



### WHO

Rajesh Pradhan,  
the Senior General  
Manager of the  
International  
Business Unit,  
Suzlon Energy

### WHAT

To ensure further  
growth of Suzlon,  
what are the  
strategic country  
choices that are the  
most attractive to  
target?

### WHY

Identifying market  
opportunities for  
Suzlon across the globe  
to decide how best to  
capitalize on those  
opportunities.

### WHEN

2009

### WHERE

Pune, India

# Tata Communications: Emerging Markets Growth Strategy

**Srinivasa Addepalli, Prashant Kale**

**Industry:** Telecommunications

**June 25, 2014**



*General Management and Strategy*

Length: 19 page(s)

[Buy now](#)

This case describes the second home market strategy of Tata Communications Limited (TCL) and its evaluation of Russia as a new market opportunity. Ahead of a July 2012 board meeting, TCL's Chief Strategy Officer had to decide whether to pursue an acquisition opportunity in Russia. The case traces TCL's transformation from an Indian public sector monopoly to a global challenger in the telecommunications market, its previous acquisition history and its foray into South Africa as a second home market. The latest opportunity — to create a third home market in Russia — was the possible acquisition of a Russian Internet Service Provider (ISP) which had a business-to-business (B2B) focus and product mix similar to TCL.

## Learning Objective

*The primary learning objective of the case is to discuss corporate strategy and the reasons a firm may decide to pursue expansion into new markets/geographies. The case can also be used to learn about evaluating an acquisition opportunity, valuation methodologies and bidding strategies. This case can be used in Strategic Management, Growth Strategy and M&A courses at the graduate MBA level as well as for executive management programs.*

ISB | ISB041

# 5Ws

## WHO

Mukesh Verma,  
Chief Strategy  
Officer, TCL

## WHAT

TCL had to decide whether it should make a non-binding bid to Russian telecommunications company, Pascal.

## WHY

The decision required much consideration, and there was a time constraint for TCL to come up with the proposal.

## WHEN

July 2012

## WHERE

Mumbai, India

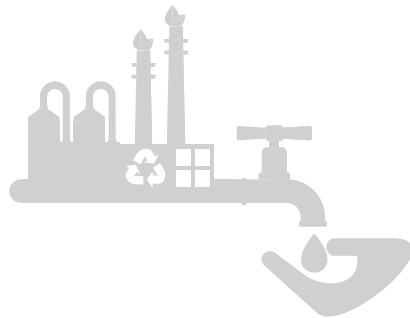


## Tata Swach: Pure Water for the Indian Household

**Charles Dhanaraj, Prasad Vemuri,  
Vijay Parikh, Chitra Duwedi,  
Monidipa Mukherjee**

*Industry:* Utilities

*July 22, 2011*



*General Management and Strategy*

Length: 17 page(s)

This case presents the launch of a water purifier aimed at providing safe and pure water for the masses in India — an innovation propelled by the need for sustainability and affordability. The case presents the product development story that first happened within the research and development division of the information technology company of the Tatas, Tata Consultancy Services (TCS), and subsequently at Tata Chemicals Limited (TCL). The case also brings out some of the internal working processes within the Tata group of companies, and the collaborative efforts that resulted in a low-cost breakthrough. The case highlights several uncertainties and risks that the company had to face in the process of establishing the initiative into a sustainable social business.

### *Learning Objective*

*The launch of the purifier, branded as Tata Swach, sets the trigger for the case analysis and discussion, which allows students to explore the product development lifecycle of a social venture, analyze TCL's business model, and recommend improvements to exploit the technological breakthrough to its fullest. Students will be exposed to questions related to different decision points in a new product development journey targeted at the bottom of the pyramid (BOP).*

# 5Ws

## WHO

Sabaleel Nandy,  
head of the water  
purifier business at  
TCL

## WHAT

Analyzing TCL's social  
venture business  
model how did Nandy  
innovate a sustainable  
and affordable water  
purifier?

## WHY

Tata Swach faced  
several uncertainties  
and risks in the  
process of establishing  
the initiative into a  
sustainable social  
business.

## WHEN

2009

## WHERE

Gujarat, India

## Touchdown Footwear on a Slippery Slope

**Navneet Bhatnagar, Kavil Ramachandran**

**Industry:** Footwear

**May 10, 2018**



*General Management and Strategy*

Length: 11 page(s)

[Buy now](#)

This case is based on the professionalization and governance challenges faced by Touchdown Footwear Limited (TFL), a mid-sized Indian footwear manufacturing family business. TFL was set up in 1965 in the southern Indian city of Mangalore by three brothers, Ramnath, Krishna and Ganesh Pai who had inherited their father's rubber trading business. Initially, TFL made flip-flops and catered to the local market. Over the years, it had expanded the product portfolio to include school shoes and other non-leather footwear. By 2016 TFL had a pan-India presence with some exports to African markets.

By 2016, TFL had a turnover of INR 16.19 billion but lacked professional management and a clear strategy. In the absence of an appropriate structure, systems and processes, decision-making was ad hoc. Inefficiencies and wastage were evident across the organization, and working capital was under severe strain. TFL required transitional change on multiple fronts to sustain the business but there was lack of clarity on the roadmap for the future.

### **Learning Objective**

*The case aims to help the participants recognize and effectively manage the challenges of professionalization and governance that a small family business faces during the process of growth and transition into a larger organization. This case serves as a tool for understanding and mapping the transition needed on three dimensions of - (1) Strategy, (2) Professionalization, and (3) Family Governance, as a family business crosses the initial threshold of growth in its life cycle.*

ISB | ISB107

# 5Ws

## WHO

Vivek Pai, Director of Touchdown Footwear Limited (TFL)

## WHAT

What should Vivek do to professionalize the family business, inculcate discipline among family members and bring change in their mindset?

## WHY

Mapping the transition needed on strategy, professionalize, family governance - as a family business crosses the threshold of growth in its life cycle.

## WHEN

2016

## WHERE

Mangalore, India

# Transforming Maternal and Newborn Healthcare in India Through Midwifery: The Fernandez Foundation Initiative

*Swati Sisodia, D. V. R. Seshadri*

*Industry:* Healthcare

*September 24, 2021*



*General Management and Strategy*

Length: 19 page(s)

[Buy now](#)

The case explores the promises and challenges of Public-Private Partnerships (PPPs) in the Indian healthcare system. India has a high maternal mortality rate, poor doctor-to-patient ratio, rising C-section rates, absence of last-mile access to quality maternal healthcare. In this context, Dr. Fernandez, a veteran in maternal healthcare, thinks that a PPP may be the best way to create many well-trained and professional midwives in the country. However, given India's complex healthcare structure, it is not easy to get acceptance and commitment for government schemes from all the states. Problems such as frequent changes in the bureaucratic leadership often disrupt the implementation of schemes. Another challenge is the mindset of birthing mothers, the obstetric community, and family members who view the medicalization of birthing as acceptable. Dr. Fernandez has to address these roadblocks to the implementation of the PPP initiative, and design mechanisms to monitor progress.

## *Learning Objective*

- *The case requires students to deliberate on India's PPP policy environment regarding maternal healthcare.*
- *The challenges that a private partner may face in working with the government. It highlights the mutual advantages of PPP, develops an understanding of designing and implementing sustainable, high-quality health training centres in low-resource settings.*
- *Identify the need for task shifting to address healthcare workforce shortages in Indian healthcare delivery.*

# 5Ws

## WHO

Dr. Evita Fernandez,  
Chairperson,  
Fernandez  
Foundation (FF)

## WHAT

How should Dr. Fernandez adopt a long-term PPP strategy to transform India's maternity healthcare?

## WHY

To embrace a more compassionate, women-centered model of maternal care.

## WHEN

May 2019

## WHERE

Hyderabad, India

## Verka: Transforming a 50-Year Old Government Cooperative into a Profitable Enterprise

**Saumya Sindhwani,  
Lakshmi Appasamy**

*Industry:* Agricultural Cooperatives, Dairy

*May 28, 2019*



*General Management and Strategy*

Length: 23 page(s)

[Buy now](#)

The case, set in August 2017 in the state of Punjab, India, follows the transformational efforts of Manjit Singh Brar, the Managing Director of Milkfed, the apex body of Punjab's dairy farmers' union. Milkfed's brand, Verka, was under siege from Amul, India's leading dairy producer, which had invaded the Punjab market. Brar had to find the means to grow Verka's revenue and profits amid tough competition from Amul.

### **Learning Objective**

*The case could be used for graduate, postgraduate students of business administration as well as EMBA students to teach concepts such as organizational transformation, leadership and competitive strategy.*

*Students will learn to manage the operational constraints of leading change in cooperatives, overcome organizational transformation challenges, plan, implement and lead change, turnaround organization and evaluate competitive positioning and implement right strategies.*

ISB | ISB157

# 5Ws

## WHO

Manjit Singh Brar,  
Managing Director,  
Milkfed

## WHAT

Aiming to combat low revenues, Verka had to rebrand itself and market itself differently.

## WHY

Verka faced tough competition from Amul and was failing to make profits.

## WHEN

August 2017

## WHERE

Punjab, India



## Youth4Jobs: Evolving and Scaling Up a Disability Inclusion Model

**S. Ramnarayan, Sunita Mehta**

**Industry:** Training Services

**May 20, 2020**



*General Management and Strategy*

Length: 21 page(s)

[Buy now](#)

Established in 2012, Youth4Jobs (Y4J) was a not-for-profit organization that served the disabled community, particularly youth, by providing them with market-oriented skills and livelihoods. Meera Shenoy, its Founder and CEO, and the core team of Y4J had previous experience in the skill development and placement of rural youth. However, they quickly discovered that dealing with disabled youth required a totally different approach. The case describes their experiences, the lessons learned and how they evolved their model for Y4J.

The case outlines how Y4J became involved in the entire value chain of disability inclusion: education at the school and college levels, imparting skills to increase the employability of disabled youth, and placing them in a wide range of jobs and companies by sensitizing and supporting employers. Shenoy was also concerned about how to build the requisite capacity to effectively implement those strategies without compromising on the values that had guided Y4J from its inception.

### *Learning Objective*

- Understand the critical success factors for building a robust model for a not-for-profit organization.
- Expose students to challenges faced by any organization during the start-up phase and the learning approach to effectively deal with those challenges.
- Recognize the various factors that impact the readiness of an organization to scale up and explore the options available in scaling operations.
- Identify ways to build the requisite organizational capability to scale up operations.

ISB | ISB195

# 5Ws

### WHO

Meera Shenoy,  
Founder and CEO of  
Youth4Jobs (Y4J)

### WHAT

Shenoy had to build capacity to effectively implement a few strategic decisions without compromising Y4J values.

### WHY

Shenoy wanted to scale up Y4J's inclusion model to support as many people with disabilities (PwD) as possible.

### WHEN

August 2018

### WHERE

Hyderabad, India

## Zandu Pharmaceutical Works: The Takeover Bid (A) & (B)

**Kavil Ramachandran, Jayshree Suresh,  
Navneet Bhatnagar**

*Industry:* Pharmaceuticals

*November 1, 2014*



*General Management and Strategy*

Length: Case(A)-21 page(s);  
Case(B)-09 page(s)

[Buy now](#)

This two-part case is about the takeover bid of Zandu Pharmaceutical Works, a small Indian traditional medicine manufacturer based at Jamnagar (Gujarat, India). It encapsulates the protracted multi-level negotiations among its two promoter families - the Parikhs and the Vaidyas - with Kolkata, India based Emami group that intended to take over the firm in 2008. The two families had established Zandu Pharma in 1910. However, with passage of time, the later generations of the Parikhs gained technical knowledge and became firmly entrenched within the firm's operations. On the other hand, the Vaidyas failed to effectively pass on the technical expertise to their later generations. Pushed into a corner, the Vaidyas sold their stake in Zandu to Kolkata based beauty care and health care company - Emami. The Parikhs viewed this as a hostile move and tried to thwart Emami's bid for Zandu's control. The decision dilemma that Parikhs face in the case is whether to sell their stake to Emami or to fight the takeover battle. The case narrates the circumstances and the actions taken by parties involved.

### *Learning Objective*

*The case is intended to help participants recognize the challenges of managing ownership transitions in family controlled businesses and develop a deeper understanding of the underlying conflicts in such situations. The case can also help them to understand and better manage issues related to corporate governance in the context of acquisitions.*

ISB | ISB045 & ISB047

# 5Ws

## WHO

Dharmendrabhai Parikh, Executive Director, Zandu Pharmaceutical Works

## WHAT

The Parikhs, co-promoters of Zandu, had to decide whether to sell out their ancestral business, or buy more shares to retain control.

## WHY

Emami, a growing rival, had bought out the Vaidyas, the other co-promoters of Zandu, aiming to acquire the Parikhs' stake too.

## WHEN

June 2008

## WHERE

Jamnagar, Gujarat, India



# Human Resource Management

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*As members of the academia, we come across interesting individual and organizational experiences and choice points that can serve as a huge source of learning for managers. It's great that CLMP acts to catalyze the rapid movement of this potentially short-lived idea/ inspiration to the reality of a case and teaching note that people find very helpful.*

**S. Ramnarayan**

Clinical Professor of Business, Organisational Behaviour, ISB

## Apigee: People Management Practices and the Challenge of Growth

**Ranjeet Nambudiri, S. Ramnarayan,  
Catherine Xavier**

**Industry:** Information, Media and  
Telecommunications

**June 28, 2017**



Human Resource Management

Length: 12 page(s)

In late 2015, Apigee, a fast-growing technology firm, faced competitive pressures. It needed to scale up rapidly, which included hiring additional staff. At the regional office in India, some members of the senior leadership team wondered whether the company would need to modify its human resources practices. The firm had been operating in a unique organizational culture that encouraged employees' openness and freedom, in keeping with its core values of passion, a bias for action, and respect. How could Apigee integrate its unique culture with the organization's growth plans? The senior leadership team needed to decide how Apigee could retain its personalized approach, culture of freedom, and high levels of employee empowerment, as the company expanded both in size and scope. The case can be used to illustrate the role of human resource management practices in supporting organizational goals.

### Learning Objective

The case is suitable for courses on strategic human resource management. The learning objectives of the case are:

- To examine innovative people-management practices and their significance as differentiating factors are a source of sustained competitive advantage.
- To examine how human resource activities can be designed to support an organization's core values.
- To evaluate strategies for scaling up people management practices that rely heavily on personalization and empowerment.
- To critically analyze the role of leadership in driving innovation.

# 5Ws

## WHO

Srinivasulu Grandhi,  
Vice-President and  
Managing Director,  
Apigee Technologies  
Pvt. Ltd.

## WHAT

Rethinking the  
human resource  
practices of the firm  
while expanding the  
workforce.

## WHY

To integrate its  
unique culture of  
action, passion,  
openness and respect  
with the organization's  
growth plans.

## WHEN

October 2015

## WHERE

Bengaluru, India



## Building a Great Place to Work: Intuit India

**Chandrasekhar Sripada, Geetika Shah**

**Industry:** Computer Software

**February 1, 2019**



Human Resource Management

Length: 19 page(s)

[Buy now](#)

Intuit India, a fully owned subsidiary of Intuit Inc., a US multinational corporation, has been in the business of developing financial software for small businesses, accountants and individuals. The case is about how Intuit's India unit got to be recognized as India's no 1 "Great Place to Work" through a competitive assessment among 600 of India's employers in 2017, toppling corporate giants like Google and American Express who had held on to the top rank in the previous years. The case narrates the history of Intuit's seven-year journey to the top rank in the Great Place to Work rankings and engages students in learning about what it takes to build a great place to work and sustain it over time. The case raises many questions and offers several insights in how sound HR and People Leadership practices can build a vibrant organizational culture and help build a great place to work.

### Learning Objective

The objective of the case analysis and discussion is to help participants address and answer the questions across a wide range of topics in talent management, leadership, people, culture, employer branding and great places to work. This case can be taught at the MBA level as well in executive education programs. The case can be taught in courses across a range of subject areas, namely, Human Resources Management, Human Capital Strategies, Talent Management and Employee-centric leadership.

ISB | ISB137

# 5Ws

## WHO

Vijay Anand, Senior Vice President and Head, Intuit India

## WHAT

The company needed to set up a mechanism to build and sustain its excellence as a great place to work.

## WHY

Striving for consistent employee experience across different teams at varying stages in their journey in the company was difficult.

## WHEN

July 2017

## WHERE

Bengaluru, India

# Cavinkare: Building Human Capital for Performance Excellence

**S. Ramnarayan, Sunita Mehta**

*Industry:* Manufacturing

*August 24, 2019*



*Human Resource Management*

Length: 14 page(s)

[Buy now](#)

CavinKare Private Limited (CavinKare), a FMCG company was founded by Chinni Krishnan Ranganathan (CKR) in 1998. With the rapid growth of the organization, the spirit of entrepreneurship had given way to bureaucratic functioning. In 2012, CKR undertook a series of human capital interventions aimed at rejuvenating the organization and at aligning performance goals at different levels to the larger organizational strategy, bringing in the right people, providing them the right resources to succeed, and creating the right incentives for performance excellence. The changes enhanced CavinKare's growth and the company registered a double-digit growth while the industry average hovered around 4-5%. Though the company had effectively implemented a range of human capital systems and processes, CKR believed that the culture and mindsets still lagged. CKR wondered how to address this unfinished agenda of building human capital.

## *Learning Objective*

- Understand how effective interventions in human capital management can lead to superior performance and competitive advantage;
- Appreciate the importance of aligning business strategy, HR strategy and HR processes for achieving enhanced organizational performance;
- Understand how changes in any part of the organization require attention to inter-dependent elements so that the larger goals are realized; and
- Appreciate how organization culture can foster learning and innovation in an organization powerment.

ISB | ISB174

# 5Ws

## WHO

Chinni Krishnan Ranganathan, Founder and Chairman of CavinKare Private Limited

## WHAT

Discussing a series of human capital interventions helped CavinKare Private Limited achieve superior performance and competitive advantage.

## WHY

Creating a culture that is strongly oriented to people, innovation and performance excellence.

## WHEN

2017

## WHERE

Tamil Nadu, India

## Labour Dispute at Dr. Reddy's: Tip of the Iceberg in a Globalization Effort

**S. Ramnarayan, M. V. Anuradha**

*Industry:* Pharmaceuticals

*July 21, 2014*



*Human Resource Management*

Length: 14 page(s)

Buy now

The case describes a dispute between the management of Dr. Reddy's and a trade union over the employment terms of contract workers. However, as events unfold over a period of 100 days, one realizes that this dispute reflects several underlying issues, such as accommodating untrained and less skilled contract workers when expertise and automation is what is required for meeting global standards and meeting the challenge of operating from a developing country characterized by local/ traditional value systems and approaches. Basically the organization was struggling to reconcile the livelihood needs of its unskilled contract workers with the competitive realities faced by the corporation. Had it been a straightforward matter of a wage dispute, the negotiation and settlement of the issue would have been far simpler. But when the dispute over service conditions is only a tip of the iceberg in a multi-stakeholder context, the dilemmas and negotiations become far more complex. Thus, the case presents an opportunity to explore several subjects, such as negotiations, dilemmas of companies from developing countries with an internationalization agenda, learning and general management.

### *Learning Objective*

*The central theme of this case is dispute resolution and is relevant for courses on Human Resource Management, Negotiations, and General Management. It is primarily intended for use in MBA or executive education programs; however, it would also provide valuable insights in internationally focused courses or those dealing with emerging markets. This case can be taught after teaching the basics of simple two-party dispute resolution and basic distributive and integrative negotiations.*

ISB | ISB039

# 5Ws

## WHO

Saumen Chakraborty, President (HR) at DRL

## WHAT

The trade union of contractual workers had called a strike, disrupting operations and causing unrest at that DRL unit.

## WHY

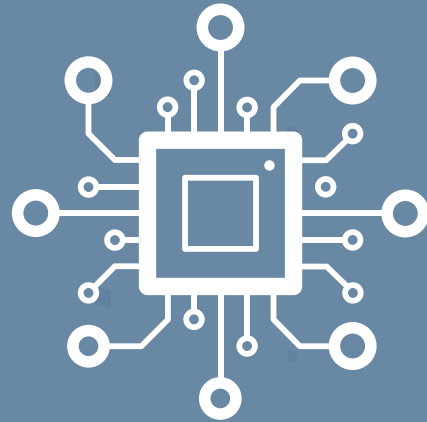
There was a clash between DRL and the trade union representing contractual labour regarding the charter of demands submitted.

## WHEN

November 2011

## WHERE

One of DRL's manufacturing units in southern India (Srikakulam, Andhra Pradesh)



# Information and Technology Management

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*The all-pervasive role of IT and an increasingly networked economy has led to the reshaping of businesses across diverse industries. As new age technology companies and technology-enabled business models disrupt traditional industries and business functions, the known parameters and dynamics of doing business are getting redefined. Cases, which are multi-faceted representations of complex issues in their real-life settings, provide the perfect backdrop for students to understand and discuss how these technology enabled transformations are changing the way we do business today. Supplemented with both qualitative and quantitative data, these cases allow students to hone their analytical abilities and effect data-driven decisions in the digital economy.*



**Deepa Mani**

---

Professor in the Information Systems area,  
Executive Director - Srinji Raju Centre for IT and the Networked Economy, ISB

## Data Warehousing as a Strategic Tool at Bharti Airtel

**Ravi Bapna**

*Industry:* Mobile Telephone Services



*Information and Technology Management*

Length: 13 page(s)

The case describes the day-to-day operational challenges faced by rapidly growing organizations which strive to use information as a source of competitive advantage. It highlights the various loopholes in the integration of different systems, leading to instances of data inconsistency, which in turn lead to suboptimal business decisions. These instances also bring out the different aspects of how the data needs to be used, encouraging the students to appreciate the characteristics of data warehousing. This case is intended for use in an MBA class as a part of a Strategic Analysis of IT course where it aims to sensitize the future business leaders towards the importance of the proper use of technology to gain strategic advantage. It also intends to emphasize the importance of the use of information and data warehousing for managing customer relationships through improved marketing and also tightening business and control processes within the organisation.

### **Learning Objective**

*To emphasize the importance of the use of information and data warehousing for managing customer relationships through improved marketing and tightening business and control processes within the organization.*

# 5Ws

### WHO

Rupinder Goel,  
CIO of Bharati Airtel

### WHAT

Identifying various areas where Bharti Airtel could leverage its data management expertise.

### WHY

Sensitizing the future business leaders towards the importance of the proper use of technology to gain strategic advantage.

### WHEN

2006

### WHERE

New Delhi, India

## IT-Led Business Transformation at Reliance Energy

**Deepa Mani, Geetika Shah, Revati Nehru**

**Industry:** Electric Power Distribution

**June 30, 2013**



**Information and Technology Management**

Length: 17 page(s)

[Buy now](#)

The takeover of Bombay Suburban Electric Supply Ltd (BSES) in 2003 (eventually renamed Reliance Energy) marked the foray of Reliance Industries Ltd into the power transmission and distribution business. The power sector, plagued by bureaucratic controls and constraints on supply and demand, offered little managerial discretion to alter the traditional drivers of growth and profitability. The case illustrates how Reliance Energy leveraged technology to transform its strategy and operations in order to establish international standards of operational excellence and customer service in the Indian power sector. The case is set in 2008, when the Chief Information Officer (CIO) of Reliance Energy is found dwelling over the digital transformation of the company that had led to the decision to spin off the information technology (IT) department into a third-party technology solutions provider for the infrastructure sector. Was the digital transformation of the company a success? What were the lessons learnt from this transformation?

### Learning Objective

*This case is designed for course sessions that demonstrate how companies use technology strategically to improve their competitiveness. It requires students to -*

- Understand the business challenges that characterize old world industries in India;
- Assess the business equation that complements technological change in organizations to drive value; and
- Gain insights into complementary changes required in structure, policies, and culture to enable the successful adoption of new technologies.

# 5Ws

### WHO

Rajiv Sharaf, Chief Information Officer, Reliance Energy

### WHAT

Was the decision to spin off the information technology (IT) department into a third-party technology solutions provider for the infrastructure sector a profitable one?

### WHY

Digital transformation in order to establish international standards of operational excellence and customer service in the Indian power sector.

### WHEN

2008

### WHERE

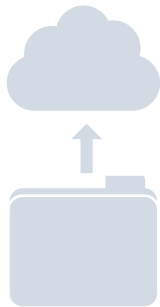
Mumbai, India

## Microsoft's Go-to-Market Strategy for Azure in India

**Deepa Mani, Reema Gupta, Aditya Shah,  
Sujata Ramachandran, Vivek Vikram Singh**

**Industry:** Information, Media and  
Telecommunications

**July 19, 2011**



*Information and Technology Management*

Length: 18 page(s)

The case is set in mid-2009, about six months before the scheduled worldwide launch of Microsoft Azure. The group director of cloud computing for Microsoft India was considering the pros and cons of launching Azure simultaneously in India with the rest of the world. Cloud computing was a paradigm shift in the information technology (IT) industry that fundamentally changed how software and services were delivered to an end-user's desktop. Cloud computing enabled shared resources — software, hardware, and information — to be provided to consumers on demand, charging them based on usage. Azure was Microsoft's offering in this space, providing software and infrastructure as a service, and was also a platform to develop new applications on a pay-per-use model. Microsoft had always made its products available to users in the traditional license model, and Azure would be a paradigm shift not only in terms of technology but also in terms of the business model. The director had to decide whether the nascent Indian market was ready to adopt this new technology and business model, and which segments to target.

### **Learning Objective**

*This case is written to expose students to the decision-making process of launching a new technology in an emerging economy using a new business model, as well as to help them appreciate the trade-offs in such a process. It helps students recognize the strategic gains of introducing a product or service in a market that might be slow in delivering return on investment, but that has a significant part to play in influencing its adoption across other markets.*



### WHO

Vikas Arora,  
Group Director of  
Cloud Computing  
for Microsoft India

### WHAT

What are the  
potential market  
segments that Vikas  
should target before  
launching Microsoft  
Azure in India?

### WHY

What was Microsoft's  
decision-making  
process while  
launching Azure in  
an emerging economy  
(India) using a new  
business model?

### WHEN

2009

### WHERE

India

## Sony Music (India)

**Deepa Mani, Geetika Shah**

*Industry:* Music

*February 15, 2013*



*Information and Technology Management*

Length: 19 page(s)

[Buy now](#)

This case study illustrates the principles of disruptive innovation in the context of the music industry in India, which was the archetype of an industry disrupted by technological forces. Widespread technological changes, including the spread of the Internet and mobile penetration, began to redefine the industry in terms of the way music was created, accessed and consumed. In such a scenario, the case highlights the dilemma of Sony Music India, a large music recording company, which had been operating in the Indian music industry since 1998 and was now exploring the potential options available for growth and profitability in the evolving digital music space. The case is set in 2012, and places the student in the shoes of Vivek Paul, Head of Digital Media, who is pondering over what form Sony's digital platform offering should take. Should the response of the company mirror its parent corporation? Should the company sell exclusively through its own site or should it launch a separate organization to manage its digital business?

### *Learning Objective*

*This case is designed for course sessions that focus on disruptive innovations in general, and on how information technologies disrupt industries, including business models, products, services and competitive strategies, in particular. It views the challenge of industry disruption from an incumbent's perspective, and requires the student to examine some of the key technological invariants that trigger disruptions and understand how these disrupted the music industry.*

# 5Ws

## WHO

Vivek Paul,  
Head of Digital  
Media, Sony Music  
India

## WHAT

With advancing technology and evolving trends, Sony Music India was considering entry into the digital music sphere.

## WHY

Digitalization had brought about a revolution in the Indian music industry. How could Sony capitalize best on the digital space?

## WHEN

February 2012

## WHERE

Mumbai,  
Maharashtra, India

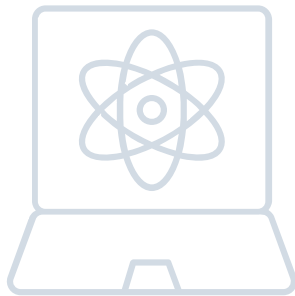


## Divami Design Labs—Rebuilding a Software Product with User-Centric Design

**Srinivas Pingali, Himanshu Warudkar,  
Kiran Pedada**

*Industry:* Information Technology

**February 24, 2022**



*Information and Technology Management*

Length: 12 page(s)

[Buy now](#)

Divami Design Labs is a company that specializes in user experience (UX) strategy, UX design, and user interface (UI) development services across web and mobile platforms. The company—based in Hyderabad, India—works with several clients in designing their software products and solutions. The company had recently won a large contract with Paysoft, a firm involved in the employee life cycle management business, that involved redesigning a software product. While the new product was well received initially, several complaints started to emerge for its rigidity and the lack of customer centricity. In a crucial board meeting, Paysoft decided to bring in an external specialist to help make the product more user-friendly. Divami won the contract after a long competitive process. As the Divami team began implementation, it ran into resistance from Paysoft's internal software development team, which had managed the initial product build. The Divami team needed to convince the Paysoft internal team of the value it could add and how the design process does not replace but strengthens the development process.

### **Learning Objective**

*Enable students to:*

- Understand UX-based design strategies
- Develop a design strategy for a SaaS product
- Understand the consequences of not following a comprehensive UX design process
- Understand resistance to change and the need to work with design specialists

# 5Ws

## WHO

Naveen Puttagunta,  
Chief Executive  
Officer, Divami  
Design Labs

## WHAT

Divami had won a design contract with Paysoft, but Paysoft CTO Ramesh Gupta was having second thoughts about the deal.

## WHY

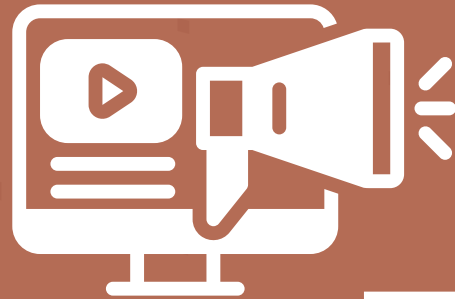
Divami might lose the contract, hurting their growth plans, unless they convinced the CTO that they could execute the project well.

## WHEN

January 2019

## WHERE

Hyderabad, India



# Marketing

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*I have received incredible support form CLMP over the years. Both Arun and Geetika manifest approachability, pleasant demeanour, quiet confidence, alacrity and willingness to help, that has enabled me to constantly look for case writing opportunities. But for this support, my enthusiasm would have quickly waned. Kudos to Team CLMP @ ISB!*

**D. V. R. Seshadri**

**Clinical Full Professor of Business, Marketing and  
Director - Centre for Business Markets, ISB**

# AISECT (Part A): Leading India's Skill Development Mission

**Murali Mantrala, S. Arunachalam,  
Lopamudra Roy**

*Industry:* Education Institutions

**September 24, 2021**



*Marketing*

Length: 13 page(s)

[Buy now](#)

The case is a narration of the 20-year journey of the All India Society for Electronics and Computer Technology (AISECT), a social enterprise offering information and computer technology (ICT) services, including skill development, higher education, financial inclusion, and e-governance, to youth in rural and semi-urban areas of India. It reflects the vision of AISECT's Founding Chairman, Santosh Choubey, to build a social organization aimed at disseminating science and technology (S&T) knowledge, services, and solutions to underserved rural areas in India and generating job opportunities for rural youth.

The case is set in March 2005, when Choubey relives the struggles, challenges, and successes along the way and is gradually carried forward into the future. The case ends with Choubey contemplating the road ahead for AISECT. With the skill education landscape changing and new entrants competing for limited government funds, what should AISECT do to maintain its leadership position and ensure its sustainability and continued expansion across India?

### *Learning Objective*

- The case is appropriate for an MBA-level introductory marketing course or an Executive Education course that focuses on strategic marketing issues. The case can be taught effectively to MBA students or executives in marketing courses, such as rural marketing, strategic marketing, and entrepreneurship, where the focus is on new business models for winning in emerging markets.
- The case can be taught from aspects of business model innovation, and the importance of micro-entrepreneurs for rural marketing.

# 5Ws

## WHO

Santosh Choubey,  
Chairman, AISECT

## WHAT

To preserve its strong position, how should AISECT lead India's skill India mission in the long run?

## WHY

To develop a self-sustaining business model for AISECT.

## WHEN

March 2005

## WHERE

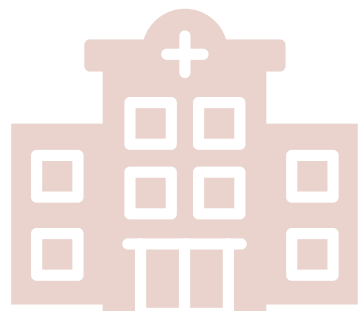
New Delhi, India

## Be Well Hospitals – Branding a Mid-tier Service in a Two-tier Market

**Piyush Kumar, Sonia Mehrotra,  
Geetika Shah**

*Industry:* Health Care Services

**July 11, 2017**



*Marketing*

Length: 14 page(s)

[Buy now](#)

Be Well Hospitals - a multi-specialty secondary Health Care chain of hospitals was set up in the suburbs, industrial towns and district headquarters of the South Indian state of Tamil Nadu. The hospital chain co-founded by Dr. C. J. Vetriavel in 2011, fulfilled the need of quality Health Care services in secondary Health Care market segment. They provided access to high-quality primary and secondary Health Care services at affordable price to the semi-urban and rural population. The case describes Be Well's operations and the marketing initiatives it deployed to increase the adoption of its service concept in a two-tiered market. The management was grappling with the dilemma of brand building and educating potential customers about the high quality of care available at Be Well in a smaller format than its big city rivals. A complicating factor was creating a three-tier market with the limited resources in a setting where the customers are used to a two-tier service structure. Further, the management needed to decide on the choice of service attributes or dimensions around which the Be Well brand to be built.

### **Learning Objective**

- Understanding consumer's decision process to choose between private versus public Health Care institutions and among primary, secondary and tertiary institutions;
- Challenge of building a pioneering brand by a private enterprise in the secondary Health Care category;
- Choosing the appropriate marketing mix and operational instruments to be build the category and position the brand; and
- Challenges of sustaining a pioneering brand over the long run in the face of the competition from tertiary care centers.

# 5Ws

## WHO

C. J. Vetriavel,  
M. D. and co-  
founder, Be Well  
Hospitals

## WHAT

Should Be Well  
concentrate on  
building its brand in  
individual hospitals,  
or at a larger state-  
wide level?

## WHY

Branding posed a  
challenge for Be Well  
since it offered three-  
tier market services  
as opposed to the  
traditional three-tier  
structure.

## WHEN

March 2016

## WHERE

Tamil Nadu, India

# Bringing Rigor to Admissions: National Management University (NMU)

**Philip C. Zerrillo, Steven Burton**

*Industry:* Colleges & Universities

**March 30, 2020**



*Marketing*

Length: 04 page(s)

The President of National Management University (NMU), a fictional university, had asked a professor to assume the role of the Dean of Graduate Studies with a mandate to reverse the trend of declining enrollments at the university. The 20-year-old university had begun to witness a decline in enrollments that was concerning from both a financial sustainability perspective and in view of the lofty growth targets set by the university board. The case describes NMU's marketing and promotion activities and expenditures, its choice of media and venue for it spends, the speed of student enrollment and the effectiveness of its campaigns in order to elicit responses from readers to provide potential solutions to the admissions problem.

### **Learning Objective**

*The discussion of the case helps students gain a better understanding of:*

- *The effective use of promotional expenditure*
- *The need for speed in the sales process*
- *The effectiveness of each step in the sales or buying process*
- *The use of data and metrics to drive decisions*

# 5Ws

## WHO

Dr. Robert Zenor, Dean of Graduate Studies

## WHAT

Developing a plan to increase the number of enrolments into the MBA programme of the university

## WHY

The number of students currently enrolled was suboptimal and the continuation of the programme was at stake.

## WHEN

November, 2018

## WHERE

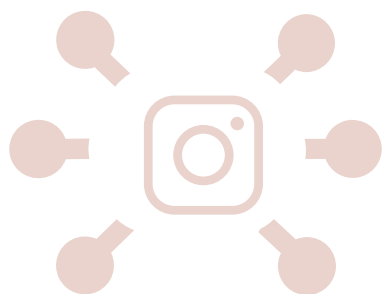
National Management University (fictitious institution)

## Instagram Influencer Marketing: Creating a Winning Strategy

**Abhishek Rishabh, Philip C. Zerrillo**

*Industry:* Social Media

*December 20, 2020*



*Marketing*

Length: 02 page(s)

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On August 9, 2020, Sean Jean De Ville, who had recently joined French fashion and cosmetics giant Satix as digital marketing head of the shampoo products division, was preparing for his first meeting with the CEO. He had been tasked to explore the viability of employing influencer marketing on Instagram. This would be a new promotional vehicle for the company, which had traditionally used billboards, print, and limited digital advertisements. He was also told that a budget of USD 500,000 would be allocated for influencer marketing and that the boss was anxious to get his insights and recommendations.

### *Learning Objective*

- *How influencer marketing works,*
- *How to decide on which influencer or influencers to employ,*
- *The key metrics involved in assessing an influencer marketing strategy,*
- *How to measure the marketing effectiveness of influencers, and*
- *How to ask questions that go beyond the data to come up with relevant insights that will enhance the effectiveness of your expenditure(s).*

# 5Ws

## WHO

Sean Jean De Ville,  
Digital Marketing  
Head, Shampoo  
Products division,  
Satix

## WHAT

To assess the viability  
of employing  
influencer marketing  
strategy on Instagram,  
an entirely new tool  
for the company.

## WHY

With new media  
strategies and  
several platforms, it  
is challenging to get  
consumer's attention  
despite a widened  
reach.

## WHEN

August 2020

## WHERE

France

## Mahindra First Choice Services: Creating a Value Proposition

**Rusha Das, Amit Shrivastava,  
Arun Pereira**

*Industry:* Automotive

**December 18, 2015**



*Marketing*

Length: 14 page(s)

Mahindra First Choice Services Limited, a multi-brand car-servicing business in India, needed to create a unique customer value proposition to differentiate its brand in a highly competitive landscape. In India, the aftermarket services market comprised original equipment manufacturers, independent garages and few organized players. The marketing head and his team needed to position their company's brand to capture customers who had previously relied on local garages and original equipment manufacturers. The case can be used for a discussion on the challenges of creating a brand in what is essentially an undifferentiated commodity-type business.

### **Learning Objective**

The case is suitable in courses on Brand Management or Marketing Communication. It also offers an opportunity to perform a competitive analysis of companies that provide the same service but have different value propositions for customers. The learning objectives of the case include:

- Convey the necessity for a business to offer a unique value proposition;
- Discuss alternative propositions and debate the pros and cons of each;
- Explain how research findings through different positioning iterations help a company to gain a deeper understanding of consumer insights; and
- Discuss the complexity of an aftermarket business.

# 5Ws

## WHO

Alok Kapoor,  
Marketing Head,  
Mahindra First  
Choice Services Ltd.

## WHAT

Positioning the  
company's brand to  
capture customers who  
had previously relied  
on local garages and  
original equipment  
manufacturers.

## WHY

To differentiate the  
brand in a highly  
competitive landscape  
and increase market  
share.

## WHEN

2014

## WHERE

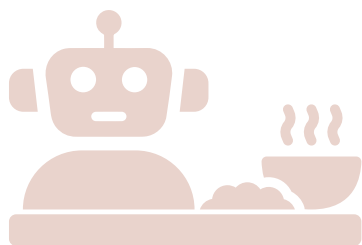
Mumbai, India

## Margiotta Food & Wine: Customer Service through Service Robots

**Saniit K Roy, Gaganpreet Singh, Kiran Pedada, Debapratim Purkayastha**

*Industry:* Food and Wine

**December 20, 2020**



*Marketing*

Length: 09 page(s)

Buy now

In 2018, high-end supermarket chain Margiotta Food & Wine (Margiotta) employed a robot named Fabio at one of its flagship stores to deliver in-store customer service. However, within one week of its installation, Fabio was fired because of its inability to deliver quality customer service. The Fabio programmers, the Heriot-Watt University Interaction Lab, believe that a newer version of Fabio would be “crueller and more conniving” in serving customers. In the future, therefore, Margiotta may have to decide on deploying a robot again. It would have to carve out strategies to proactively reduce customer resistance towards the new version of Fabio, which eventually may ameliorate brand experience for Margiotta customers. In addition, Margiotta’s employees were seen to have developed a state of positive emotion (love) towards Fabio. Employees were visibly disappointed when customer service through Fabio was discontinued. Hence, when the next version of Fabio is installed, Margiotta promoters would have to carefully manage employee emotions.

### *Learning Objective*

*The case is designed for use in a graduate-level marketing program, for courses in marketing management/service management and marketing of services courses. Its learning objectives cover:*

- *Customer service through robots,*
- *Customer resistance towards service robots,*
- *Conceptualisation of Robot Love using Theory of Parasocial Interaction and Anthropomorphism, and*
- *Robots and brand experience.*

# 5Ws

### WHO

Franco Margiotta and his daughters Elena and Luisa, Owners- Margiotta Food & Wine

### WHAT

Margiotta customers remained resistant towards Fabio, preferring personal interactions.

### WHY

How could Margiotta ensure customer satisfaction and improved brand experience while managing employee emotions and attachment towards Fabio?

### WHEN

2018

### WHERE

Edinburgh, Scotland



## Reinventing Officer's Choice Whisky: Spoiled for Choice

**Tanuka Ghoshal, Geetika Shah,  
Arun Pereira**

*Industry:* Alcoholic Beverages

**December 20, 2016**



*Marketing*

Length: 14 page(s)

[Buy now](#)

Ahmed Rahimtoola, Head of Marketing at Allied Blenders(ABD) and Distillers was leading the process of conducting an extensive brand reinvention exercise for Officer's Choice. Market research had established the need for brand reinvention, indicating that Officer's Choice had to overcome the challenges of low brand salience, lack of emotional connect with customers, and outdated brand communication. Accordingly, the best advertising agencies in India were invited to come up with creatives that would answer the following question: How should Officer's Choice reposition and repackage itself and reconnect with consumers? ABD had the tough task of choosing the creative that held the magic recipe that would strategically weave brand objectives and communication objectives to yield optimal benefits. In discussing the firm's creative options, the case brings to light the crucial aspects of a brand reinvention process, the role of communication objectives in brand reinvention, and the mechanics of a successful marriage of marketing communication and brand strategy objectives.

### *Learning Objective*

*This case is designed to highlight the vital role of promotion, the fourth "P" of the marketing mix, in a brand reinvention exercise. The major learning objectives of the case are to:*

- *Illustrate the challenges of brand reinvention and the opportunities provided by marketing communications;*
- *Understand how branding and positioning strategy should stem from consumer behavior insights gathered from market research; and*
- *Demonstrate that the selection of ad creatives can be facilitated by using systematic criteria that take into consideration the strategy of the firm, key brand objectives and communication objectives.*

ISB-Ivey | 9B14A077

# 5Ws

### WHO

Ahmed Rahimtoola,  
Head of Marketing,  
Allied Blenders and  
Distillers

### WHAT

Selecting the correct  
sales pitch for brand  
reinvention of the  
company's flagship  
brand, Officer's Choice  
Whisky.

### WHY

To catapult Officer's  
Choice Whisky  
to the position of  
market leader, more  
engagement and  
enhanced on-ground  
visibility were crucial.

### WHEN

October 2008

### WHERE

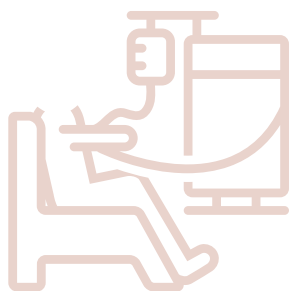
Mumbai, India

## Revenue Management at Sparsh Nephrocare

**Sarang Deo, Nithin Nemani, Sourav Singh,  
Nupur Jain**

**Industry:** Health Care Services,  
Kidney Dialysis Centers

**December 20, 2016**



**Marketing**

Length: 23 page(s)

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The case describes the challenges related to topline enhancement faced by Sparsh Nephrocare, a growing chain of dialysis centers in India. In the early years of its operations (2010-2015), Sparsh grew mainly by opening new centers and focused on cost leadership to maintain profitability. However, as Sparsh's founders, Gaurav Porwal and Saurav Panda, look to raise Series B funding, they are faced with the challenge of how to fuel the next phase of growth at the existing centers. Any option worth investigating must ensure that the company's relationships with various stakeholders in a fragmented ecosystem are not adversely affected. This includes ensuring good outcomes for patients and preserving the autonomy of nephrologists and the importance of the hospitals that house these dialysis centers.

### Learning Objective

- Explore various avenues for revenue growth in light of the strategic value proposition of the organization and prioritize those that represent win-win opportunities;
- Understand the role of hospitals and specialists in B2B marketing of Health Care services in India and investigate the role of stakeholders in managing health outcomes in a fragmented value chain; and
- Understand the challenges in capacity planning for chronic health services.

# 5W<sub>s</sub>

## WHO

Gaurav Porwal and Saurav Panda, founders of Sparsh Nephrocare

## WHAT

The founders were seeking Series B funding to expand further, but were concerned that their approach may not yield sustainable results.

## WHY

The B2B approach limited Sparsh's interactions to only nephrologists. A brand little known to patients, how could Sparsh grow and thrive?

## WHEN

July 2015

## WHERE

Hyderabad, India

## Sewells Group: Building Sales Process Excellence at Automotive Dealerships in India

**Piyush Kumar, Geetika Shah**

**Industry:** Health Care Services,  
Kidney Dialysis Centers

**January 31, 2019**



**Marketing**

Length: 12 page(s)

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Sewells Group, India, a leading provider of retail solutions to auto original equipment manufacturers and their dealers in the Indian market, developed an innovative engagement model for its clients. The model offered solutions based on the performance management of franchised automotive dealers. The first client for whom Sewells developed the dealer sales and service system wanted to ensure that the brand promise communicated through its innovative and expensive marketing campaigns was supported at its dealerships when customers arrived to explore the cars. The client sought a comprehensive model of dealer management that did not suffer from the limitations of traditional models that were heavily focused on training and process compliance. In response, Sewells developed a novel dealer management model that applied principles of retail process efficacy to deliver customer experience, productivity and profitability across all the departments of a dealership. As Jayesh Jagasia, CEO at Sewells Group, India, reviewed the impressive quarterly results of the model's implementation, he mulled over the sustainability, replicability and extendibility of this initial model to other firms in the automotive sector.

### Learning Objective

This case can be used to analyze both strategic and implementation-related tactical issues surrounding an innovative channel management program designed to deliver on a global brand's promise in an emerging market. It involves a set of complex issues pertaining to: -

- Interaction between advertising-led international brand management and service-led brand impression;
- Radical design of a service management system; and
- Sales strategy for a service and analytics-based consulting product.

ISB | ISB064

# 5Ws

## WHO

Jayesh Jagasia,  
CEO, Sewells Group,  
India

## WHAT

Assessing the replicability of a recently implemented dealer sales and service system for an auto OEM client.

## WHY

The company had developed a unique dealer management model shifting the focus from training and process compliance to process efficacy.

## WHEN

June 2013

## WHERE

Mumbai, India

## State Bank of India: “SMS Unhappy”

**Rishtee Batra, Piyush Kumar**

**Industry:** Banking

**February 15, 2013**



**Marketing**

Length: 13 page(s)

[Buy now](#)

State Bank of India: SMS Unhappy, is a deceptively simple, but comprehensive case of a public sector company using a customer complaint management tool as a catalyst to improve overall service performance and overtaking even its private sector competitors in terms of both customer satisfaction and organizational performance. The case describes a novel, mobile phone-based complaint redressal system designed and implemented by Shiva Kumar, chief general manager (south) of the State Bank of India (SBI). The long-term impact of the simple system was the alignment of the entire organization, especially at the branch level, around customer-defined parameters of performance, driving it towards very high levels of customer-centricity. The SMS Unhappy initiative brought greater levels of transparency to all levels of branch performance, resulting in superior service operations with low variance, and ultimately, better customer response.

### Learning Objective

- Understand the relationship between customer satisfaction, service excellence, and organizational improvement; and
- Appreciate the power of organizational transformation that comes from using customer satisfaction programs as indirect control mechanisms to drive overall business performance.

# 5Ws

## WHO

Shiva Kumar,  
Chief General  
Manager (South),  
State Bank of India

## WHAT

Could SMS Unhappy, a new virtual complaint system, be scaled up across all SBI branches to provide better customer service?

## WHY

SBI's customer service and complaint system was too slow, requiring change and the bank's operations lacked transparency.

## WHEN

December 2010

## WHERE

Mumbai,  
Maharashtra, India

## State Bank of India: Kohinoor Banjara Branch

**Piyush Kumar, Rishtee Batra,  
Arohini Narain**

*Industry:* Banking

**February 15, 2013**



*Marketing*

Length: 17 page(s)

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State Bank of India: Kohinoor Banjara Branch is a case that documents the development and execution of a novel, high-end branch by a public sector bank in India whose original mandate was to be a “banker to every Indian.” The case traces the development of State Bank of India’s Kohinoor branch to serve the Ultra High Net-Worth Individuals (UHNIs) in Hyderabad, the capital city of the state of Andhra Pradesh in India, and considers the question of whether a national rollout of the concept would be viable and successful. On the one hand, SBI had to break free of its legacy image of being an archaic organization, and on the other, it did not want to send out the signal that it was no longer a common man’s bank. Given such challenges, SBI was faced with the question: Should it or should it not roll out Kohinoor-type branches across India?

### *Learning Objective*

*The case enables the participants to explore the complexity surrounding the extension of a financial services brand into the luxury end market. This extension decision requires the integration of multiple issues at the intersection of consumer behavior, market segmentation, service design and operations, and the coexistence of multiple operating systems within one brand in an emerging economy. The case is appropriate for MBA and executive audiences.*

ISB | ISB003

# 5Ws

## WHO

Shiva Kumar,  
Chief General  
Manager,  
State Bank of India

## WHAT

SBI extended its services to Ultra High Net-Worth Individuals to prove that it could cater to all of India.’

## WHY

UHNIs thought of SBI’s service quality as poor, and SBI was losing this customer segment to fiercely competitive private banks.

## WHEN

May 2010

## WHERE

Hyderabad, India

## Walmart's Jetblack: Managing Luxury Service on Conversational Commerce

**Gaganpreet Singh, Sanjit K Roy, Kiran Pedada, Lagnath Jayasinghe**

*Industry:* Retail

**January 10, 2021**



*Marketing*

Length: 11 page(s)

[Buy now](#)

Walmart, the world's largest retailer, launched Jetblack, a concierge luxury shopping service that allowed consumers to explore and buy items via text message. Jetblack's service combined artificial intelligence (AI) and the customized attention of trained experts to identify the most appropriate products for its customers. Following the launch, customer enrollments grew, and the frequency and breadth of member shopping increased. However, Jetblack's inability to scale its business operations proved to be a major challenge, with dire financial implications. By 2019, Jetblack was losing around USD 15,000 per customer annually. On February 21, 2020, Walmart announced that it was shutting down its exclusive concierge shopping startup, Jetblack, due to limited end-user customer enrollments and inadequate investments.

### *Learning Objective*

- *Comprehend the concept of conversational commerce and its updated value typology.*
- *Understand the concept as well as analyze the positioning of luxury services.*
- *Learn the brand strategy for luxury services.*

# 5Ws

## WHO

Walmart

## WHAT

Analyzing the initial customer adoption and gradual resistance to conversational commerce with Walmart's Jetblack service.

## WHY

Understanding the danger of introducing a relatively luxurious brand into the portfolio of a non-luxury brand family.

## WHEN

2018

## WHERE

New York, USA



# Operations Management

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*Developing and writing a case, with an industry partner, can lead to additional benefits – beyond having a real industry example to discuss in the classroom. Analyzing a complex business problem, beyond the realm of an in-class case discussion, may uncover interesting research questions leading to newer managerial insights.*

**Milind Sohoni**

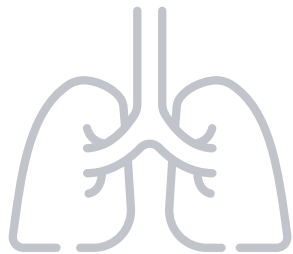
Area Leader and Professor of Operations Management,  
Deputy Dean - Hyderabad Campus and Academic Affairs, ISB

## Aahan (A): Diagnosing Tuberculosis in Rural India

**Sarang Deo, Milind Sohoni,  
Jagdeep Gambhir, Priyank Arora**

*Industry:* Health Care Services

**February 15, 2013**



*Operations Management*

Length: 18 page(s)

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Manish Bhardwaj, co-founder of Innovators in Health, is contemplating setting up Aahan, a community based tuberculosis (TB) control program in rural India. The case describes TB diagnosis and treatment in the public and private Health Care sectors in India and the attendant challenges. A number of candidate interventions aimed at improving the existing system of Health Care delivery are presented at the end of the case, each one of which could form the core of Aahan. Students are encouraged to use operations management principles to quantify the potential public health benefits and costs of these interventions and prioritize them accordingly. Key concepts include process flow mapping, flow balance, Little's Law and selection of appropriate process measures based on the strategic objective of the process.

### Learning Objective

- Illustrate process analysis through a public health application: (i) Process flow diagrams, (ii) Quantifying performance with appropriate metrics, and (iii) Little's law;
- Quantify the link between operational changes in Health Care delivery and health outcomes via operational interventions; and
- Sensitize students to the interdependence between the following aspects of Health Care delivery in a resource -limited setting: (i) Public and private systems, (ii) Prevention, diagnosis and treatment.



### WHO

Manish Bhardwaj,  
Co-Founder and  
CEO, Innovators in  
Health

### WHAT

How could Innovators  
in Health sustainably  
launch and run Aahan,  
a program to diagnose  
and treat suspected  
tuberculosis patients?

### WHY

Funding was scarce,  
and the option chosen  
for Aahan had to be  
economically feasible  
and comparatively  
simple to implement.

### WHEN

May 2010

### WHERE

DalSinghSarai,  
Bihar, India



## AtMyDoorsteps.com: Breaking Ground in Online Grocery Market in India

**Sarang Deo, Sripad Devalkar,  
Meghana Gokhale, Akshay Vaidya**

**Industry:** Retail and Consumer Goods,  
E-commerce

**April 5, 2017**



**Operations Management**

Length: 13 page(s)

[Buy now](#)

The case describes operations of one of the early entrants in the Online Grocery Delivery industry in India, AtMyDoorsteps.com (AMD). After having run the company for three years, the founder, Sushant Junnarkar, is looking for big ticket funding. As he prepares his pitch, he wonders whether his business is lucrative enough for investors. What changes could be possibly made to the existing model to improve profitability for the company? He intends to revisit some of the strategic and tactical decisions that he had made at the time of inception of AMD. Junnarkar's final decision would determine the fate of his pitch to investors and subsequently the future sustainability of his venture.

### Learning Objective

The case allows students to examine the business model of an online grocery delivery start-up from an operational perspective. In particular, students can evaluate tactical decisions such as the choice of product offerings and geographies to serve, along with the number of delivery personnel to employ and the implications that these decisions have for the amount of funding required and the venture's survival until such funding actually becomes available.

# 5Ws

## WHO

Sushant Junnarkar,  
Founder,  
AtMyDoorsteps.com

## WHAT

Junnarkar was reconsidering the pitch he would present to investors, questioning how the strategy could be modified to increase profitability.

## WHY

Restructuring of business strategy was important for the future success of the company, since funding was the need of the hour.

## WHEN

December 2013

## WHERE

Bengaluru, India

## Be Well Hospitals – Service Excellence in Secondary Healthcare

**Piyush Kumar, Sonia Mehrotra,  
Geetika Shah**

*Industry:* Eye care

**April 15, 2020**



*Operations Management*

Length: 19 page(s)

The case describes the efforts of Be Well Hospitals, a multi-specialty secondary healthcare chain of hospitals located in the semi-urban and rural areas of Tamil Nadu, India, to achieve clinical and non-clinical service excellence as it expanded its footprint across multiple locations. The chain's positioning was based on high-quality healthcare services that differentiated it from local hospitals. Its services were comparable to corporate city hospitals, with the added advantages of easy accessibility and affordability. It was critical to develop a culture of service excellence among its employees in light of the plans for multi-city expansion. The message of no compromise on clinical and non-clinical service excellence was to be conveyed across all Be Well hospitals. However, the management was not sure what monitoring system and metrics would ensure adherence to the standard operating procedures without affecting employee motivation levels.

### **Learning Objective**

- Evaluating the business value proposition for a standardized, multi-site, multi-specialty, secondary healthcare unit to compete against local clinics and corporate city hospitals
- Understanding the importance of standardizing both clinical and non-clinical operations to achieve service excellence in healthcare
- Understanding the challenges in developing standard operating procedures in a secondary healthcare unit
- Appreciating the challenges of implementing clinical and non-clinical operating procedures from a multi-stakeholder perspective
- Connecting service operations initiatives with firm profitability in healthcare services

ISB | ISB193

# 5Ws

### WHO

Dr. C. J. Vetrivel,  
Managing Director  
and co-founder,  
Be Well Hospitals

### WHAT

Identifying and  
resolving service  
gaps and assessing  
employee adherence  
and attitudes towards  
SOPs

### WHY

Good patient  
experience was  
critical for Be Well's  
brand image and  
expansion of its  
customer base

### WHEN

February, 2018

### WHERE

Chennai, India

## Eliminating Avoidable Blindness: Outreach Activities at Aravind Eye Care System

**Sarang Deo, Kamalini Ramdas**

**Industry:** Health Care Services

**March 1, 2018**



**Operations Management**

Length: 19 page(s)

This case relates the genesis and evolution of vision centres (VCs) for primary eye care at Aravind Eye Care System (AECS). AECS, based in the south Indian state of Tamil Nadu, is the world's largest eye care provider. The case is based in 2014, exactly a decade after the first vision centre was opened, and evaluates the role of VCs in Aravind's outreach ecosystem. Community outreach programmes were an integral part of Aravind's model from the start and formed a central part of its vision of taking eye care to the community's doorstep. For many years, this was done through eye camps held in remote rural locations. Eye camps worked extremely well for a long time, but were not a perfect solution to Aravind's outreach goals. Vision centres evolved to address some of the shortcomings of eye camps, and both these outreach methods were employed in parallel. This case focuses on Aravind's VCs and how they evolved over a decade, how they compare with the eye camps as a vehicle to attain Aravind's goals, and the opportunities and challenges ahead.

### Learning Objective

- To understand innovative ways of delivering hi-tech yet affordable primary healthcare in developing countries.
- To appreciate that low cost innovation and high quality can go hand in hand.
- To understand ways in which to drive collaborative innovation.
- To appreciate the complexity in building a single one size fits all solution when delivering primary healthcare to a large underserved population.
- To successfully apply knowledge of process and quality management lessons in healthcare management.

# 5Ws

## WHO

Mohammed Gowth,  
Manager, Aravind's  
Vision Centre  
Network

## WHAT

Reassessing AEC's  
business model and  
re-examining the role  
of VCs and eye camps  
in AEC's mission  
of eliminating  
needleless blindness.

## WHY

Achieving AEC's  
founding vision  
of eliminating  
needleless blindness  
through VCs and  
eye-camps.

## WHEN

2014

## WHERE

Tamil Nadu, India

## Executing the Bogibeel Bridge for Social Impact: Risk Planning and Managing Earned Value

**Vijaya Sunder M, Milind Sohoni, Ripunjaya  
Kumari Chauhan, Sudheer Kumar**

**Industry:** Public Administration and  
Infrastructure

**July 23, 2021**



**Operations Management**

Length: 17 page(s)

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The case describes the enormous challenges in building the 4.94 km long Bogibeel Bridge in the North Eastern Region (NER) of India. The Bogibeel Bridge was India's longest and Asia's second-longest road and rail bridge with fully-welded bridge technology that met European codes and welding standards. The interstate connectivity provided by the bridge enabled important socio-economic developments in the NER that included improved logistics and transportation, the growth of medical and educational facilities, higher employment, and the rise of international trade and tourism.

While the outcomes of the project were significant, the efforts that went into constructing the Bogibeel Bridge were equally so. This case study is designed to teach the importance of effective risk planning in project management. The case introduces students to earned value analysis and project oversight in managing large projects. The case centers on Indian Railways' need to quickly discover why the Bogibeel project was not going according to plan. The case also serves as a resource to teach public operations management where the focus is on projects and operations that result in socio-economic outcomes.

### Learning Objective

The key case objectives are to enable students to:

- Appreciate the importance of risk planning and risk prioritization and learn strategies to manage various project risks.
- Understand earned value management (EVM) and the associated metrics and calculations for project evaluation on time and cost schedules.
- Identify social impact outcomes in public/infrastructure projects.

# 5Ws

## WHO

Kalyan Kumar Jena,  
Chairman, Railway  
Board; Mohinder  
Singh, Project  
Manager, Indian  
Railways

## WHAT

Jena sought answers  
as to why the high  
importance Bogibeel  
Bridge project hadn't  
made progress in five  
years.

## WHY

Bogibeel bridge would  
be essential to connect  
the NER by rail and  
contribute to the  
area's socio-economic  
development.

## WHEN

2007

## WHERE

North Eastern  
Region (NER), India

## ITC Hotels: Designing Responsible Luxury

**Tonya Boone, Nalin Kant Srivastava  
Arohini Narain**

*Industry:* Hotels

**June 30, 2013**



*Operations Management*

Length: 17 page(s)

[Buy now](#)

The case documents the ambitious and revolutionary journey that ITC Hotels undertook to create, execute, and implement the novel concept of 'Responsible Luxury'. ITC's design restructuring efforts resulted in eight of ITC's luxury hotels being awarded LEED (Leadership in Energy and Environmental Design) Platinum ratings, making the ITC Hotel chain the 'greenest luxury hotel chain in the world'. The case describes the various challenges and issues that contributed to the management's decision to retrofit eight existing properties and launch ITC Gardenia along LEED guidelines to attain Platinum ratings. Since the 1980s, ITC Hotels had tailored their service and product offerings around environmental concerns such as water recycling, energy conservation and waste management. However, these efforts had to be significantly scaled up to meet the strict standards of LEED. This scale-up involved significant costs, operational redesign and revamping of the organizational culture. Given these challenges, ITC was faced with the question: Should they or should they not retrofit the existing properties?

### **Learning Objective**

- Identify critical components in an organization's strategic and operational frameworks that facilitate development of systems and structural designs that address environmental concerns, are customer-oriented and profitable;
- Understand how to develop capabilities to facilitate sustainable operations in the luxury hotels industry; and
- Develop a viable and sustainable business that considers the challenges and risks posed by the environment, government policies and the industry in which it operates.

# 5Ws

## WHO

Nakul Anand,  
Executive Director,  
ITC Limited

## WHAT

ITC Hotels had to decide whether it was feasible to commit their endeavours to environmental sustainability, given the vast changes required.

## WHY

ITC would have to comply with LEED Platinum rating criteria to be known globally as a sustainable luxury chain.

## WHEN

July 2009

## WHERE

Bengaluru, India

## Meru Cabs – A Spectacular Growth Story

**Tonya Boone, Nalin Kant Srivastava  
Arohini Narain**

*Industry: Transportation*

**November 25, 2013**



**Operations Management**

Length: 13 page(s)

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The case documents the design and positioning of a service business in India, where the service industry is the fastest growing and the most competitive sector. It tracks how strategies, processes and technologies are integrated to reduce cost and offer world-class service. Specifically, it traces the factors that have contributed to making Meru the largest taxi operator in India and third largest in the world. Success in the four major cities of India has given senior management the confidence to consider rollouts in other cities in India and abroad. However, the immediate focus is on improving service and reducing the cancellation rate in the cities where Meru currently operates. The case describes the design and implementation of the service from the twin perspectives of efficient service operation and customer orientation, and raises questions related to the expansion of the service to other Indian and global cities. It also takes into account such factors as cab reengineering, driver selection, cab assignment, cab maintenance and fleet maintenance for the proposed service improvement and extension.

### **Learning Objective**

- *The case can be used to explore how, in the service sector, costs are reduced, while simultaneously, technological investments are increased, which results in providing state-of-the-art service to customers.*
- *The case can be used effectively for MBA, EMBA or executive audiences in courses on operations management and strategy.*
- *The specific topics that can be addressed using this case include, service strategy, design of services, scalability of services and service operations.*

ISB | ISB021

# 5Ws

## WHO

Rajesh Puri,  
CEO, Meru Cabs

## WHAT

Need to take steps to improve service offerings and overall customer satisfaction.

## WHY

Meru was looking to achieve consistency across the organization before exploring business opportunities in other Indian cities.

## WHEN

August 2011

## WHERE

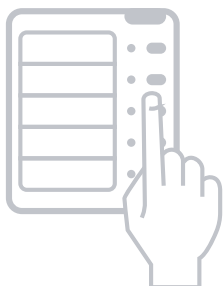
Mumbai, India

## Nizamabad Constituency 2019 Mega Elections (A) & (B)

**Anusha Parihar, Geetika Shah, Sumit Kunnumkal**

*Industry: Public Administration*

**February 8, 2021**



*Operations Management*

Length: 9 & 12 page(s)

Buy now

During the Indian general election of 2019, the Nizamabad constituency in Telangana found itself in an unprecedented situation with a record 185 candidates competing for one seat. Per the Election Commission of India's directive, polling in Nizamabad would be conducted using electronic voting machines (EVMs) as per the original schedule. This presented a unique and unexpected challenge for Rajat Kumar, the Telangana Chief Electoral Officer and his team. How were they to conduct elections within the mandated timeframe with the largest number of EVMs ever deployed?

Case A describes the electoral process followed in India to guarantee free and fair elections. It concludes by posing several situational questions, the answers to which will determine whether the polls in Nizamabad are conducted successfully or not. Case B, which should be revealed after students have had a chance to deliberate on the challenges posed in Case A, describes the decisions and actions taken by Kumar and his team in preparation for the Nizamabad polls and the events that took place on election day and afterward.

### Learning Objective

- To demonstrate how a quantitative approach to decision-making can be used in the public policy domain to achieve end goals.
- To learn how resource allocation decisions can be made by understanding the scale of the problem, the various resource constraints, and the end goals.
- To discover operational innovations in the face of regulatory and technical constraints and complete the required steps.
- To understand the multiple steps involved in conducting elections in the Indian context.

# 5Ws

## WHO

Rajat Kumar, Chief Electoral Officer (CEO), Telangana, India

## WHAT

Planning and executing election activities in the face of regulatory and resource constraints to successfully conduct polling.

## WHY

To conduct free and fair elections for 185 candidates with the largest number of EVMs ever deployed.

## WHEN

March 2019

## WHERE

Nizamabad constituency, Telangana, India



## Nokia India: Battery Recall Logistics

**Charles Dhanaraj, Narendar Sumukadas,  
P. Fraser Johnson, Monali Malvankar**

**Industry:** Information, Media and  
Telecommunications

**June 22, 2011**



**Operations Management**

Length: 13 page(s)

This case presents the challenge faced by Nokia India in 2007. Nokia was a market leader in Indian mobile devices. Suddenly, what corporate headquarters considered a routine product advisory for a defective battery resulted in panic in customers after the Indian media widely publicized the potential dangers that defective batteries could pose. Over a three-month period, Nokia India had to recall a few million batteries and replace them with new ones. The case provides an opportunity for students to develop practical knowledge of the role of operations management in a product recall situation, particularly in an emerging market context. Product recalls are an integral part of supply chain management (SCM). Companies inevitably face a question of when, not if, a recall will be necessary. These recall situations combine the complexity of operations with the time-urgency of a mission-critical task. The case also provides a rich context to learn about the interaction of SCM, information systems and reverse logistics, and to understand the marketing, logistics, and communication challenges faced by a multinational company operating in an emerging market such as India.

### Learning Objective

- Develop an effective product recall/reverse logistics plan that would ensure preparedness for the challenges and urgent circumstances that might surface in a recall situation;
- Understand the key criteria for the success of product recall systems; and
- Understand the interface of management action and the logistics system under a crisis situation.

# 5Ws

## WHO

Sudeep Dhariwal,  
Logistics Controller,  
Nokia India

## WHAT

Over a three-month period, how did Nokia India recall several million batteries and replace them with new ones?

## WHY

How to design an agile supply chain capable of handling exigencies?

## WHEN

2008

## WHERE

Delhi, India



## Nurse Staffing at LifeSpring Hospitals

**Sarang Deo**

*Industry: Health Care Services*

**January 31, 2019**



*Operations Management*

Length: 20 page(s)

LifeSpring is a chain of maternity hospitals founded in 2005 with the aim of providing low-cost, no frills maternity services to low-income families in peri-urban areas. Its inpatient operations are focused on normal births and caesarean sections for low-risk cases. The main challenge facing LifeSpring is how to manage the trade-off between quality of care and cost of operations by setting an appropriate level of nurse staffing at its hospitals.

### **Learning Objective**

*The case allows students to apply their learning of the simple newsvendor model to determine the optimal staffing level for nurses, minimizing overall staffing cost subject to certain service levels. Students should learn how their recommendations from the above quantitative analyses should be modified by other key qualitative considerations, such as impact of inadequate staffing on quality of care, creating a cluster of hospitals in a concentrated urban region, and patient mix.*

# 5Ws

## WHO

Anant Kumar, CEO,  
Dr. Rama, Head of  
Clinical Administration  
and Vijaybhasker  
Srinivas, Head of  
Process Control

## WHAT

The management at LifeSpring grappled with the constant challenge of providing quality yet affordable maternal health care with limited resources.

## WHY

The quantity of nurses was often not enough and the patient load could be unpredictably high, leading to compromise in healthcare.

## WHEN

2012

## WHERE

Hyderabad, India

# Recipes for Success – Innovating Production and Inventory Management of Pepper Oleoresin at Synthite

**Sunil Chopra, Arun Saxena**

*Industry: Chemicals*

**February 15, 2013**



*Operations Management*

Length: 16 page(s)

[Buy now](#)

This case focuses on production and inventory management at Synthite, an oleoresin manufacturer in Kerala, India. It discusses the problems the company faced in the production of pepper oleoresin, one of its flagship products, and traces the problems to Synthite's make-to-stock (MTS) production strategy, inventory management practices and several material flow practices at the plant. The company faced several challenges in inventory management, production planning, and ultimately, in meeting customer expectations on order lead times. Driven by uncertain demand, their ad-hoc finished goods stocking strategy came to naught. Manual transfers of materials in the plant resulted in the waste of resources labour, plant capacity and materials. Extended quality tests on a single order blocked 30% to 50% of production capacity for extended periods. The case provides quantitative data to analyze Synthite's inventory management, material flow and order lead times, and outlines the company's approach to addressing the challenges it faced.

## **Learning Objective**

- Understand the characteristics of a food business and food processing plant;
- Understand impact of make-to-stock and make-to-order strategies on plant capacity;
- Understand the role of flexible capacity in making an operation agile and efficient; and
- Use quantitative analysis to analyze production problems.

ISB | ISB011

# 5Ws

## WHO

Aju Jacob,  
Director, Synthite  
Industries

## WHAT

Synthite had to decide whether to increase production capacity, automate material flow, and stock semi-finished goods instead of finished goods.

## WHY

Synthite faced issues with inventory management and material flow because they stocked only finished goods and could not cater to customer demands.

## WHEN

January 2011

## WHERE

Kochi, Kerala, India

## Software Acquisition for Employee Engagement at Pilot Mountain Research

**Michelle Stewart, James Narus, D. V. R. Seshadri**

*Industry: Marketing Research Services*

**August 18, 2020**



*Operations Management*

Length: 15 page(s)

[Buy now](#)

The Pilot Mountain Market Research (PMMR) case study provides students with the opportunity to examine how buying decisions can be made utilizing online digital tools that are increasingly available to business-to-business (B2B) purchasing managers. To do so, fictitious research studies and data were created to realistically portray the kinds of information that are publicly available to B2B purchasing managers on the Internet today. This case study introduces students to fit analysis, coding quality technical assessment, sentiment analysis, and ratings and reviews analyses. Students are challenged to integrate findings from these diverse analytical tools, combining both qualitative and quantitative data into concrete employee engagement software (EES) purchasing.

### **Learning Objective**

- *Evolving criteria for selecting a software package for organization-wide procurement in a B2B purchase decision context.*
- *Appreciate increasing digitalization of businesses.*
- *Understand the importance of employee engagement in organizations and what an organization could do to enhance employee engagement among its workforce.*
- *Understand decision-making processes in the context of digitalization of businesses.*

# 5Ws

## WHO

Sheryl Taylor, Head Purchasing Manager, Pilot Mountain Market Research (PMMR)

## WHAT

PMMR's President had tasked Taylor with identifying and purchasing a suitable EES to tackle growing employee disengagement.

## WHY

Taylor worried about the lack of a defined EES functionality as most solutions came from small, little-known software houses.

## WHEN

March 2020

## WHERE

North Carolina, USA

## Swachh Rail, Swachh Bharat (Clean Railways, Clean India): Adoption of Bio-Toilets by the Indian Railways

**Vijaya Sunder M, Milind Sohoni, Sanjeev Kishore, Alok Kumar Tewari, Sudheer Kumar**

*Industry: Public Administration and Non-Profits*

**February 18, 2021**



*Operations Management*

Length: 15 page(s)

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The case describes a complex problem faced by the Indian Railways (IR), India's 150-year plus public sector enterprise. During the summer of 2009, IR was under tremendous public pressure to address the problems of its age-old toilet disposal system. The train toilet problem was complicated as it touched on all three dimensions of sustainability: social, environmental, and economical. After examining a few technological options, Sanjeev Kishore, the Executive Director of Mechanical Engineering of the Ministry of Railways, had to decide whether to choose the most suitable solution from among the ready-to-use options available, or adopt a grounded approach to designing an alternative bio-toilets solution, using the Defense Research and Development Organization's (DRDO) inoculum bacteria. The search for a solution led to a collaboration between IR and DRDO that gave birth to a customized bio-toilet design. After successfully testing a prototype, the IR team implemented 245,775 bio-toilets in 68,694 coaches over a 10-year period. Students are encouraged to use their critical thinking and decision-making skills to address the business situation.

### Learning Objective

*The case offers five possibilities for central objectives:*

- *Establishing measures in a sustainable development course;*
- *Identifying critical to success (or critical to quality) parameters based on customer needs in a process excellence/operational excellence course;*
- *Designing a new system in a project management/six sigma course;*
- *Identifying system parameters in systems thinking course; and*
- *Measuring social impact and implications for public policy.*

# 5Ws

## WHO

Sanjeev Kishore,  
Executive Director  
of Mechanical  
Engineering  
(Development),  
Ministry of Railways,  
India

## WHAT

Retrospectively  
evaluating the social,  
environmental, and  
economic impact of  
installing bio-toilets in  
Indian passenger trains.

## WHY

To institutionalize the  
learnings from IR's  
bio-toilet initiative  
under the Clean India  
mission and ascertain  
its scalability.

## WHEN

May 2020

## WHERE

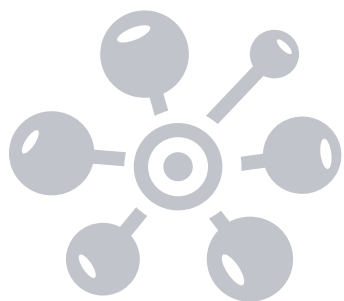
India

## Tata Memorial Centre: Propagating Excellence in Clinical Operations

**Sarang Deo, Geetika Shah**

*Industry: Hospitals*

**January 20, 2020**



*Operations Management*

Length: 27 page(s)

Evidence based medicine (EBM) was gaining momentum in health care systems of developed nations however, examples of successful implementation were few in India. The Tata Memorial Centre (TMC), a pioneer in cancer care and research in India, had developed an indigenous approach to the development and implementation of EBM, which catapulted them into the top league of cancer hospitals in the world. This case study describes TMC's journey thus far with particular emphasis on changes in organizational design as key enablers. TMC's next frontier was to propagate this model of clinical excellence to other cancer hospitals in India through the formation of National Cancer Grid. The key challenge confronting Dr. Rajendra Badwe, Director of TMC, was, which elements of TMC's clinical excellence model were replicable in other hospitals and what organizational changes would be required to implement them.

### **Learning Objective**

- To demonstrate how a healthcare delivery organization makes organizational design changes and evaluate if it results in systematic improvement in management of its clinical processes and research capabilities of its faculty
- To provide insights on how to generate and implement evidence-based medicine in large organizations.
- To highlight the importance and inherent challenges of disseminating best practices across healthcare delivery organizations in the context of resource-limited settings

# 5Ws

### **WHO**

Dr. Rajendra Badwe,  
Director,  
Tata Memorial Centre

### **WHAT**

Developing a replicable model of Evidence based Medicine procedures for healthcare institutions across India

### **WHY**

Tata Memorial Centre had successfully implemented EBM in their cancer detection and healthcare processes

### **WHEN**

March, 2016

### **WHERE**

Mumbai, India

## Technology Decision-Making in a Semi-Urban ICU: An Intensivist's Dilemma

**Vijaya Sunder M, Sarang Deo**

*Industry: Healthcare Sector*

**January 10, 2021**



*Operations Management*

Length: 08 page(s)

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Dr. Vimohan, the chief intensivist at Prashant Hospital, was facing a dilemma around digital technology. The case describes the critical challenges afflicting the intensive care unit (ICU) of the hospital and follows Dr. Vimohan as he visits the Bengaluru headquarters of Cloudphysician Healthcare, a Tele-ICU provider. The visit leaves Dr. Vimohan wondering whether he can leverage the tele-ICU solution to overcome the challenges at Prashant Hospital. He instinctively knew that he would need to use a combination of qualitative and quantitative analysis.

### Learning Objective

- Enable critical thinking and decision-making to address the business situation.
- Assess the pros and cons of a potential technology solution, and examine the readiness of an organization.
- Understand effective stakeholder and change management.
- Learn tools like cost-benefit analysis, net present value (NPV) analysis, force-field analysis, change-readiness assessment, and SWOT analysis.

# 5Ws

## WHO

Dr. Vimohan, Chief Intensivist, Prashant Hospital

## WHAT

What can Dr. Vimohan learn about healthcare delivery from a Tele-ICU provider that offers effective yet critical care?

## WHY

Leveraging technological solutions in critical care to improve patient outcomes and the work-life balance of healthcare providers.

## WHEN

2017

## WHERE

Muzaffarpur, India

# The Premamrutha Dhaara Project: A Sustainable Drinking Water Solution with Social Impact

**Vijaya Sunder M, Shashank Shah**

*Industry: Non Profits*

**July 23, 2021**



*Operations Management*

Length: 19 page(s)

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“The case, ‘The Premamrutha Dhaara Project: A Sustainable Drinking Water Solution with Social Impact,’ tracks the efforts of Huggahalli, head of the technology group of Sri Sathya Sai Seva Organisations (SSSO), to devise a sustainable solution to the drinking water problem in rural India that is low on cost, high on impact. They eventually develop a model that satisfies all these criteria and becomes the basis for a project called Premamrutha Dhaara. The case highlights the importance of performing feasibility analysis as part of the project planning in social projects. The case also describes how the financial and operational dimensions of sustainability could lead to a self-sustainable system.

## Learning Objective

*The case can be used to discuss project management, social innovation and change, sustainable operations management, strategic non-profit management, and public policy.*

- Feasibility analysis;
- Designing a social innovation framework in a Social Innovation and Change course;
- Dimensions of self-sustainability in a Sustainable Operations Management course; and
- Measuring social impact in Strategic Non-profit Management and Public Policy courses.

# 5Ws

## WHO

Srinivasulu Huggahalli, Head of Technology group, Sri Sathya Sai Seva Organization

## WHAT

To study the project feasibility and its sustained impact on the water-starved regions in rural India.

## WHY

To create a self-sustainable solution to address water scarcity and contribute to the overall welfare of Indian villages.

## WHEN

2019

## WHERE

India



# Organizational Behaviour and Leadership

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*I'm absolutely thrilled with the world-class case development support that I have received from CLMP. Interacting with their friendly, supportive and knowledgeable staff is especially delightful. From helping design, conduct and transcribe interviews, edit and provide peer reviews, and promote the case with HBS Publishing and on social media, CLMP has truly set the gold standard for end-to-end faculty support for instructional case development.*

**Ram Nidumolu**

Clinical Professor in the Organizational Behaviour area, ISB



## Aravind Eye Care System: Retaining the Legacy

**Sankaran Manikutty,  
Kavil Ramachandran**

*Industry:* Health Care Services

**September 29, 2017**



*Organizational Behaviour and Leadership*

Length: 18 page(s)

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The organization at the center of this study is Aravind Eye Care System (Aravind), a non-profit organization managed as a trust but fully financially self-reliant, both for its current expenses and its expansion needs. It gave about 50% of its services free, and though its medical competence was unquestioned, its executives believed that its main strength was its value system. Its founder, Dr. Govindappa Venkataswamy (Dr. V), had passed away in 2006, and his siblings had largely dissociated themselves from its day to day operations and even some aspects of its strategic management. The units were run by the second generation, who would themselves be retiring in a few years. The third generation members were already functioning at the lower levels of the organization, and in another five to ten years, the fourth generation would be coming in. The case presents Aravind Eye Care System's situation in this context, with a view to identifying the problems in retaining its legacy, which all of its executives agreed was not only invaluable but also the source of its competitive strength.

### *Learning Objective*

*The central learning objective of the case is to understand: How does a family organization driven heavily by values ensure that these are maintained and passed on to the next generations?*

ISB | ISB090

# 5Ws

## WHO

Management  
at Aravind

## WHAT

How could the current generation at Aravind transfer the organization's culture and legacy to the incoming successors?

## WHY

The value system, sustained through multiple generations, was Aravind's legacy as well as a critical success factor to its operations.

## WHEN

2015

## WHERE

Tamil Nadu, India

## Career Dilemma of a Next-Gen Family Member - The Case of Lavanya Nalli

**S. Ramnarayan, Sunita Mehta**

*Industry:* Apparel Industry

*December 20, 2020*



*Organizational Behaviour and Leadership*

Length: 12 page(s)

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The case follows Lavanya Nalli, a fifth-generation member of the Nalli family business, as she contemplates a critical decision about her future. Nalli Silks, an Indian ethnic wear retailer, had built an enviable reputation for quality and customer orientation over 90 years. As a female member of a conservative family business, she was not expected to enter the business and play an active role in it. Yet, she joined Nalli Silks after earning a degree in engineering and pursued her own learning in the firm. However, sensing that there were limited avenues within the firm to feed her ambition and keenness to learn and grow, she left India to pursue an MBA degree and gain work experience.

After seven years away, she was considering returning to the Nalli group with plans of setting up an e-commerce vertical. There were serious reservations within the family and the organization about her proposal. She herself had concerns about the larger strategy and set-up of the business. The case closes with her reflections and questions on the way forward.

### *Learning Objective*

- Understand how next-generation family members approach career choices and how this influences their enterprises.
- Appreciate the challenges of balancing values and aspirations among family, business and individual next-generation family members.
- Learn what family businesses can do to attract and retain next-generation family members.

# 5Ws

## WHO

Lavanya Nalli, fifth-generation entrepreneur, Nalli Silks

## WHAT

How could Nalli build her career in the family business without offending older generations and crossing value boundaries?

## WHY

The struggle of a female from a conservative family in making a mark on the family business.

## WHEN

2016

## WHERE

Bengaluru, India

## Continuing the Legacy of Annapurna Studios

***Nupur Pavan Bang, Kavil Ramachandran,  
Kandaswamy Bharathan***

*Industry:* Performing Arts

***August 12, 2020***



*Organizational Behaviour and Leadership*

Length: 14 page(s)

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Annapurna Studios was founded by legendary Indian actor Akkineni Nageswara Rao (ANR) in Hyderabad in 1975. Over the years, Annapurna had become a modern-day powerhouse in the field of entertainment and filmmaking, renowned for its state-of-the-art production facilities, creative content production, and film and media institute.

ANR's older son, Venkat joined the studio a few years after its inception but struggled to keep it afloat. In 1999, Venkat handed over management control of the studio to Nagarjuna, his younger son, who was an actor. Their niece, Supriya joined the business as a management executive.

With the second generation of the family still at the helm of Annapurna Studios, the next generation's involvement was relatively low. Chaitanya (Nagarjuna's son) had shown some interest, but the others were either not yet involved or were too busy with their own acting careers. Nagarjuna was worried that the next generation might not have the same level of passion for the studio. What strategy should the studio adopt to ensure its long-term survival in the risky and ever-changing film and entertainment business?

### ***Learning Objective***

*The steps required to institutionalize the studio and continue its legacy will make for an engaging classroom discussion, through which students will gain an understanding of:*

- *The importance of professionalization, meritocracy and performance evaluation in a family business,*
- *The elements of parallel planning and resource building,*
- *Institutionalization of a family firm,*
- *Legacy building challenges and responsibilities of family stakeholders,*
- *Revitalizing a business in a new context, and*
- *Ownership as a responsibility.*

# 5Ws

### WHO

Akkineni Nagarjuna,  
Director, Annapurna  
Studios

### WHAT

Nagarjuna hoped to hand over the reins of Annapurna Studios to the next generation of the family.

### WHY

Nagarjuna was concerned about the succession due to younger generation's low or negligible interest in the business.

### WHEN

2019

### WHERE

Hyderabad, India

## Creating and Sustaining a Social Enterprise: The Vittala Story

**S. Ramnarayan, Sunita Mehta**

**Industry:** Health Care Services

**October 1, 2018**



*Organizational Behaviour and Leadership*

Length: 16 page(s)

[Buy now](#)

Vittala International Institute of Ophthalmology (Vittala), a not-for-profit organization was involved in providing free/highly subsidized eye care to the rural and the economically underprivileged population in the state of Karnataka, India. The case describes the challenges faced by the founder and his family in building the state-of-the-art institution and sustaining it through its difficult initial years. Unlike certain eye care issues such as cataract, Vittala focused on retinal eye care problems that required periodic monitoring and treatment. Diagnosis required sophisticated and expensive equipment, which had to be made available in far-flung small towns and villages, and that posed difficulties.

To address the challenges, the organization and its founders executed pioneering innovations in organizational arrangements and processes. The case closes with the dilemma facing Krishna, Director of Vittala, which was to examine how the social enterprise could enhance the revenue streams to increase Vittala's reach in providing eye to the economically disadvantaged citizens.

### Learning Objective

- Understand the factors influencing the setting up of a not-for-profit enterprise in the health care sector and exposing the students to the realities of present system of health care in India;
- Explore the process and innovations required to deliver affordable eye care to rural areas;
- Emphasize the importance of aligning multiple stakeholders to build effective and sustainable operations; and
- Emphasize the importance of values in family run organizations to build togetherness.

# 5Ws

## WHO

Dr. Krishna R. Murthy,  
Director, Vittala

## WHAT

How could Vittala sustain itself in terms of revenue while continuing to deliver quality and affordable eye care?

## WHY

Sustainability in operations and revenue could only be achieved with a complete balance between paying and non-paying patients.

## WHEN

May 2018

## WHERE

Karnataka, India

## Creating Grassroots Leaders Through Dhan's Unique Leadership Model

**D. V. R. Seshadri, K. Sasidhar**

**Industry:** Not-for-Profit Development Organization

**November 29, 2017**



*Organizational Behaviour and Leadership*

Length: 15 page(s)

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DHAN (Development of Humane Action) was a development NGO, which focused on grassroots development aided by professional management. Dedicated to the mission of poverty eradication through grassroots development action, DHAN had made a significant impact on the Indian scene. It had already touched the lives of 1.5 million households during the course of its nearly 20-year journey and is poised to reach out to a further one million households over the next five years. In order to fulfill this ambitious mission, DHAN needed a steady stream of professionals with diverse skills to be trained and deployed pan India, spanning a wide spectrum of cultures, languages and sensitivities, truly a big challenge to contend with. Above all, for Vasimalai, the Executive Director who founded DHAN in 1997, the paramount challenge was to transmit his unique vision and development perspectives to the next generation of leaders, and build these perspectives into the very DNA of DHAN, so that the passion for development work would continue unabated through the years.

### Learning Objective

*This is an ideal case in a course on Strategy in the leadership module, as well as in a course focused on leadership, to sensitize participants about the new paradigms in leadership. Ideally, it should come at the end of the course after other leadership models and perspectives have been discussed. It would also be very relevant in leadership modules for executive for practising managers and leaders of both for-profit and not-for-profit organizations.*

ISB | ISB092

# 5Ws

## WHO

M. P. Vasimalai,  
Executive  
Director, DHAN

## WHAT

DHAN focused on deploying committed and skilled professionals pan-India, aiming to create larger impact and reach one million households more by 2021.

## WHY

Vasi wished to inculcate the culture of giving through developmental work, pan-India, attempting to make a difference in the development sector.

## WHEN

Spetember 2016

## WHERE

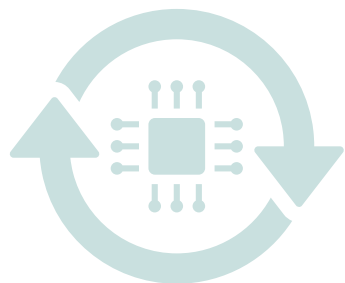
Hyderabad, India

## Digital Transformation at L&T (A)

**S. Ramnarayan, Sunita Mehta**

*Industry:* Construction and Engineering

*July 23, 2021*



*Organizational Behaviour and Leadership*

Length: 15 page(s)

[Buy now](#)

The case, 'Digital Transformation at L&T (A),' describes the digitalization of L&T Construction, the largest business of L&T, from conception to implementation. As a project organization with a limited number of high-value customers and relatively few customer touchpoints, the primary goal of digitalization in its case would be to improve operational effectiveness. The transformation was championed from the top, and the digital team initiated a variety of initiatives to facilitate digital at L&T. Within two years, they had developed and deployed a large number of solutions across hundreds of project sites, completely transforming the way work was performed. Buoyed by the success of the digitalization effort at L&T Construction, it was decided to extend it to other group companies.

### *Learning Objective*

- *What contributes to the success of Digital Transformation (DT) in a traditional organization.*
- *Entrepreneurial mindset required for DT.*
- *Ways to manage the effective implementation of digital solutions.*
- *Leadership competencies required for DT.*
- *Building capabilities to support transformation.*
- *Scaling up digitalization to other business units.*

# 5Ws

## WHO

Sekharipuram Narayanan  
Subrahmanyam, CEO  
and MD, L&T

## WHAT

Post digitization, how should the businesses organize themselves and benefit from the solutions deployed at L&T Construction.

## WHY

To improve digital adoption and data-driven decision-making besides systematic tracking of benefit realization at L&T.

## WHEN

2018

## WHERE

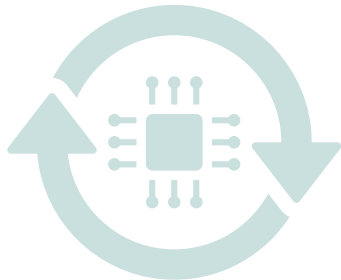
India

## Digital Transformation at L&T (B)

**S. Ramnarayan, Sunita Mehta**

*Industry:* Construction and Engineering

**July 23, 2021**



*Organizational Behaviour and Leadership*

Length: 06 page(s)

[Buy now](#)

The case, 'Digital Transformation at L&T (B),' provides an overview of the digitalization of other business units (BUs) of the L&T group. The digital teams in the various BUs were organized in a decentralized manner; they reported to the CEOs of their respective businesses. At the same time, strong processes and mechanisms were set up to foster coordination, knowledge sharing, and mentoring from the central digital hub. Over the next few months, the non-construction businesses were able to move quickly and successfully implement several digital initiatives. These included solutions that were designed to facilitate the safety of people in work locations during the COVID-19 pandemic. Having reached this juncture, L&T turned its focus to two key agenda items: Diffusing and strengthening the digital mindset and culture in the organization, and systematic tracking of benefit realization across BUs. CEO was also keen to look at different options to enhance digital effectiveness.

### *Learning Objective*

- *Scaling up the digitalization effort to other business units;*
- *Importance of keeping the digital team engaged and committed;*
- *Ways to create a new mindset and culture embracing digital transformation;*
- *Systematically track benefit realization across business units; and*
- *Way forward for L&T to enhance digital effectiveness organization-wide.*

# 5Ws

## WHO

Sekharipuram Narayanan  
Subrahmanyam, CEO  
and MD, L&T

## WHAT

L&T considered different options to enhance digital effectiveness and decide on the way forward.

## WHY

To diffuse and strengthen the digital mindset and culture besides systematic tracking of benefit realization across business units.

## WHEN

2020

## WHERE

India

## Ensuring Family and Business Continuity at India's GMR Group

**Kavil Ramachandran, John Ward,  
Sachin Waikar, Rachna Jha**

*Industry:* Infrastructure

**November 18, 2011**



*Organizational Behaviour and Leadership*

Length: 16 page(s)

This case is about an Indian family business, GMR Group, which was established a quarter-century ago, and by 2010 had become one of the major diversified infrastructure organizations in the country, with large-scale interests in infrastructure (energy, roads, and airports) and manufacturing (agri-business, mainly sugar). Since its founding, the Group had come a long way, from an independent proprietary enterprise to a family-owned holding corporation with several companies under its control, along with external stakeholders. The growth of the group had been led by the entrepreneurial zeal and organizational capabilities of its founder, G.M. Rao. Having seen many family businesses breaking up for lack of adequate governance mechanisms, Rao led the way for the writing of his family business's constitution with the help of several experts in 2007. The writing process of the constitution and the policies and processes developed were optimal for maximizing GMR's performance and the family's prosperity in current and future generations. This case captures the essential processes and outcomes of writing a family business constitution.

### **Learning Objective**

*This is primarily a case history of the journey of an entrepreneur of humble beginnings who establishes a large infrastructure corporation within a short time span. The case captures the processes followed by the entrepreneur and his family in developing multiple instruments for family governance. Hence, the case can be used to understand the processes typically followed by business families to develop family governance using several structures, systems, and processes.*

# 5Ws

## WHO

G.M. Rao, Founder and Chairman, GMR Group

## WHAT

Rao involved his sons, sons-in-law and outside consultants in writing a family constitution, based on which GMR would be run.

## WHY

Rao's understanding that family businesses fell apart without an appropriate governance structure, led to the creation of the constitution.

## WHEN

September 2010

## WHERE

New Delhi, India

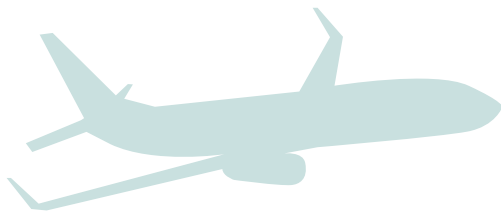


# Grounding of the Boeing 737 MAX 8 (A): What Went Wrong?

**Harsh Manglik, Geetika Shah, Anusha Parihar, Saumya Sindhwani**

*Industry:* Aerospace and Defense

**October 25, 2021**



*Organizational Behaviour and Leadership*

Length: 25 page(s)

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Between October 2018 and March 2019, two new Boeing 737 MAX 8 airplanes in different parts of the world were involved in deadly crashes. In both cases, the aircraft developed difficulties in seemingly calm weather and crashed shortly after takeoff, killing everyone on board. Preliminary investigations pointed to failures in a new automated software-driven system called the Maneuvering Characteristics Augmentation System (MCAS) that had caused both aircraft to pitch forward and potentially nosedive.

Case (A) delves into the causes of the 737 MAX crashes, Boeing leadership’s questionable responses and poor crisis management, and the fallout from the grounding. It describes the erosion of a culture of integrity and mismatched management expectations that ultimately led to cutting corners and breakdowns in the engineering and development process. Participants have the opportunity to analyze the critical issues in the case and answer the crucial question posed by aviation expert Andy Stephen: How could a disaster of this magnitude occur in an industry so advanced and sophisticated, and so driven by safety?

### Learning Objective

The case can be used for discussion around:

- Lessons learned for governance and management of complex organizations,
- Strategic decisions and risk management under uncertainty, competitive dynamics and time pressures,
- Leadership styles and impact on organizational culture, behaviour and risk of stress dysfunction,
- Guardrails and conflict resolution between marketplace drivers and engineering development,
- Nurturing an open organizational culture and alignment with business goals, and
- Crisis management.

# 5Ws

## WHO

Aviation expert, Andy Stephen

## WHAT

Understanding the role of leadership in this crisis—was the disaster due to management failure or bad decision making?

## WHY

Preliminary investigations revealed gaps in documentation, testing and pilot training on the MCAS system led to the two crashes.

## WHEN

May 2019

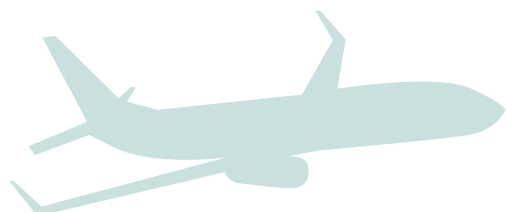
## WHERE

## Grounding of the Boeing 737 MAX 8 (B): The Road Ahead-Making the Boeing 737 MAX Flightworthy Again

**Harsh Manglik, Geetika Shah, Anusha Parihar, Saumya Sindhwani**

*Industry:* Aerospace and Defense

*October 25, 2021*



*Organizational Behaviour and Leadership*

Length: 23 page(s)

[Buy now](#)

Case (B) looks at the timeline of events surrounding the recertification of the 737 MAX, from the investigations immediately following the first crash to early August 2020, when initial test flights for recertification commenced, following intense internal reviews. The case considers the sequence of events from various angles: regulatory approvals, the company's financial performance, its corporate culture, and how the COVID 19-related slowdown affected Boeing's efforts to get the 737 MAX off the ground. Stephen, having followed the events closely and having understood the gravity of the situation, poses the following key questions: What would it take for the MAX to fly again? And when could it happen?

### *Learning Objective*

*The case can be used for discussion around:*

- *Lessons learned for governance and management of complex organizations,*
- *Strategic decisions and risk management under uncertainty, competitive dynamics and time pressures,*
- *Leadership styles and impact on organizational culture, behaviour and risk of stress dysfunction,*
- *Guardrails and conflict resolution between marketplace drivers and engineering development,*
- *Nurturing an open organizational culture and alignment with business goals, and*
- *Crisis management.*

# 5Ws

## WHO

Aviation expert, Andy Stephen

## WHAT

What should Boeing's strategy be to bounce back? Would the MAX ever fly again?

## WHY

With new evidence from the investigations revealed, Boeing's challenges in getting the 737 MAX airborne again remained high.

## WHEN

August 2020

## WHERE

## Hilti – Leadership and Ownership Transition in a Culture-Rich Company

**Kavil Ramachandran, Nupur Pavan Bang**

*Industry:* Manufacturing

**August 1, 2019**



*Organizational Behaviour and Leadership*

Length: 15 page(s)

[Buy now](#)

The Hilti Corporation was founded by Martin Hilti in 1941 in Liechtenstein, Germany. From its inception, Hilti set the highest standards of peoples' practices, innovation, quality and governance. The values of the company; Team, Commitment, Integrity and Courage, defined by Martin, remained unchanged over the years, even though the company leadership transitioned from Martin to his son Michael to the non-family Chairman Baschera and later Fisher. Continuity was given a lot of importance at Hilti.

In 2017, the family trust and the board of directors of the Hilti corporation, both had non-family leaders. Michael Hilti, the Lifetime Honorary Chairman of the Board of Directors, was happy that the transition of leadership had happened smoothly and as planned. He was keen to identify and correct possible areas of weaknesses existing or that might emerge in future. He knew that he didn't have a long time to further institutionalize the family and business.

### *Learning Objective*

*The case takes students through the journey of Hilti Corporation and the Hilti family. The company is a strong example for culture building practices and ownership models. It has successfully integrated its culture into strategizing for growth and has well laid out succession plans for the smooth transition of leadership to ensure continuity. There are a number of takeaways from the case on the best practices followed by the company.*

ISB | ISB167

# 5Ws

## WHO

Michael Hilti ,  
Lifetime Honorary  
Chairman of the  
Board of Directors at  
Hilti Corporation

## WHAT

How did Michael  
Hilti ensure smooth  
leadership changes and  
ownership transition in  
a culture-rich company  
like Hilti Corporation?

## WHY

To align the three  
key pillars of Hilti  
- the leadership of  
the company, the  
ownership trust and  
the family.

## WHEN

2018

## WHERE

Liechtenstein,  
Germany

## Implementing Fortis Operating System (A)

**S. Ramnarayan, Sunita Mehta**

*Industry:* Health Care Services

*June 29, 2018*



*Organizational Behaviour and Leadership*

Length: 16 page(s)

This case series allows students to examine the dynamics of an organization-wide operating system change that was implemented over a decade from 2007 to 2017. The change was initially introduced at Fortis Healthcare Limited in a single hospital and later successfully scaled up to multiple locations. The system worked well for some years before it fell victim to gradual degeneration and defocus. At some stage in the journey of change, this degeneration and defocus was noticed, and fresh efforts were made to revive the change at different locations. Thus, the case series gives students the opportunity to examine the different stages of a change journey—the introduction of change; transferring it to multiple locations; sustaining change; possible degeneration or defocus, leading to ritualization and loss of spirit; and the rejuvenation of change. In Case (A), the president of strategy and organizational development at Fortis Healthcare Limited had to decide on a plan scale up change quickly and effectively. Case (B) of the series showcases the dilemma of the CEO at Fortis Healthcare Limited while creating a strategy to ensure that standard operating procedures continued to evolve over time.

### *Learning Objective*

*This case can be used in courses on Leadership, Change Management, and Health Care Management. It is also suitable for executive education classes. It allows students to -*

- *Examine the nuances of a change implemented in a single hospital and of building a provision to scale up the change to multiple locations;*
- *Understand the various contributors to the success of a change effort, including the role of consultants;*
- *Understand how to apply Kotter's 8-Step change model for initiating and implementing change; and*
- *Understand the factors that affect the scaling up of a change.*

# 5Ws

### WHO

Daljit Singh,  
President, Strategy  
and Organizational  
Development, Fortis  
Healthcare Ltd.

### WHAT

Deciding on a plan  
scale up change  
quickly and  
effectively.

### WHY

The newly  
implemented Fortis  
Operating System  
initiative had to  
replicated across all  
hospitals of the group.

### WHEN

November, 2007

### WHERE

Mohali, India

## Implementing Fortis Operating System (B)

**S. Ramnarayan, Sunita Mehta**

*Industry:* Health Care Services

**June 29, 2018**



*Organizational Behaviour and Leadership*

Length: 11 page(s)

This case series allows students to examine the dynamics of an organization-wide operating system change that was implemented over a decade from 2007 to 2017. The change was initially introduced at Fortis Healthcare Limited in a single hospital and later successfully scaled up to multiple locations. The system worked well for some years before it fell victim to gradual degeneration and defocus. At some stage in the journey of change, this degeneration and defocus was noticed, and fresh efforts were made to revive the change at different locations. Thus, the case series gives students the opportunity to examine the different stages of a change journey—the introduction of change; transferring it to multiple locations; sustaining change; possible degeneration or defocus, leading to ritualization and loss of spirit; and the rejuvenation of change. In Case (A), the president of strategy and organizational development at Fortis Healthcare Limited had to decide on a plan scale up change quickly and effectively. Case (B) of the series showcases the dilemma of the CEO at Fortis Healthcare Limited while creating a strategy to ensure that standard operating procedures continued to evolve over time.

### **Learning Objective**

*This case can be used in courses on Leadership, Change Management, and Health Care Management. It is also suitable for executive education classes. Working through the case enables students to -*

- *Examine the different stages of a change journey;*
- *Recognize ways of managing change and innovation without losing sight of the requirements of managing continuity;*
- *Understand the various steps to institutionalize change, and examine the reasons for change degeneration; and*
- *Examine the concerns of a hospital that is focusing on efficiency and standardizing processes, as well as the patient experience.*

# 5Ws

## WHO

Bhavdeep Singh,  
CEO, Fortis  
Healthcare Ltd.

## WHAT

Dilemma of the CEO while creating a strategy to ensure that standard operating procedures continued to evolve over time.

## WHY

An organization-wide operating system change worked well for some years before it fell victim to gradual degeneration and defocus.

## WHEN

April 2017

## WHERE

Gurugram, India

## Leadership Succession at Achal: A Tough Nut to Crack

**Sivakumar Alur, Kavil Ramachandran,  
Navneet Bhatnagar**

**Industry:** Agribusiness, Food and Food  
Manufacturing

**September 14, 2015**



*Organizational Behaviour and Leadership*

Length: 09 page(s)

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Achal Industries was a 40-year-old proprietary family enterprise engaged in cashew processing and export. Giridhar Prabhu, 57, was Achal's second generation entrepreneur and managed its operations in the Indian states of Karnataka and Maharashtra. Giridhar had been studying and analyzing the option of automated cashew processing at factories, to combat labour shortage. His own plan was to retire from the business in five years, but he found that none of his three daughters was interested in running the business. Giridhar felt he would not have the ability to manage a new, profitable automated factory, which would demand quite an effort, as he got older. In November 2014, he was contemplating options that included selling his business, expanding the business and inducting professional non-family members to steer the enterprise's future. The dilemma before him was to choose the option that would be best for him, his enterprise and his family.

### **Learning Objective**

*The case highlights the challenges of family business succession planning, especially when the next generation members have different aspirations and lack interest in sustaining the business. The case exemplifies the intricacies of valuing a small business and implications of a "hold" versus "sell" decision. Appropriate Courses: a) Strategy b) Entrepreneurship c) Family Business (Succession Planning) d) Managing Small and Medium Enterprises (SMEs) e) Leadership and f) Corporate Governance*

# 5Ws

## WHO

Giridhar Prabhu,  
Second Generation  
Entrepreneur, Achal  
Industries

## WHAT

What was best for Achal- selling the family business, expanding it, or including individuals from outside the family?

## WHY

The next generation was disinterested in running the family business, and it would get tougher for Prabhu to manage in future.

## WHEN

November 2014

## WHERE

Mangalore,  
Karnataka, India

## Magna Acquisition: Adding Professionalism to Entrepreneurial Venture

**S. Ramnarayan, Sunita Mehta**

**Industry:** IT Consulting Services

**July 15, 2019**



**Organizational Behaviour and Leadership**

Length: 12 page(s)

[Buy now](#)

Quess Corp Limited acquired Magna Infotech, an IT contract staffing company in 2009 to go beyond general staffing and get into professional staffing. Magna, founded in 1997 by Pradeep Mittal had achieved the status of being the market leader in IT staffing in India by being highly entrepreneurial, consistently focused on business development, delivery and automation of core staffing processes. Quess carried out a thorough diagnosis of Magna after acquisition. The diagnosis helped identify specific areas where potential for performance improvement existed. Priorities were worked out and systematic efforts were taken up to focus on those areas. Planning and execution of action steps created effective alignment of thought processes among key stakeholders and high levels of engagement and employee motivation. In the following 8 years, the company retained its market leadership and become much larger. But it now confronted far-reaching changes in business context. How should the leaders reignite the entrepreneurial zeal in a much bigger, more stable and more successful organization?

### Learning Objective

- Understand the key elements of successful acquisition;
- Understand how changes in any part of the organization require attention to inter-dependent elements to realize larger goals;
- Appreciate how individual backgrounds & socialization and business context impact an individual's management style;
- Appreciate what approaches can help enhance organizational learning and performance; and
- Explore ways for organizations to combine control & agility to respond to new emerging realities.

# 5Ws

## WHO

Ajit Issac, CMD of Quess Corp Limited

## WHAT

When Quess Corp acquired Magna Infotech, how did the new leadership team improve both the topline and bottom line performance?

## WHY

To remain ahead of competition, it was imperative for Magna to discover new business models that would go beyond staffing.

## WHEN

2018

## WHERE

Hyderabad, India



# Merger of Equals: The Amalgamation Story of Indian Bank and Allahabad Bank

**S. Ramnarayan, Saumya Sindhwani,  
Geetika Shah, Anusha Parihar**

**Industry:** Banking and Investment

**August 4, 2021**



**Organizational Behaviour and Leadership**

Length: 33 page(s)

[Buy now](#)

On August 30, 2019, the Government of India announced the consolidation of Indian Bank and Allahabad Bank. The integrated entity had to start operations on April 1, 2020. Amalgamating two very different banks with thousands of branches and employees within a pre-set time window would be complex enough under normal circumstances, but the challenge was compounded by the advent of COVID-19 in March 2020. Padmaja Chunduru, Managing Director (MD) & Chief Executive Officer (CEO) of Indian Bank, was given the formidable task of overseeing the amalgamation process.

The case study describes the actual integration process in detail and the thorough planning and execution involved. Having undergone rationalization in several areas, Indian Bank not only emerged in a better financial state than before but also laid down its vision as a future-ready bank. Looking ahead, the key questions facing Chunduru were: How could the learnings from the integration become a part of the organization's DNA? How could the bank leverage technology to rebrand itself as a preferred bank of the younger generation?

## Learning Objective

- To deliberate and evaluate the best ways to plan, organize and implement the enormous task of merging two large, similarly-sized organizations.
- To emphasize the importance of careful and detailed integration planning, stakeholder management, and the role of leadership in a successful merger.
- To illustrate the critical role of well-defined organizational structures in supporting integration efforts.
- To deliberate how the bank can rebrand itself as a preferred bank of the younger generation.

# 5Ws

## WHO

Padmaja Chunduru,  
MD & CEO of Indian  
Bank

## WHAT

Future positioning  
of the integrated  
entity as a learning  
organization and  
a tech-savvy bank  
preferred by younger  
generations.

## WHY

Indian Bank and  
Allahabad Bank were  
merged into a single  
entity amid COVID-19  
challenges.

## WHEN

March 2021

## WHERE

Chennai, India

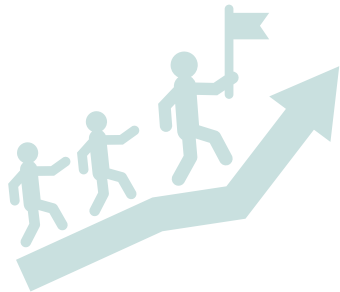


## Passing the Baton: Role Transition of B K Jhawar

**Kavil Ramachandran, Alexander Mathew**

**Industry:** Social Advocacy Organizations

**October 26, 2011**



*Organizational Behaviour and Leadership*

Length: 08 page(s)

A critical issue in the survival of family businesses is the management of succession. Most successions fail because first-generation founders find it difficult to disengage from their business as they approach retirement. As a result, they fail to prepare the next generation of successors for the leadership role. A founder's failure to plan for succession is due to various reasons, such as a lack of non-work interests, psychological identity with a firm, and fears of aging or death. Due to these reasons, the founder's retirement is frequently portrayed as a negative event. Succession is often seen as a phase of crisis and upheaval, which a business must overcome. However, this need not necessarily be the case.

This case involves an accomplished business leader, B.K. Jhawar, founder of Usha Martin Group, who successfully managed the twin challenges of retirement and succession. By the time he reached retirement, Jhawar had built up a social venture (KGVK) as his second career. Before transitioning to his new role full-time, Jhawar prepared the second generation for business leadership and effectively passed on the baton.

### **Learning Objective**

- Discuss the twin challenges of retirement and succession and how both can be managed effectively;
- Understand the actual process of leadership transition in a successful succession; and
- Discuss the benefits of any philanthropic activity that a family business may undertake.

# 5Ws

## WHO

B.K. Jhawar, Usha Martin Group

## WHAT

Jhawar had eased into retirement, having ensured the new generation was ready to take the helm and handle the company.

## WHY

Understanding that succession planning was integral to the survival of a family business, Jhawar had prepared his successors for leadership.

## WHEN

May 2010

## WHERE

Kolkata, India

## Professionalization of Ujwal Bharati

**Kavil Ramachandran**

*Industry:* Manufacturing

**July 29, 2010**



*Organizational Behaviour and Leadership*

Length: 10 page(s)

The case is woven around the decision dilemma faced by Srinivas, the second-generation managing director of Ujwal Bharati Pharmaceuticals, a mid-size business in India. Among other issues related to corporate and family governance, he had to decide whether to retain his non-family CEO or not. This case was written in the context of the major efforts made by mid-size Indian family businesses in recent years to professionalize their operations. While the director appreciates the need to professionalize and successfully recruit non-family professionals, he is not able to retain them. The director's major dilemma is not only to delegate but to simultaneously find a way of making use of his time. The director's elder brother, without any male heir, is non-interfering and the director's only son is not ready for the position.

### **Learning Objective**

*The case is best suited for a session on professionalization of management of a growing company but is also appropriate for courses such as Family Businesses, Organizational Behaviour, Strategy Implementation and Entrepreneurship.*

# 5Ws

## WHO

Srinivas, MD Ujwal Bharati Pharmaceuticals

## WHAT

What are the challenges faced by Srinivas during the process of professionalization and deciding whether to retain his non-family CEO?

## WHY

Srinivas was unable to retain non-family professionals as the CEO of his company for want of a clear road map.

## WHEN

2007

## WHERE

Bangalore, India

## Project Vishwamitra at T. P. Engineering Corporation

**S. Ramnarayan, Rekha K. N., Neha Gupta**

*Industry:* Manufacturing

**December 1, 2011**



*Organizational Behaviour and Leadership*

Length: 14 page(s)

The case describes the introduction of a human resources (HR) system named Project Vishwamitra (PV) in 2000 in a large, public-sector manufacturing organization, T.P. Engineering Corporation (TPEC). PV was introduced with considerable leadership support and visibility. It was intended to provide every engineer trainee at TPEC a friend and guide to ease their entry and socialization into the organization. The senior managers assigned to guide the trainees were called mentors. For about five years, the project ran smoothly — the trainees felt supported and the mentors were happy to guide trainees. But afterwards, certain important changes took place in the organization in the staffing of leadership positions. With longer-standing employees moving out and a significant rise in the number of trainees recruited, PV ran into difficult times. Interaction between trainees and mentors became more infrequent and, in certain areas, there was no contact between the two. In the midst of degeneration, one of the leaders was able to revive the project in one of the company units. Following this, the company faced a choice regarding the form in which PV should continue.

### **Learning Objective**

*This case is suitable for organizational behaviour and change management courses. The case deals with initiation and sustenance of an HR system and serves the following learning objectives:*

- *Implement an HR system effectively in a large organization with a strong hierarchical and procedural orientation; and*
- *Deal with issues of organizational adaptation so that processes and systems are attuned to changing demands.*

# 5Ws

## WHO

R.L. Jain, Assistant General Manager, Human Resources Development, TPEC

## WHAT

PV, initially a great success, fell apart over time as leadership changed and the mentor-trainee relationship nearly ceased to exist.

## WHY

PV needed to be revived as the number of trainees would rise by 50% during the next recruitment.

## WHEN

2012-2013

## WHERE

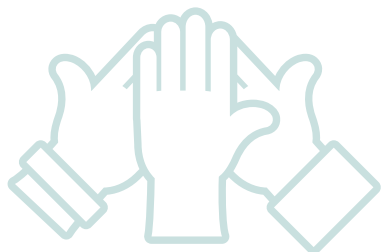
India

## SAP Labs India: Building an Inclusive Organization

**Chandrasekhar Sripada, Geetika Shah**

**Industry:** Information Technology

**December 9, 2021**



**Organizational Behaviour and Leadership**

Length: 19 page(s)

[Buy now](#)

This case describes how SAP Labs India, a research and development (R&D) center of SAP SE, a leading global IT enterprise software company, introduced and pursued a wide range of diversity and inclusion (D&I) programs across the organization. Set in September 2020, amid the COVID-19 pandemic, it narrates the story of Sap Labs' D&I journey of over a decade. The case outlines and examines different diversity programs that were instituted around four pillars of D&I, namely, (i) gender, (ii) culture and identity (LGBTQ employees), (iii) cross-generational employees and (iv) differently-abled people. The case discusses the company's efforts to promote awareness and adoption of its diversity goals and the challenges it faced along the way. The case raises the following questions: Did the programmatic efforts to implement diversity initiatives lead to inclusion at SAP Labs? What were the challenges in promoting these initiatives? Beyond diversity, what more could SAP Labs do in the future to embrace an inclusive culture?

### Learning Objective

*This case helps in understanding how programmatic organizational efforts are designed, executed, and steered to promote diversity and inclusion in large multinational firms. It highlights the challenges SAP Labs faced in execution and implementation, and outlines current and future roadblocks to sustaining a culture of inclusion. Through this case, students will:*

- Analyze diversity promotion programs and understand what works and what does not,
- Examine the role of various stakeholders in the design and implementation of D&I programs,
- Understand how to go beyond diversity and ensure inclusion, and
- Understand and appreciate the business and organizational rationale for D&I.

# 5Ws

## WHO

Shraddhanjali Rao,  
Vice President,  
Human Resources,  
SAP Labs

## WHAT

How could SAP Labs ensure that their diversity initiative translated into true inclusion?

## WHY

The organization would have to sustain a culture of inclusion, a parameter much harder to measure than diversity.

## WHEN

September 2020

## WHERE

Bengaluru, India

## Singareni Collieries: From Gloom to Glory

**S. Ramnarayan, Neha Gupta**

**Industry:** Mining, Quarrying, Oil and Gas Extraction

**February 13, 2013**



*Organizational Behaviour and Leadership*

Length: 12 page(s)

The case narrates how A. P. V. N. Sarma, chairman and managing director of Singareni Collieries Company (SCCL) since 1997, realized the need for change to rescue the company from impending bankruptcy. SCCL, a supplier of coal to the power and energy sectors, had been declared bankrupt by the Board for Industrial and Financial Reconstruction twice, in 1992 and 1996. As it provided direct and indirect employment to people residing in the region around SCCL, the health of the organization was critical not only to the massive workforce, but also to the state of Andhra Pradesh.

The case captures various initiatives by Sarma to bridge the trust deficit between management and blue-collar workers with low literacy and income levels. The case describes how numerous strikes plaguing SCCL were curbed and order was restored. Under Sarma's leadership, SCCL achieved a net profit of 894 million rupees for the fourth consecutive year in 2001. Sarma had a fixed tenure of five years, ending in 2001. The task for the new leader was to build on the foundations laid by Sarma and take SCCL to new heights.

### Learning Objective

- Stimulate considerations on developing an effective change communication plan. Sophisticated modern communication strategies (social networking, SMS, blogs, intranet, etc.) have limited utility in reaching out to workers with low literacy levels;
- Encourage discussion on ways to overcome trust deficits between management and labour, given absence of communication between the two groups; and
- Help participants understand challenges of change management and ways to meet them.

# 5Ws

### WHO

A. P. V. N Sarma,  
Chairman and  
Managing Director,  
SCCL

### WHAT

Could SCCL sustain its growth as well as the new positive relationships created between the management and the blue-collar workers?

### WHY

Although Sarma had led SCCL to profit and productivity, his tenure was coming to an end. Could SCCL still thrive?

### WHEN

April 2001

### WHERE

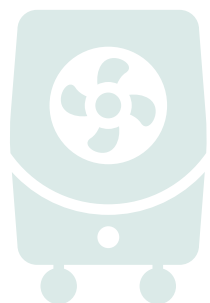
Andhra Pradesh,  
India

## Symphony: Growing Through Internationalization

**S. Ramnarayan, Sunita Mehta, E. S. Srinivas**

**Industry:** Manufacturing

**February 5, 2019**



**Organizational Behaviour and Leadership**

Length: 16 page(s)

[Buy now](#)

Symphony Limited, an air cooler company decided to buy International Metal Products Company (IMPCO) in 2009. IMPCO, based in Mexico manufactured industrial coolers that complemented Symphony's product line. Additionally, the acquisition provided Symphony access to the US market. IMPCO, however, was a loss making company and was on the verge of bankruptcy. On taking over IMPCO, Symphony dealt with several issues like financial crisis, operational inefficiencies, low employee productivity, IMPCO's poor brand image, lack of product innovation and weak sales and distribution.

This case briefly describes the history of Symphony and outlines the various challenges faced by the organization in turning around IMPCO. The case closes with another opportunity that lands on Symphony's lap - acquisition of Munters Keruilai Air Treatment Equipment Co Ltd (MKE), an air cooler manufacturing company in China. Like IMPCO, MKE was also a loss-making air cooler company. But otherwise, the challenges and the context were starkly different in the two cases. Achal Bakeri, founder and CEO of Symphony wondered how the Symphony team should approach the newest challenge.

### Learning Objective

- Understand that an entrepreneurial journey often runs into a few setbacks and failures; but these crises also become sources of valuable insights if we're willing to learn from them;
- Understand the nature of challenges in international acquisition and the importance of managing 'hard' and 'soft' issues for successful acquisitions;
- Recognize the elements of effective execution;
- Gain insight into the nature of turnaround process; and
- Analyze leadership characteristics of Level 5 leaders.

# 5Ws

## WHO

Achal Bakeri,  
founder and CEO of  
Symphony Ltd.

## WHAT

The senior management at Symphony needed to plan their strategy to turn around a recently-acquired loss-making subsidiary, MKE.

## WHY

While international acquisitions helped the company to establish its presence globally, making subsidiaries profitable was a daunting task.

## WHEN

September 2015

## WHERE

Ahmedabad, India

## The Unfinished Agenda: Dr. Reddy's Laboratories Ltd

***Nupur Pavan Bang, Kavil Ramachandran***

***Industry:*** Pharmaceuticals

***December 5, 2017***



***Organizational Behaviour and Leadership***

Length: 16 page(s)

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Dr. K. Anji Reddy founded Dr. Reddy's Laboratories Ltd (DRL) in 1984. Since then, the company had grown to become one of the largest pharmaceutical companies in India. The company professionalized early on, and over the years, the family members defined and refined their roles for the efficient running of the company. Dr. Reddy passed away on March 15, 2013. His son-in-law, G. V. Prasad, had been with DRL for more than 25 years by then. Prasad acknowledged that a lot needed to be done to fulfill Dr. Reddy's dreams. He had been contemplating his own future role in the company and the need for a smooth succession. But who would succeed him? What would be the qualities of the person who would succeed Prasad, a passionate member of the founding family of DRL? Would a non-family CEO be a suitable replacement?

### ***Learning Objective***

*The case takes the audience through the journey of an entrepreneur-driven company that transforms itself into a professionally run multinational company and the involvement of the next generation of the family members in the business. A few specific teaching objectives are to understand how family-controlled entrepreneurial ventures are transformed into professionally managed, well-governed organizations and understand the challenges of building the foundations of a lasting organization.*

ISB IISB097

# 5Ws

## WHO

G. V. Prasad, Co-Chairman, MD and CEO of Dr. Reddy's Laboratories Ltd (DRL)

## WHAT

To develop approaches and recognize the need for introducing high-quality governance in a family-controlled business

## WHY

How the practice of high-quality governance can be introduced in a family-controlled business?

## WHEN

2016

## WHERE

Hyderabad, India

## Turnaround of Food and Civil Supplies Department in Telangana Government

**S. Ramnarayan, Sunita Mehta**

*Industry:* Public Administration

*August 24, 2018*



*Organizational Behaviour and Leadership*

Length: 20 page(s)

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C. V. Anand, a senior officer of the Indian Police Service (IPS) was assigned to lead the Food and Civil Supplies Department in the state of Telangana, India by the Chief Minister. Anand observed a culture of ritualistic decision making, political power plays, and shortage of talent leading to the neglect of key aspects. The funds crisis had arisen due to non-receipt of dues and there were mounting interest charges. There were archaic procedures, and corruption at different levels. Anand initiated multiple initiatives in the areas of: organizational aspects, technology and systems. He made conscious efforts to mobilize support. a year of assuming leadership, the result of turnaround was evident - the funds crisis had eased and the system had become responsive to the needs of its key stakeholders - the farmers and the needy beneficiaries. Anand knew that he was on a short-term deputation and that he would be transferred in the following six to eight months. He was concerned about what he should do in the remaining months to ensure that the changes stick and are not leader-dependent for continuation.

### *Learning Objective*

- *Understand the functioning of an government organization involved with supporting the underprivileged population;*
- *Examine the factors that lead to ritualistic decision making, helplessness and ineffectiveness in the face of self-serving behavior and political power plays;*
- *Explore different actions that can lead to a successful turnaround of an organization;*
- *Explore processes that lead to overcoming indifference and fostering ownership; and*
- *Examine the key role of influence and conflict management;*

# 5Ws

## WHO

C. V. Anand, Indian Police Service

## WHAT

How could Anand ensure in his remaining term that the changes made to the system would sustain after his transfer?

## WHY

Anand had resolved the funds crisis for the time being, but the recovering system could fall apart easily in his absence.

## WHEN

August 2017

## WHERE

Telangana, India



## Uniting Spirits: The Path to a New Culture at Diageo India

**Chandrasekhar Sripada,  
Thomas J Menachery**

*Industry:* Alcoholic Beverage

**January 4, 2022**



*Organizational Behaviour and Leadership*

Length: 20 page(s)

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The case describes the culture-building journey at Diageo India, formerly United Spirits Limited (USL). Diageo plc, a global leader in premium alcohol beverages, acquired a majority stake in Indian spirits company USL in 2013-14. The company manufactured, sold, and distributed a portfolio of premium alcohol beverage brands, some imported and others locally manufactured such as Johnnie Walker, Black Dog, Antiquity, Signature, Royal Challenge, McDowell's No.1, Smirnoff, and Captain Morgan. On taking over USL, Diageo made culture change one of its top strategic priorities. This was a challenging task since USL's close to 200-year-old history was marked by frequent cultural shifts resulting from a series of mergers and acquisitions. Anand Kripalu, the CEO of Diageo India, worked closely with Ivan Menezes, the chief executive of global Diageo, the HR function, and the leadership team to identify the four cultural pillars of the organization: breaking hierarchies, celebrating life, ensuring complete compliance, and fostering cross-company collaboration. This case outlines Diageo India's initiatives and efforts in implementing each of the pillars. Set in 2020, the case also looks at the extraordinary circumstances created by the COVID-19 pandemic, which prompted the company to accelerate its culture-building efforts.

### **Learning Objective**

*The case is designed to be taught in postgraduate- and undergraduate-level courses in Business Administration and in Executive Education programs. Learning Objectives: Recognize the significance of organizational culture, Analyze the organizational culture change process in the context of mergers and acquisitions, Determine the programmatic actions and initiatives require to bring about culture change, Appreciate the role of leaders and teams in the culture change process.*

# 5Ws

### WHO

Anand Kripalu,  
CEO, Diageo India  
(Formerly United  
Spirits Limited).

### WHAT

The efforts behind a culture building journey and the role of leadership in accelerating these efforts post acquisition/merger.

### WHY

Sustaining the cultural transformation in an organization post cultural shift and initiating efforts to turn these new gains into long term goals.

### WHEN

2020

### WHERE

India

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