

ISBN : 978-81-950596-3-8

**DPU** Dr. D. Y. Patil  
**B-School**  
(Program Approved by AICTE, Ministry of Education, Govt. of India)

# CASEPEDIA

Volume 2

(Case Studies in Management)



**EDITORS**

| Dr. Amol Gawande | Dr. Atul Kumar | Dr. Shraddha Purandare



(Program Approved by AICTE, Ministry of Education, Govt. of India)

**Case Development Cell (CDC)**

**Presents**

# *CASEPEDIA*

**Volume 2**

**A collection of**

**Case Studies in Management**

**Copyrights:**

All rights reserved. No part of this publication may be reproduced or transmitted, in any form by means, without permission. Any person does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

ISBN: **978-81-950596-3-8**

© Dr. D. Y. Patil B-School, May 2022

**Printed at:****Success Publications**

Radha Krishna Apartment, 535, Shaniwar Peth

Opp. Prabhat Theatre, Pune – 411030

Contact: 9422025610, 8806664858, 020-24433374, 24434662

Email: [marketing@sharpmultinational.com](mailto:marketing@sharpmultinational.com)

Website: [www.sharpmultinational.com](http://www.sharpmultinational.com)

**Published by:****Case Development Cell (CDC)****Dr. D. Y. Patil B-School**

Tathawade, Mumbai Bangalore Highway

Pune 411033, Maharashtra, India

Contact No.: 8007989201

Email: [cdc.bschooll@dpu.edu.in](mailto:cdc.bschooll@dpu.edu.in)

Website: [www.bschooll.dpu.edu.in](http://www.bschooll.dpu.edu.in)

---

## PRESIDENT'S FOREWARD

---

In just five years, Dr. D. Y. Patil B-School has set new excellence benchmarks for itself and its peers. It is splendid to see Dr. D. Y. Patil B-School amongst some of the biggest names of the Management colleges. It is a major coup to have positioned itself in the education industry in such a short period. I am glad to see that the institute has come a long way and will undoubtedly achieve great heights with the dint of its enthusiasm and relentless efforts.



I must proudly say that **Casepedia Volume 2** will provide a new realm of pedagogy that will foster students to develop analytical thinking and reflective thinking when they ponder and discuss these real-life scenarios.

Wishing you all the great success in your future pursuits.

**Dr. P. D. Patil**

**President**

Dr. D. Y. Patil Unitech Society, Pune, India



## MESSAGE FROM SECRETARY

---

I am deeply overwhelmed by the release of the **Casepedia, Volume 2**. This is the maiden venture of the Case Centre of Dr. D. Y. Patil B-School in its contribution to case-based teaching. When it comes to imparting management-based acumen, case-led pedagogy is a panacea.

I congratulate the Case Centre of Dr. D. Y. Patil B-School for their pursuit of excellence in building an education system inspired by real-life cases to foster decision-making capacity for the managers of tomorrow.



Best Wishes,

**Dr. Somnath Patil,**  
**Secretary**

Dr. D. Y. Patil Unitech Society, Pune, India

## **PREFACE**

---

Generation over generation changed, but some of the ways of imparting management education have not changed. One such way is the case study method. As we all know, it's been 100 years since Harvard Business School began using the case study method. The case study has been termed as one of the robust ways of teaching when a holistic, in-depth investigation of the matter is required. It is considered one of the best techniques to put Knowledge into practice. Beyond regular teaching of concepts, the case study method shines in inculcating meta-skills in students like problem-solving, Analytical skills, and Decision-making Skills. Ultimately this leads to choosing a proper course of action for results and we learn better from examples.

As an educationalist, it is our responsibility to teach our students the basics of applying theory in practice. Many recruiters nowadays use the case method for assessing candidates and plotting their potential careers. It is interesting to know how different people use the same information to arrive at diverse conclusions & analyze the dilemma as it unfolds.

Applying theory in practice and how to induce theory from practice can be very well taught through cases. To promote this culture of case studies, last year Case development cell of Dr. D. Y. Patil B School launched Casepedia, a book series dedicated to case studies.

The case studies reflected in this volume will help to cultivate the capacity for critical analysis, reflective judgment, and decision-making by reading and discussing complex, real-life scenarios, and actions among readers as well as students. Case studies permit readers to exercise the application of concepts that they've learned. The cases published in this issue would make readers comfortable even with the less perfect information and uncertainty that exists in the situations and to apply the various concepts learned to reach out to the eventual solution to the problem.

## MESSAGE FROM EDITORS

---

Dear Readers,

It gives us immense pleasure to bring to you the 2<sup>nd</sup> volume of Casepedia- Case Studies in Management with ISBN: 978-81-950596-3-8.

This volume attempts to shed light on cases that are Illustrative as well as Exploratory in nature. Fictional cases and real data-based cases are incorporated in this issue. We have received a diverse range of cases from HR, OB, Marketing, strategy, IT and Tourism domains.

We would like to thank all the authors and reviewers for supporting this book series. This time we received an overwhelming response from eminent researchers geographically located across the nation & internationally. We would like to thank our contributors for their efforts in demonstrating their commitment. We look forward to continuing our journey together.

Happy Reading!

Best Regards,

**Dr. Amol Gawande**

**Dr. Atul Kumar**

**Dr. Shraddha Purandare**

# INDEX

<b>Sr. No.</b>	<b>Title of the Case Study</b>	<b>Author(s)</b>	<b>Page No.</b>
<b>1</b>	Infosys: CSR activities	Dr. Somnath Patil Dr. Atul Kumar Manjiri Joshi	<b>1</b>
<b>2</b>	Covid-19 safety measures taken by UAE government - Good practices	Dr. Sameera Iqbal Kanza Iqbal Muhammad Nauman Bashir	<b>7</b>
<b>3</b>	Maruti: Triple bottom line	Dr. Amol Gawande Parminder Kaur Ishita Sil	<b>21</b>
<b>4</b>	Mamaearth: The new age D2C brand	Dr. Namrata Singh Ishani Chakraborty	<b>26</b>
<b>5</b>	Bharat electronics: Focus on R&D	Dr. Somnath Patil Dr. Amol Gawande Tejaswinee Kankekar	<b>42</b>
<b>6</b>	WNS: Research & analytics offerings	Dr. Vinaydeep Brar Dr. S. G. Walke Dr. A. B. Dadas	<b>47</b>
<b>7</b>	Strategic planning & decision making	Dr. Arun Pardhi Dr. Dilip Aher	<b>51</b>
<b>8</b>	Granules: Importance of being free cash flow positive	Dr. Amol Gawande Dr. Rashmi Paranjpye Shraddha Joshi	<b>58</b>
<b>9</b>	Religious tourism in Uttar Pradesh: A case study of Varanasi	Dr. Hemendra Sharma Dr. Sushil Pande	<b>62</b>
<b>10</b>	Zapier's remote work model: A new norm for sustainability	Dr. Shraddha Purandare Dr. Aditi Aljapurkar Satyajit Ingawale	<b>83</b>

<b>11</b>	Freshaxo – The champions of cricket shoes	Dr. Ila Chaturvedi	<b>92</b>
<b>12</b>	TCS: Talent development and retention	Dr. Sonali Saha Dr. Aditi Aljapurkar Devvrath Pacholi	<b>97</b>
<b>13</b>	Eicher Motors: Iconic Royal Enfield brand	Dr. Atul Kumar Dr. Sheetal Darekar Pooja Patil	<b>102</b>
<b>14</b>	Solar ATMs: Can it be a sustainable solution in the future and also is this the right time to increase?	Dr. R. K. Prema Rajan	<b>108</b>
<b>15</b>	Genpact: AI application “Cora”	Dr. Sheetal Darekar Chandani Khan Tejaswini Pillay	<b>115</b>
<b>16</b>	Kaveri Seeds: Product expansion towards multi-crop strategy	Dr. Atul Kumar Geetika Jha Suman Deokota	<b>120</b>
<b>17</b>	Industrial demands-relationship dynamic	Dr. Dilip Aher Dr. Arun Pardhi	<b>125</b>
<b>18</b>	Tikare distributors	Dr. Srinivasa Suresh Sikhakolli Dr. Azharshaheen Shaikh Dr. Asha Kiran Sikhakolli	<b>133</b>
<b>19</b>	Wipro: Managing its intellectual capital	Dr. Sonali Saha Dr. Shraddha Purandare Sneha Umarji	<b>143</b>

## CASE 1

---

### Infosys : CSR Activities

---

**Dr. Somnath Patil**

Associate Professor,

Dr. D. Y. Patil Institute of Management and Research, Pune.

**Dr. Atul Kumar**

Professor, Dr. D. Y. Patil B-School, Pune.

atul.kumar@dpu.edu.in

**Manjiri Joshi**

Assistant Professor, Dr. D. Y. Patil B-School, Pune.

manjiri.joshi@dpu.edu.in

---

### **ABSTRACT**

Infosys is a leading IT services company. Not only has it done well in terms of financial performance, but also it is a very good corporate citizen. The Companies Act mandates large companies to spend around 2% of its annual profits towards CSR activities. Infosys has long ago started its CSR activities. The company's CSR activities are broad based and include several areas such as poverty alleviation, education, environment and other social causes. Infosys delivers its CSR projects through Infosys Foundation. This special purpose no-for-profit organization helps Infosys achieves its CSR goals and objectives. It is a very good example of corporate citizenship.

**Keywords:** Corporate social responsibility, corporate citizen, not-for-profit, NGO, social, environment

### **INTRODUCTION**

Set up in 1981, Infosys, listed on the NYSE, is a global IT services and consulting company and employees 249k staff. Just from a capital of

---

US\$250, it has developed to turn into a US\$13.15 billion organization with a market cap of roughly US\$ 72.2 billion ("infosys.com", 2021).

During its journey of more than 39 years, it has catalyzed a portion of the significant transformation that have prompted India's emergence as the worldwide center for software services talent. It has spearheaded the Global Delivery Model and stood out as the first Indian firm which got listed on the NASDAQ. Its ESOP program made a portion of India's first millionaires from the salaried class.

### **Corporate Social Responsibility:**

Infosys has adopted Corporate Social Duty ('CSR') activities very early. Alongside continued economic performance, social and environmental stewardship is likewise a critical consideration for all encompassing business development. In 1996, the company set up the Infosys Foundation as a not-for-profit central body pointed toward giving a committed way to deal with local area improvement and furthermore to satisfy the company's CSR responsibilities. Infosys Foundation pursues eliminating malnutrition, improving medical care framework, supporting essential schooling, rehabilitating abandoned children and women, and safeguarding India's heritage and culture. Infosys Foundation collaborates with non-government associations (NGOs) to have an effect among neighborhood networks. The firm's center has consistently been to add to the reasonable advancement of the general public and climate, and to make the planet a better place to live for future generations.

### **Focus Areas:**

#### **1) Hunger, malnutrition, health and poverty:**

Eradicating hunger and poverty, neediness also, unhealthiness, advancing preventive medical services and disinfection and making accessible safe drinking water.

#### **2) Education:**

Promoting education, including custom curriculum and work upgrading professional abilities particularly among kids, ladies, older and the differently abled, and job upgrade projects; monetary commitments to scholastic organizations for setting up endowment funds, chairs, research facilities, and so forth, with the goal of helping students in their examinations.

**3) Rural Development Projects:**

Strengthening of rural regions by enhancing accessibility, drinking water, sanitation, housing, in this manner making sustainable towns.

**4) Gender Equality and women empowerment:**

Promoting sexual orientation fairness and engaging ladies; setting up homes, inns and day-care communities for orphans and ladies; setting up old-age homes and such different facility for aged residents; and embracing measures for diminishing disparities looked by economically and socially backward groups.

**5) Environment Sustainability:**

Ensuring environment maintainability, biological balance, security of vegetation, agro-forestry, animal welfare, preservation of resources and keeping up the nature of air, soil, and water.

**6) National Heritage, Art & Culture:**

Taking care of national heritage, craftsmanship and culture including reclamation of structures and destinations of chronicled significance and art works; setting up of public libraries; advancing and creating traditional arts and handicrafts

**Goals:**

<b>Goal Area</b>	<b>Actions</b>
Hunger, poverty, malnutrition and healthcare	The company will work along with different nonprofit groups that run mid day meal initiatives in schools across the country and may build up kitchens that give meals to school children. The company will work with organizations which work on health or medical projects, for example, offering help for cancer treatment, cataract surgeries, and so on.
Education	To coach under privileged students in its various development centers. To provide grants to various colleges and institutes to improve their infrastructure, create endowment funds, sponsor chairs.
Rural Development	Well being of individuals from rural regions guarantees sustainable development. The company works along with local organizations to accomplish development goals for the community. It will join



	forces with NGOs and governments and what's more, support them in improving framework, for example, building streets, giving seepage frameworks and power, and restoring cataclysmic event influenced casualties in rural areas.
Gender equality, environment sustainability, Culture and art	The company focuses on promoting equality in terms of gender, women empowerment, ensuring environment sustainability, protecting national heritage and culture

**Financial Details:****Table 1: CSR Fund**

	<b>In ` Crore</b>
<b>Particulars</b>	<b>Amount</b>
<b>Average net profit of the Company for the last three financial years</b>	<b>17,978</b>
<b>Prescribed CSR expenditure (2% of the average net profit as computed above)</b>	
<b>Total amount to be spent for the financial year</b>	<b>359.56</b>
<b>Amount spent</b>	<b>359.94</b>
<b>Amount unspent</b>	<b>-</b>

(Source: Annual Report FY20)

**Global CSR Activities:**

Apart from the requirements of the Companies Act, 2013, the company has expanded its CSR footprint worldwide. The expenditure made on CSR through Infosys Foundation USA is as follows:

**Table 2: Infosys Foundation USA Spending**

<b>Focus area</b>	<b>Amount in US \$</b>
<b>Teacher training</b>	<b>31,76,713</b>
<b>Student education and services</b>	<b>5,05,000</b>
<b>Classroom aids and technology</b>	<b>1,00,000</b>
<b>Advocacy and awareness</b>	<b>48,531</b>
<b>Operating expenses</b>	<b>1,18,116</b>
<b>Total</b>	<b>39,48,360</b>

(Source: Annual Report FY20)

---

**CONCLUSION**

Infosys is not only a leading IT services firm, but also a very good corporate citizen. Through Infosys foundation, it focuses on several CSR projects such as poverty alleviation, education, gender equality, environment, national heritage and culture and other social causes. It spends substantial amount of profits on these CSR projects. It actively pursues these projects both domestically as well as in the US. Summarily, it is a very good example of corporate citizenship.

**TEACHING NOTES****Synopsis**

This case study focuses on Infosys's CSR activities. The company drives its CSR projects through Infosys Foundation which is a not-for-profit organization. The company's CSR activities are focused on several objectives such as poverty alleviation, gender equality, environment, national heritage and culture and several other social causes. The company spends significant amount of money on the CSR front both domestically and internationally.

**Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

**Learning Objectives**

- CSR activities
- Various CSR project areas
- Corporate citizenship

**Discussion Questions**

- What drives companies to become corporate citizens?
- Which are the various areas where Infosys Foundation works towards betterment?
- Do you think Infosys is a very good corporate citizen?

## REFERENCES

- Annual Report FY20
- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). *CASEPEDIA: Volume 1: Case Studies in Management*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- infosys.com. (2021). Retrieved from <https://www.infosys.com/about/history.html>
- Kumar, A., Hemalatha, S., Saleem, P. M. B., & Paxleal, J. S. (2021). *E-Governance - A Comprehensive Framework with Case Study*. Saliha Publications, Tamil Nadu, India. DOI: <https://doi.org/10.5281/zenodo.6660232>
- Patil, S., Gawande, A., & Kumar, A. (2021). *Caselets in Business*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>

## CASE 2

---

### Covid-19 Safety Measures taken by UAE Government - Good Practices

---

#### **Dr. Sameera Iqbal**

Faculty of Logistics Engineering  
Department of Engineering Technology & Sciences  
Higher Colleges of Technology  
Abudhabi, United Arab Emirates  
sameeraiqbal786@hotmail.com

#### **Kanza Iqbal**

Department of Pharmacy, Punjab University, Lahore, Pakistan  
le.pakistani96@hotmail.com

#### **Muhammad Nauman Bashir**

School of Electrical Engineering, Faculty of Engineering,  
University Teknologi Malaysia,  
bashir-1977@graduate.utm.my

---

## INTRODUCTION

The United Arab Emirates is a Western Asian nation. The population of the nation was 9.6 million in 2016, including 1.5 million Emirati citizens and 8.1 million expats. The population of the United Arab Emirates is expected to reach 9.9 million by 2020.

It varies from country to country how they are coping with COVID 19 pandemic. There are many factors involved that have roles to play to control the epidemic which include leadership in that country, foundations for public health that are well-established, and the strength of the country's economy. It is vital to understand how the world's largest public health calamity was handled by the leaders of the UAE in an efficient and effective way.

The main purpose of this case study is to describe the UAE's effective response to the problems that originated and problems that the country has a high probability to face. The UAE boasts a comprehensive, federally-funded health service as well as private health establishments that provide the masses with a high degree of health care. The entire healthcare system was prepared and advised throughout this epidemic, with procedures in place for successful crisis management.

Every day, 40 000 individuals get tested in the UAE, making it one of the top three nations in the world for population testing.

To combat the epidemic, the UAE has shared its experiences, best practices, and information with other nations. Below is the brief table of COVID-19 effect on different fields.

Negative Impact	Limited Impact	Positive Impact
Aviation Textile Chemicals Luxury retail Personal services Construction real state Automotive Travel & hospitality	Logistics Pharmaceuticals Utilities Traditional Media entertainment IT services	Digital Services Telecom & internet providers Digital media Digital payment portals Food E-Retail & home deliveries Health care Education

### Specific area of interest- Impact of COVID 19 on different industries

#### Dependency on oil industry:

The UAE's economy has been severely shoved by the slump in oil prices, due to the region's dependence on the oil industry. The epidemic is wreaking havoc on people's lives. There was a significantly negative impact



on the global economy and commerce, with major ramifications for the UAE nation that banks heavily on imports. As a result, supply-side challenges and global value-chain interruptions were causing production issues in UAE economies. Demand patterns were shifting, with total demand declining. The rate of production and productivity was decreasing.

### **Construction in UAE:**

Construction is critical to the UAE's economy and interacts with a variety of other industries. Small construction firms face significant challenges as a result of COVID-19. Safety information and resources are difficult to come by for small construction enterprises with fewer than 20 employees. The two major concerns were to protect the construction sector and its workers and the second role of the banks and financial institutions during a pandemic.

### **Impact of COVID-19 on the aviation industry:**

Before the pandemic outbreak, almost 800,000 jobs were being supported by the civil aviation department in UAE, which contributed \$47.4 billion or approximately of 13.3% to GDP. After the pandemic hit, the aviation industry suffered an immensely significant setback, although it still remained an indispensable part of the broader economy. Etihad Airways and Emirates located in Abu Dhabi and Dubai respectively are some of the major airlines operating in UAE.

The COVID-19 outbreak has caused havoc on the UAE's aviation sector and continues to have an impact on airline operations and revenue. The dramatic decline in traffic and lockdowns throughout the world has had a noteworthy repercussion on travel and tourism in the UAE. Despite rigorous attempts to reduce costs and encourage demand, UAE aviation officials believe that a return to pre-pandemic levels will not occur until 2023.

### **Impact of COVID-19 the on Textile industry:**

The COVID-19 epidemic broke out at the beginning of the year 2020 and since has shaken up the world. Aside from the enormous threat to people's lives, COVID-19 has severely disrupted the textile sector, due to the

COVID-19 pandemic-related lockdown. The study also identifies the stress levels of these entrepreneurs, as well as the primary causes that contribute to their stress.

**Impact of COVID-19 the on Chemical industry:**

The COVID-19 epidemic has t a pressure on the GCC petrochemical sector, which has seen plummeting petrochemical prices, interruptions on the Chinese market, travel and export restrictions, as well as falling demand, owing to a downturn in major end-user sectors.

**Impact of COVID-19 the on automobile industry:**

The use of containment measures to curb the spread of COVID-19 in local markets has had a significant impact on merchants and retailers all around the world. Since the implementation of curfews in late March in Saudi Arabia and the United Arab Emirates, automobile aftermarket retailers have been suffering the brunt of the pandemic's impact on the sector. Research shows the majority of retailers polled in both areas stated their greatest fear is a drop in demand for their services. Other worries included the necessity to decrease personnel in order to save money, shop closures, and price increases owing to stock shortages.

**Impact of COVID-19 on Education:**

Over 1.9 billion students and 60 million teachers and other staff has been affected immensely due to the rapid pandemic spread the consequences of this pandemic resulted in the schools and educational institutes being closed down. This has prompted teachers, parents, and students to adapt quickly and successfully in some circumstances, but there are still issues in delivery, evaluation, and regulation of the influence on child development in various areas. Many school systems were already vulnerable or reliant on outmoded models, and this disruption provides a chance to update educational models and curricula, as well as speed the move to blended learning and more individualized education.

**Impact of COVID-19 on Travel and tourism:**

The coronavirus pandemic has had an impact on every business in the UAE, as it did in every other nation, particularly the industry of travel and

tourism was a significant victim of this pandemic. Although the dire consequences of Covid 19 have been studied in detail by different scholars in UAE including its worldwide and local influence on the travel and tourism business, as well as survival strategies for tourism enterprises, are not sufficiently documented. Multiple significant events in the UAE had to be delayed or put on hold due to the virus, affecting the Food & Beverages businesses such as Expo 2020 was rescheduled for October 2021. Major MICE (Meetings, incentives, conferences, and exhibits) activities have been paused or postponed.

**Impact of international trade and supply chain:**

COVID-19 has had an impact on the whole value chain, but the supply chain has been hit the hardest, affecting countless enterprises that rely on imports and exports. Animal-based goods (meat and dairy industries) are seeing a 5-10% reduction in output due to Animal Feed supply issues. Several GCC nations have also prohibited certain animal feed products owing to the COVID-19's influence on the value chain. Due to trade disruptions with China, packaged food and beverage industries are experiencing a 15-to-20 percent scarcity of basic packaging materials.

**Impact of COVID-19 on the Hospital Industry:**

The GCC nations saw the same severe surge in demand for sanitation and protection products as the rest of the globe, with fast shortages hitting numerous countries, including the GCC (sanitizers, gloves, and face masks being at the top of the list).

**Impact of COVID-19 on the retail industry:**

The usual demand estimates for grocery items have been disrupted by panic buying and misunderstanding. Indeed, the perishables and confectionary items have decreased by 30-35% and the items with longer shelf life have increased by 20-25%. It has been observed that in order to avoid multiple shop trips and future shortages, consumers prefer to buy the most necessary goods in bulk amounts.

**Impact of COVID-19 on E-Commerce:**

E-Commerce exploded as a result of the crisis, but the GCC's infrastructural support, which is only 50% ready, prevents full usage.

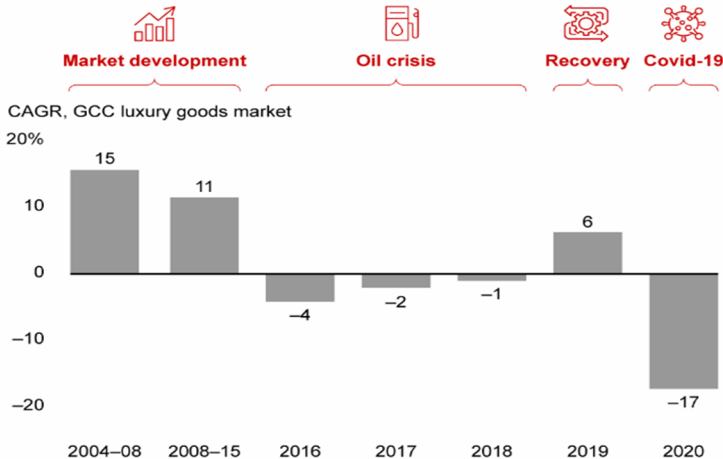


Major and Big retailers complained that due to lock down, they are having problems delivering orders. Although the percentage of orders has increased during the lockdown, however commuting restrictions slowed down the delivery time and efficiency.

### Impact of COVID-19 on Luxury retail:

The market for luxury goods in the Gulf Cooperation Council (GCC) fell to \$7.4 billion USD in 2020, with varied nation dynamics based on tourism exposure and expenditure repatriation. GCC citizens who normally purchase 30% of their luxury goods outside the region or outside their countries, due to travel restrictions are bound to spend in their homes. Countries with minimal tourist exposure, such as Kuwait, Qatar, and Saudi Arabia, did not witness as much of a loss as the United Arab Emirates (UAE), where the impact was more in line with the worldwide average decline of 23% from 2018 to 2019.

In 2020, the GCC market for luxury goods declined by 17% after an unmistakable recovery in 2019.



### Specific solutions or decision

In the fight against COVID-19, the UAE has been named one of the safest places in the world. UAE followed the below steps to limit and reduce the

effects of the twin shock, in addition to creating capacities for ultimate recovery and modifying their strategies for economic transformation and prosperity over a longer period of time.

**Extensive testing:**

To identify people affected and impose social separation, the Abu Dhabi government continues to perform intensive testing, contact tracing, drive-through facilities, and severe isolation measures. The UAE is making sure to have the necessary medical supplies and medical system, so that timely treatment is provided to the infected people. Extensive PCR testing is done in different ways such as through home visits, drive through, companies hiring practitioners to work for free PCR, schools will higher practitioners for PCR, advertisements, Free PCR testing for kids and senior citizens, Social distances campaign, and if find Positive PCR, Free PCR on 1<sup>st</sup> and 8<sup>th</sup> day, Free PCR for government employees, Free assessment centers for positive cases, free vaccination. COVID-19 prevention guidelines were clearly enforced. Such as maintaining a physical gap of 2 meters (6 feet) between you and other people. Hands should be washed and sanitized frequently. Citizens are asked to use gloves and masks when leaving their homes. Learn how to put on a mask properly. Shaking hands, embracing, or kissing somebody is not a good way to meet them. Touch your face sparingly, especially your eyes, nose, and mouth. Coughing and sneezing should be done in a healthy manner.

**Distance learning:**

Distance learning has become the norm, and it's possible that institutions will close for the remainder of the semester or possibly the academic year. Distance learning was easily implemented as students and staff easily adopted this transition provided that students do not face hurdles such as digital literacy, financial constraints, or inconsistent internet access. Lack of gadgets, connection, and parental ability to support schooling from home continued to be an issue, particularly in big families.

**Enforcing COVID-19 policies:**

An online platform is available for COVID-19 guidelines where the government attempts to stop COVID-19 from spreading and keep

businesses and education running smoothly. They've imposed social barriers including limiting internal movement, stopping local and international flights, and imposing obligatory curfews in some areas. They can enhance these acts with "nudging" behavioral science techniques. Pamphlets and circulars with information about the disease, its symptoms, reporting, and management techniques were issued and given out with the sole purpose of educating the health care professionals to reinforce epidemiological surveillance, and encouraging timely reporting of suspected COVID-19 cases to the Abu Dhabi Public Health Centre (ADPHC). Additionally, vigorous monitoring was created to detect Severe Acute Respiratory Infections (SARI) known to numerous hospitals, with COVID-19 testing being necessary.

### **Protecting the Construction industry and its workers**

Construction businesses are now permitted to build up or construct labor accommodations on the job site, according to the announcement. This will eliminate the need for workers to be transported to and from work sites, as well as help to ensure that social distancing precautions are upheld in current labor accommodations. On-site lodgings must have adequate space to guarantee that social distancing requirements are followed.

Announced a number of actions, including allowing employers to make impermanent adjustments to employment conditions (e.g., remote working) and requiring mandatory preventative steps to safeguard employees' well-being and safety at work and in their lodging. A high-tech computerized gateway was established to process all engineering services.

To eliminate the physical, in-person, and face-to-face operations that were formerly the custom, the company is moving as much of its conventional business activities as feasible to electronic methods. These include: completing and submitting registration and licensing service requests by electronic means on the digital portal; receiving agreements and documents in electronic format instead of hard copies and submitting originally certified and attested documents within 60 days of completion of the service. The Abu Dhabi administration has taken similar measures to prevent the virus from spreading by restricting the capacity of labor

transport vehicles to a maximum of 25% and requiring all employees to undergo temperature testing.

**The roles of the bank:**

The Abu Dhabi government's 16-point incentive package, which includes a deferral of bid bonds and a waiver of performance assures start-up enterprises worth up to AED50 million.

Creating an AED50 billion liquidity relief fund, with funds to be distributed to clients by the Central Bank through local banks. Clientes who are impacted by the pandemic will not be expected to make any payments, including principal and/or interest, to their individual banks during the decided-upon deferral period. Any interest amassed on the principle amount during the deferral term will be paid by the client at an advanced date.

UAE government works to safeguard individuals and encourage private firms, but the pace of measures is picking up, signaling that more help is on the way. For example, on March 12, 2020, the UAE announced a package of AED1.5 billion (\$409 million), followed by AED100 billion (\$27 billion) on March 14, 2020, and AED16 billion (\$4.3 billion) on March 22, 2020. Governments are taking these actions in acknowledgment that the economy may require additional rounds of inducement in the coming months, potentially even into the succeeding year.

**Inventive approaches to combat COVID-19:**

Numerous smart technologies were used by the UAE government to spot COVID-19 infections and limit their spread. The ALHOSN UAE app is one of the most advantageous smart solutions. This software can convey whether or not the individual has been in close contact with someone who is suffering from covid 19 among other things. The other is the Virtual Doctor for the COVID-19 chatbot service. The Virtual Doctor service's chatbot makes many crucial queries to determine if a person is at risk of contracting COVID-19.

In order to identify COVID-19, the UAE employs RT-PCR, antibody testing (also known as serology tests), and Laser-based Diffractive Phase Interferometry (DPI) technologies. Antigen tests, RT-LAMP tests (Reverse

Transcription LAMP), and saliva tests are also performed by the Department of Health in Abu Dhabi. For the most up-to-date list of facilities where COVID-19 testing can be done, contact your local health authority.

**Alternatives- Social sustainable practices:**

Abu Dhabi has already taken certain steps to avert employment losses and augment the earnings of its citizens. Families in financial distress, in collaboration with banks, schools, and other educational institutions. Delayed debt settlement is one of them. Zero-interest loan programs, and anti-fraud protection. School tuition, foreclosure for overdue mortgages. Discounts, basic-goods price limitations, and fee and charge reductions or suspensions for services from the government. The UAE has implemented a 'Virtual Labor Market System' to help in the impermanent reallocation of workforces to other companies. There has been a significant contribution from private Citizens and businesses to social funds such as the Ma'an "Together we are Good" program, which directs aid to destitute families and individuals to support them in meeting their basic requirements. The majority of these initiatives are short-term, and long-term planning will be required to execute more treatments. The UAE has also launched a large national mental health initiative to improve mental health across the country. This has necessitated outreach through social media, podcasts, and, conversations with authorities from the departments of health and public safety, all with the goal of citizens being reassured, and worry and anxiety is reduced. The UAE has launched the country's first national fraud awareness program to safeguard residents from cyber-crime and create awareness about it.

In UAE there is a Semi-public collaboration with the name of Hope Consortium founded to provide a full supply chain solution to make COVID-19 vaccination more widely available. The mission anticipated that by the end of 2021 they would have delivered 18 billion vaccination doses. During the COVID-19 epidemic, there are a number of efforts that make it easier to care for determined individuals. During the COVID-19 epidemic, the 'Rest assured' project attempts to help persons who are determined by

teaching community members about their needs for safety and well-being. Similarly, the Kheta platform enables educational services and rehabilitation for determined people.

**Available vaccination:**

Following are the 5 available vaccines for Covid-19 in UAE; Vaccines made by Pfizer-BioNTech, Sinopharm, SputnikV, Oxford-AstraZeneca, and, Moderna. All these vaccinations are provided to the residents and citizens free of charge.

**CONCLUSION**

The covid-19 epidemic has been demonstrated to be a significant source of calamity and upheaval in multiple fields and departments, forcing the masses and establishments to face the dire consequences of the epidemic. In answer to those calamities, the UAE government has risen remarkably to the challenges and provided a unified and resilient front to overcome any hurdles faced by the government at all levels including but not limited to; private and public sector, healthcare, day-to-day, and emergency services ultimately leading to the formation of management that sets a high standard for other nations of the world as well. The UAE continues onward efficiently transforming the economy and embarking upon the challenge of dealing with the pandemic's developing obstacles, such as novel virus types. It continues to lead the way in health care and acts as a standard for the Middle East in terms of comprehensive population protection and accountable reopening of the economy.

**TEACHING NOTE****Synopsis**

This case study focuses on the effect that COVID 19 has and the good practices and safety measures UAE has employed to combat COVID-19 pandemic, in detail. UAE is one of the countries who do most mass swab testing for covid-19 and has efficient safety measures in place to solve any specified problems observed and mentioned in this case study. This case study explains how UAE has navigated its way through the devastating consequences of the pandemic and its journey of being an exemplary

country for the gulf and the rest of the world in rebuilding the economy among other things.

**Keywords:** COVID 19, pandemic, UAE, PCR testing, economy.

**Target Audience:**

Upper level Undergraduate or graduate program students, research students, healthcare technicians.

**Learning Objectives:**

- 1) Describe positive and negative impact of COVID 19 on diverse aspects and/or industries of UAE.
- 2) Analyze Specific problems faced by the country and their solutions.
- 3) Discuss alternatives to already available solutions to the problems faced by UAE.

**Discussion Questions:**

- 1) What has the impact of COVID 19 pandemic been on gulf economy?
- 2) What has been one of the most devastating consequences?
- 3) What can be the specific solutions for those problems?
- 4) Are any alternatives available for the already mentioned solutions? If yes, what could be those?
- 5) What are some of the most efficient safety measures employed by UAE to combat the pandemic?

**REFERENCES**

- Chaudhari, C., & Kumar, A. (2021). Study of impact of the covid-19 outbreak on digital payment in India. *Vidyabharati International Interdisciplinary Research Journal*, 12(2), 99-102. DOI: <https://doi.org/10.5281/zenodo.6666714>
- Gawande, A., & Kumar, A., (2022). *Fostering Resilient Business Ecosystems and Economic Growth: Towards the Next Normal*. Research and Publication Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6773034>
- <https://alhosnapp.ae/en/home/>

- <https://altios.com/wp-content/uploads/2020/06/COVID-19-IMPACT-IN-THE-UAE-AND-GCC-REGION.pdf>
- <https://en.unesco.org/covid19/educationresponse>
- <https://news.itu.int/how-uae-is-boosting-its-digital-transformation-in-the-face-of-covid-19/>
- <https://u.ae/en/about-the-uae/digital-uae/digital-inclusion-and-participation>
- <https://u.ae/en/information-and-services/justice-safety-and-the-law/handling-the-covid-19-outbreak/post-covid-19-recovery-strategy-initiatives-and-plans>
- <https://www.centralbank.ae/sites/default/files/2021-06/The%20CBUAE%20Financial%20Stability%20Report%20highlights%20the%20resiliency%20of%20the%20UAE%E2%80%99s%20financial%20system%20amid%20the%20COVID-19%20pandemic-EN.pdf>
- <https://www.cigna-me.com/en/knowledge/2021-uae-wellbeing-findings>
- <https://www.doh.gov.ae/en/covid-19>
- <https://www.frontiersin.org/articles/10.3389/fpubh.2021.724494/full>
- <https://www.jogh.org/documents/2021/jogh-11-03050.pdf>
- <https://www.mof.gov.ae/en/Pages/default.aspx>
- <https://www.myhealthathand.com/>
- <https://www.nortonrosefulbright.com/en-in/knowledge/publications/0abd48ed/uae-construction-during-covid19-the-impact-of-government-measures>
- [https://www.researchgate.net/profile/Abdulla-Aldarayseh/publication/343473532\\_The\\_Impact\\_of\\_COVID-19\\_Pandemic\\_on\\_Modes\\_of\\_Teaching\\_Science\\_in\\_UAE\\_Schools/links/5f2bc9fe299bf13404a5e1fb/The-Impact-of-COVID-19-Pandemic-on-Modes-of-Teaching-Science-in-UAE-Schools.pdf](https://www.researchgate.net/profile/Abdulla-Aldarayseh/publication/343473532_The_Impact_of_COVID-19_Pandemic_on_Modes_of_Teaching_Science_in_UAE_Schools/links/5f2bc9fe299bf13404a5e1fb/The-Impact-of-COVID-19-Pandemic-on-Modes-of-Teaching-Science-in-UAE-Schools.pdf)
- <https://www.roedl.com/insights/covid-19/uae-emirates-banking-sector-corona-impact>
- <https://www.scirp.org/journal/paperinformation.aspx?paperid=103646>
- <https://www.strategyand.pwc.com/m1/en/covid-19-oil-price-drop-gcc.html>



- <https://www.worldbank.org/en/topic/edutech/brief/how-countries-are-using-edtech-to-support-remote-learning-during-the-covid-19-pandemic>
- Kumar, A., Gawande, A., & Brar, V. (2020). Marketing tactics in times of Covid-19. *Vidyabharati International Interdisciplinary Research Journal*, 11(2), 263-266. DOI: <https://doi.org/10.5281/zenodo.6667000>
- Kumar, A., Gawande, A., & Brar, V. (2021). Covid-19 pandemic and its likely effect on economic development: An opinion survey of professionals. *International Journal of Multidisciplinary: Applied Business and Education Research*, 2(5), 388–397.  
DOI: <https://doi.org/10.11594/ijmaber.02.05.03>,  
DOI: <https://doi.org/10.5281/zenodo.6772893>
- Somnath Patil, Smita Jadhav, Atul Kumar and Sakshi Raghuvanshi (2021), “Has covid-19 changed the core of marketing concepts?”, *Proceedings of the International Fenerbahçe Conference on Covid-19 Studies in Social Sciences*, FBU European Studies Application and Research Center, Istanbul, (September 30, 2021), pp. 69, ISBN 978-605-74033-1-5. DOI: <https://doi.org/10.5281/zenodo.6815661>

## CASE 3

---

### Maruti : Triple Bottom Line

---

**Dr. Amol Gawande**

Director, Dr. D. Y. Patil B-School, Pune

amol.gawande@dpu.edu.in

**Parminder Kaur**

Assistant Professor, Dr. D. Y. Patil B-School, Pune

parminder.kaur@dpu.edu.in

**Ishita Sil**

Assistant Professor, Dr. D. Y. Patil B-School, Pune

ishita.sil@dpu.edu.in

---

## INTRODUCTION

Maruti was set up in 1981. A JV agreement was endorsed between the Govt. of India and Suzuki Motor Partnership (SMC), Japan during 1982. The Company turned into a subsidiary of Suzuki Motors in 2002. As far as production volume and sales, the Company is currently SMC's biggest subsidiary. SMC right now holds 56.28% of its value stake. It is publicly limited company and its shares are exchanged at the NSE and BSE.

The Company has two best in class manufacturing sites situated in Manesar and Gurugram in Haryana, fit for delivering ~1.5 million units for every year. Profoundly productive lean manufacturing processes, along with a skilled and inspired labor force, empowers manufacturing of solid and quality items.

### Triple Bottom Line:

- 1) Sustainability is the latest buzzword.
- 2) Apart from the conventional economic profit, organizations are focused on environment and social aspects of business.

3) These three factors form the Triple Bottom Line.



**Figure 1: Components of Triple Bottom Line**

(Source: ezop.com, 2020)

- 4) Maruti, a leading automobile manufacturer in India, reports its performance on these three parameters – economic performance, environmental and social performance.
- 5) This overall assessment helps measure the company’s sustainable performance.

**A) Economic Performance:**

The company’s operations create value for its various stake-holders and the overall economy. The Company’s operations create a cascading impact on the economy, and as a result generates millions of indirect and direct employment opportunities.

**Figure 2: Maruti – Economic Impact****Source:** Annual Report FY19-20

The table below provides the key financial indicators for the last five years.

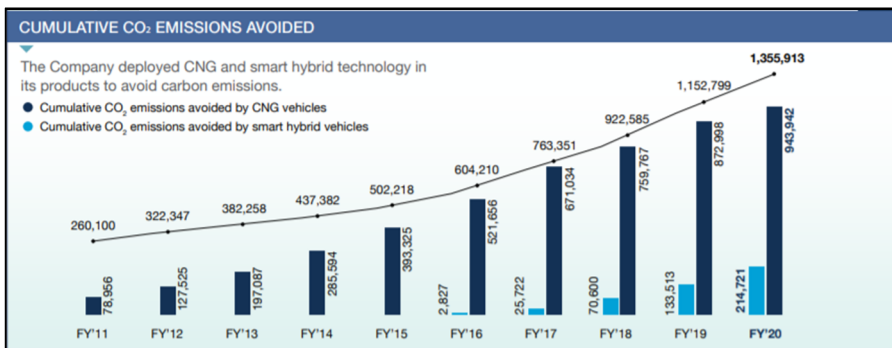
**Table 1: Key Financials**

5-year Performance Summary					(₹ million)
Parameters	FY'16	FY'17	FY'18	FY'19	FY'20
Net Sales	564,412	669,094	781,048	830,265	716,904
Operating EBIT	60,642	77,496	93,036	79,804	37,769
PBT	74,437	99,603	110,034	104,656	70,648
PAT	53,643	73,502	77,218	75,006	56,506

**Source:** Annual Report FY19-20**B) Environmental Performance:**

The company's environmental performance includes the following –

- 1) CO2 emissions avoided through CNG and other technology
- 2) Use of solar power at its facilities
- 3) 100% of waste generated in steel is reused as inputs
- 4) 3,182 million liters of water recycled and reused
- 5) Substances of Concern (SoC) audits at its suppliers' facilities



**Figure 3: CO<sub>2</sub> emissions reduction**

**Source:** Annual Report FY19-20

### C) Social Performance:

The company's social scorecard included the following achievements –

- 1) Rs. 33,839 million employee benefit expenses
- 2) 985,518 person-hours of training
- 3) 364 employees booked flats through company's housing scheme
- 4) 16,900 families benefited from the healthcare schemes
- 5) 3,800 children of their employees received rewards for academic or sports performance

## TEACHING NOTES

### Synopsis

This case study of Maruti explains its performance on a triple bottom line (TBL) basis. The sustainability requirements call for not only economic but also environmental and social aspects of performance. The company reports several metrics for each of these three categories. The emphasis on environment and social aspects makes its operating performance holistic and sustainable on TBL basis.

### Target Audience

- MBA and PGDBM Students
- Senior corporate leadership

### Learning Objectives

- Triple bottom line
- Economic, environmental and social metrics
- Sustainable operations of manufacturing plants

### Discussion Questions

- Why is it important to focus on environment and social aspects?
- Describe Maruti's achievements on environmental and social aspects.
- Do you think Maruti's operational performance meets sustainability criteria?

### REFERENCES

- Annual Report FY2019-20
- ezop.com. (2021). Retrieved from <https://ezop.com/blog/water-cooler-talk/benefits-of-triple-bottom-line-madison-wisconsin/>
- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). *CASEPEDIA: Volume 1: Case Studies in Management*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- Kumar, A., Pimplapure, M., & Kankekar, T. (2021). HDFC Life: Marketing opportunity for pension products. In A. Gawande, A. Kumar, F. Mobo, M. M. Momin & A. B. Rahul, *CASEPEDIA Volume 1: Case Studies in Management* (1st ed., pp. 97-100). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6740121>
- Patil, S., Gawande, A., & Kumar, A. (2021). *Caselets in Business*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>

CASE 4

---

Mamaearth : The New age D2C Brand

---

**Dr. Namrata Singh**

WeSchool, Mumbai Campus, Mumbai, India

Namrata.singh@welingkar.org

**Ishani Chakraborty**

WeSchool, Bengaluru Campus, Bangalore, India

ishani.chakraborty@welingkar.org

---

**ORGANIZATIONAL CONTEXT**

In January 2022, Ghazal Alagh (Ghazal) and Varun Alagh (Varun), the husband-wife duo, Co-founders of Honasa Consumer Pvt Ltd. (HCPL) were happily discussing their company's success – HCPL's valuation reached \$1.2 billion (*Gautam, 2022*). As the company received a fresh round of \$52 million funding from the US investment fund Sequoia (*Sequoia*) a few days back, they were optimistic to expand the reach of Mamaearth, one of the fastest-growing personal care products brands in India.

HCPL launched its successful brand Mamaearth in 2016 as an environmentally conscious brand making chemical-free products for babies with the promise of purity and natural goodness. The brand story started when Ghazal and Varun were expecting their first child and they wanted to ensure toxin-free natural products for the baby. However, they were shocked to find out that no products in the Indian market matched their requirements. As a solution, HCPL was set up to cater to such parenting needs.

Over the past five years, HCPL company expanded its business to personal care. Gradually, the Mamaearth brand was extended to face care, body care, and hair care products for adults as well. In 2020, the company

launched 12 new products under the Mamaearth brand and coined 400% growth during the COVID-19 pandemic (*Mamaearth 2021*). Experiencing strong demand from metros and Tier I, and Tier II cities, the company focused more on e-commerce and the supply chain, resulting in a massive surge of new buyers. Moreover, the company reached out to social media influencers for brand awareness and targeted the millennials.

In addition to online sales, HCPL was now aiming at offline retail as well. Nevertheless, the road ahead seemed full of challenges as there is cut-throat competition in the personal care segment with several established brands as well as new entrants. Also, Mamaearth brand elements have a strong association with baby care. Extending it to the adult personal care segment might bring a negative impact. Would HCPL be able to sustain its growth? What branding strategies the company should opt to attract new consumers? What strategies should be adopted for the success of its expansion plans?

## **MAMAEARTH: THE BEGINNING**

In 2016, Varun and Ghazal were expecting their first child and they wanted to ensure toxin-free natural products for the baby. They were shocked to see that no product in the market matched the safety standards! After they became parents, they started importing high-quality products for babies from the US. But importing high-quality products from foreign countries turned out to be an inconvenient and costly affair. This problem was bothering them and they started researching baby care products. By June 2016, the husband-wife duo launched their company HCPL. The company's main aim was to provide high-quality, toxin-free personal care products to infants, young mothers, and youth. By December 2016, after lots of research, handwork, and personal experience, Mamaearth - a brand by a parent for a parent, was launched through Amazon launchpad with an intent to solve Indian parenting problems through its innovative product line (Nair, 2016). In many countries (including India), toxin and chemical-free skincare products are not available which are aligned with international standards and Mamaearth aimed to cater to this segment. Within a year, HCPL coined INR 2.2 million in revenue (Singh, 2020).



In 2019, Mamaearth was acknowledged as ‘One of the Best Brands’ in India at the second edition of The ET Brand Festival. In 2020, the company received MADE SAFE (Made with Safe Ingredients) certification from a US-based non-profit organization. This gave them an upper edge over competitors and supported plans expansion in other countries such as UAE (Singh, 2020). The company also forayed brand extension from baby care products to the adult personal care segment.

In January 2020, the company received INR 1.3 billion in funding from Sequoia Capital, a US-based venture capital firm. The revenue reached INR 1.15 billion by FY 2020. The adult personal care segment proved to be a huge hit with a 70% revenue contribution. In July 2021, HCPL received \$50 million in funding from a Belgian investment fund Sofina and is optimistic to achieve INR 5 billion in revenue by the end of the financial year (Mamaearth, 2020). (refer to Exhibit I)

## **MAMAEARTH’S GROWTH STRATEGY**

Being one of the few plastic-positive brands in India Mamaearth aimed to conserve Mother Earth for future generations of babies. The company launched the ‘Let’s Recycle’ initiative to spread awareness of the environmental hazards of plastic products to its customers by making them an important part of the program. The company recycled more plastic than used by it (Agarwal, 2020).

Mamaearth brought the concept of Science and Ayurveda into their products portfolio combining herbal products with plant extract for producing products. The brand used bioactive extracts from botanicals in skincare products is the main highlight of Mamaearth. The primary promotional strategy was to tell stories and reach parents who wanted the best for their baby. Babies brand was positioned as a consumer-centric brand with a focus on toxins and chemical-free, high-quality, and innovative natural products.

Brand vision: “We aim to build a brand that is your friend, every parent’s friend. A friend who understands you knows your issue and tries hard to resolve them, well most of them. A brand that every parent like you and I can trust, a brand that intends to make the lives of mums & expectant

mums better and beautiful.” To achieve their mission and vision HCPL used four elements: Safety standards with high-quality products strategy, Mum empowerment, Honesty, and Best of earth (natural, plant-based, or manmade) ingredients in all products.

## **MARKETING MIX OF MAMAEARTH**

### **A) Product portfolio:**

Mamaearth started with baby-care a range and positioned its ingraining as toxin-free and natural. They have brought innovation and research in their products like India’s first bamboo-based tummy roll on, digestion relief, baby wipes, 100% plant based tooth paste for children up to 10 years. And after that they spread their wings into hair care and skin care with a total of 80 types of pf products in its portfolio. They launched products for skin and hair care with natural ingredients like onion, vitamin c, Argan, CoCo, Charcol, utan, etc.

Innovation and variety are the most important features of the Mamaearth product range. The product of Mamaearth has the following distinctive characteristics.

#### **1) Quality:**

To maintain international standards of quality in products, Mamaearth procures raw material only from a trusted and reliable supplier in India.

#### **2) User friendly:**

To maintain the quality of the products, raw material is processed in a controlled environment. These quality standards add value and give a competitive advantage in the market. All product range has simple instructions about the use of the product. The Company has excellent customer service which consumers can avail 24/7 to solve queries and to understand the details about products.

#### **3) The Broadness of the portfolio:**

The brand has expanded its portfolio in the personal care and men’s grooming category. Mamaearth has over 80 products now in the market and adding more in the current year. It allowed them to reach different target groups and strengthen their financial position in the market.

#### **4) Benefits of the products:**

Mamaearth offers functional benefits to consumers such as organic toxin-free, high-quality products that are similar to other brands in the

market. It also gives emotional benefits such as confidence, security, trustworthiness, ego boost, etc. which differentiates the brand in the market. The psychological needs such as the need for belonging, empathy, and being loved also strengthen the brand.

**B) Pricing:**

Mamaearth applied a hybrid pricing strategy for its products under different categories. The brand tried to get maximum benefits by applying various pricing strategies.

**1) Premium Pricing:**

Brand used premium pricing for some of its products, it leverages the power of the brand and the quality perception created among the consumers. some product production and distribution.

**2) Geographical Pricing:**

Mamaearth used geographical pricing in the regional market of the country. Geographical pricing allowed Mamaearth to cover its shipping and customs costs in remote and offshore areas. There is a dynamic pricing policy as per the local currency value.

**3) Bundle Pricing:**

Mamaearth used bundle pricing very effectively for some of its product lines. Bundle pricing increased the trial rate for consumers and in return. Brand acquired new customers, they bundle 3-4 products with price range 1549rs, 1699Rs. Etc. With the help of bundle pricing Mamaearth reduced its marketing and distribution cost.

**C) Place:**

Mamaearth first came as a digital-first company, but it also focused on the placement of products with different strategies to be accessible to the customers.

**1) Ecommerce:**

Mamaearth has an excellent web presence. They have built a well-designed website for online selling and order tracking. The company also sells its products through social media platforms where they take orders through direct messages. They have collaborated with E-commerce platforms such as Amazon, Flipkart, and Nayka as well as small online local retailers. Since it is an internet-first company, they use various strategies and tactics to sell products online. It has worked well for the company, it boosted sales and revenue.

**2) Company-operated stores:**

The company also operates Mamaearth exclusive stores. They have opened their stores in metro cities like new Delhi, Mumbai, Pune, Nagpur, etc. Company-operated stores give the brand more control over the sales and distribution of the products. They can directly interact with the consumer and also understand and study consumer behaviour.

**3) Supermarkets and hypermarkets:**

A large number of Mamaearth's target group shops from supermarkets. Placement in the supermarket is also cost-effective and triggers the stimuli in the customer's mind when they visit stores. In offshore areas Mamaearth partners with the local retailers for product placement (Mamaearth: Bringing Toxin-Free, Natural Skin Care Products to India ([startuptalky.com](http://startuptalky.com))).

**D) PROMOTION:**

The marketing strategy of Mamaearth places a high value on promotional strategies adopted by the brand. The promotional strategies helped the brand to interact with the consumers directly and in narrating the brand story in the media. Mamaearth used influencer marketing, digital marketing, and word-of-mouth strategies at the start and now they are slowly moving into 360 degrees IMC.

**1) Digital marketing:**

Mamaearth has a strong digital presence on all social media and the web. They have built a seamless, easy-to-use website for the consumers. the company uses digital marketing strategies such as SEO, SEM, and social media marketing to target and reach customers. They also used ad targeting through the Google display network. It allowed them to target each prospect personally and also accurately track the data throughout the marketing funnel.

**2) Influencers Marketing:**

Mamaearth used influencer marketing very well. Shilpa Shetty (Indian Actress) has become the face of the brand, through her social media presence and digital presence, she, directly and indirectly, promoted the brand Mamaearth. Mamaearth also identified relevant influencers on digital platforms such as Instagram and YouTube to promote its products. they have used influencers' moms at their start to promote

their baby products. They have created goodwill by connecting with these influencers and using them in the promotional mix.

**3) Reward Programs:**

Mamaearth has a loyalty program for its consumers in which they give loyalty cards. It permits the loyal consumers of the brand to redeem loyalty points in exchange for discounts, Product gifts. The customer can purchase a loyalty card or receive on higher valued purchase. Whenever a customer buys certain products, they get points in return.

**4) Traditional marketing:**

The company also uses the conventional mode of marketing such as print, Television, and OOH. They placed their print ads in magazines, newspapers related to lifestyle, personal care, and home decor. They have also come up with television advertisements such as Good inside. Although, the Brand hasn't used traditional marketing fully yet (Marketing Mix of Mamaearth. The Start-up that Keeps Babies Toxin Safe (case48.com)).

**E) Packaging:**

Mamaearth has taken an effort to create unique packaging, which is quite different from its competitors in the market. It used the brand logo and colors on the packaging with stylish and modern-day consumer-appealing design. It also focuses on the details about the product and how-to guide in the packaging supported with 24/7 customer service which gives them an upper edge over competitors.

The logo and design of the product are recognizable to the consumers. The use of natural ingredients images on the packaging gives it a more organic and natural appeal. It writes highlights and the main benefit of the product on the packaging which helps the consumer while buying the product. The website is well designed and customer friendly with all relevant product information and easy to use shopping store.

**REVENUE MODEL:**

Mamaearth is a digital-first company where the revenue model is the selling of its products through digital channels such as websites, social media, and E-commerce like Amazon, Flipkart, etc, and also & traditional offline stores. Mamaearth uses a Direct-to-Consumer revenue model. The team follows the blue ocean strategy by leveraging the power of an omnichannel presence where innovative products are creating and leading the market. (refer to Exhibit II)

There are different advantages to using the direct-to-consumer revenue model. There are no middlemen hence ensuring lots of profit. The brand gets access to the consumer data which can be further studied and used in the business and marketing strategy. It gives the brand power of a higher degree of targeting and personalization to the consumer. It also ensures high management profits and more areas for product testing.

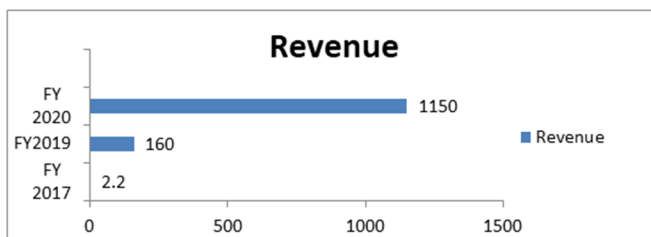
### **CHALLENGES AND COMPETITION: INDUSTRY PERSPECTIVE**

Mamaearth faced direct and indirect competition from many large FMCG conglomerates. The FMCG giants like Johnson & Johnson, Procter & Gamble, Unilever, Himalaya give it tough competition.

Even e-commerce portals like Nykaa and other personal care category brands are indirect competitors. Nonetheless, Mamaearth has managed to make its space in such a dominant market. With the help of product innovation, a well-executed marketing strategy, a promotional mix, and a strong distribution system, it has successfully created another space and captured the market share. It aims to expand in the personal care category and then it will face direct competition from the FMCG giants. The brand has made itself positioned strategically so the customer can differentiate the brand and strengthen brand equity. One of the biggest challenges for Mamaearth is to stay relevant to the target market. There is a need to innovate and differentiate from competitors constantly. Since the company is committed to delivering 100 % non-toxic products in a market flooded by brands from giant FMCG companies, the challenge is to find the best ingredients to deliver the safest products at reasonable prices (Agarwal, 2020).

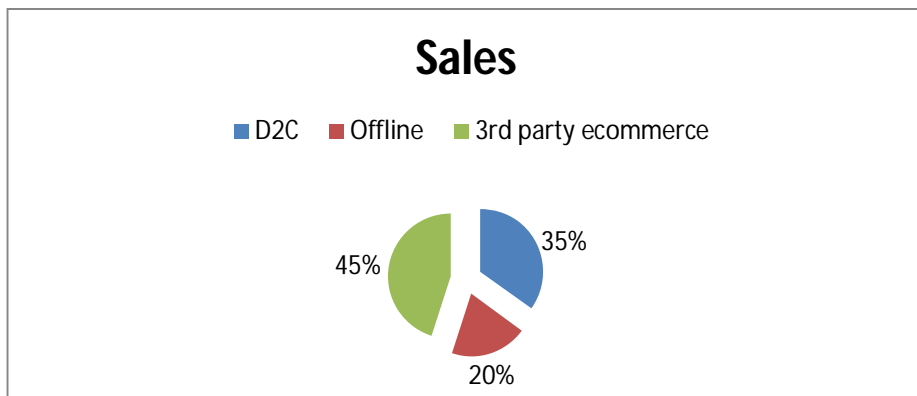
#### **Exhibit I**

#### **HCPL Sales Growth (FY 2017 to FY 2020 in INR millions)**



## Exhibit II

### Mamaearth's Revenue Distribution



Source: “Mamaearth valued at \$730 million as Sofina leads \$50 million funding”, retrieved from [https://economictimes.indiatimes.com/tech/funding/mamaearth-valued-at-730-million-as-sofina-leads-50-million-funding/articleshow/84739493.cms?utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](https://economictimes.indiatimes.com/tech/funding/mamaearth-valued-at-730-million-as-sofina-leads-50-million-funding/articleshow/84739493.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)

### TEACHING NOTE

#### Synopsis:

Honasa Consumer Pvt. Ltd. (HCPL), launched its successful brand Mamaearth in 2016 as an environmentally conscious brand making chemical-free products for babies with the promise of purity and natural goodness. The brand story started when Ghazal and Varun Alagh were awaiting their first child, they wanted to ensure toxin-free natural products for the baby. However, they were shocked to find out that no products in the Indian market matched their requirements. As a solution HCPL was set up to cater to such parenting needs.

Over the past five years, HCPL company expanded its business to personal care. Gradually Mamaearth brand extended to face care, body care, and hair care products for adults as well. In 2020, the company launched 12 new products under the Mamaearth brand and coined 400%

growth during the COVID-19 pandemic (Mamaearth, 2021). Experiencing strong demand from metros and Tier I, and Tier II cities, Ghazal and Varun were looking forward to increasing their team from 300 members to 500 by the end of 2021. In addition to online sales, HCPL was now aiming at offline retail as well. Nevertheless, the road ahead seemed full of challenges as there is cut-throat competition in the personal care segment with a number of established brands as well as new entrants. Also, Mamaearth brand elements have a strong association with baby care. Extending it to the adult personal care segment might bring a negative impact. Would HCPL be able to sustain its growth? What should the company do to stay relevant in the market and attract new consumers? What strategies should be adopted to support its optimistic expansion plans?

**Objectives of case:**

- 1) To understand Mamaearth's growth path in the Indian market.
- 2) This case can help students understand the key concepts involved in building a new consumer brand and designing a marketing mix.
- 3) Understand how a new brand proposition can be created by analyzing consumers' unmet needs.
- 4) Role of positioning associated with a successful full brand and assess the marketing strategy for a newly launched brand in a highly competitive market.

**Position in Course:**

This case is suitable for students at an MBA or executive MBA level. Especially the case can be used in Brand Management, Marketing Management, and Strategic Marketing course.

Relevant Readings:

**Assignment Question:**

1. Analyse the brand Mamaearth and the key factor for it's success.
2. Analyse the current Marketing Mix of Mama earth.



3. How Mamaearth position itself in the highly competitive beauty and health care market?
4. Do you think it has established a distinct position in the minds of consumers?

**Teaching Plan:**

This case is ideal for 90 minutes discussion session. The instructor can split the class into different groups and should ask students to review the case and discuss it in groups. The instructor may urge students to think through the case facts and relate them with concepts of branding and marketing.

The instructor can start the session with a review of the company's website (Mamaearth.com) and the company's social media pages (Facebook, Instagram etc.)

Instructors should highlight the importance of identifying the unmet needs of customers by marketers and how it can be a first step toward building a brand. A detailed discussion on the Marketing mix of Mamaearth may lead to the process of building a brand which should include the importance of Segmentation, targeting, and positioning.

At this point, an instructor can start discussing the positioning strategy adopted by Mama earth and how different brand elements including brand logo, name, packaging, social media presence, brand ambassador, and distribution network helped in establishing a distinguished brand identity. Instructure may analyze the beauty and wellness industry and compare Mamaearth's positioning strategy with its competition and how sustainable it is in the long run.

Below is the time outline of the 90 minutes teaching plan

- Introduction of Beauty and baby care Industry in India (10 minutes)
- Origin of Mamaearth- Understanding new brand opportunities in terms of unmet needs and market segmentation (10 minutes)
- Brand elements and Brand Strategy (10minutes)
- Brand Positioning and core benefits (15 minutes)
- Marketing mix of Brand Mamaearth (15 minutes)

- Discussion on marketing strategy to build brand equity and brand sustainability on the long run (20 minutes)
- Conclusion (10 minutes)

**Analysis:****1. Brand Mamaearth and the key factor for its success.**

It is said necessity is the need for invention, the same is the beautiful story of the birth of the brand Mamaearth. The founders of the brand Mamaearth-Ghazal and Varun Alagh, came up with this idea when they were expecting their first baby. They were concerned about the health and hygiene of the baby and how to provide it with the best of products to use.

The Mamaearth is a homegrown brand from Gurugram, Haryana. Mamaearth has received **an** amazing response from consumers and has been rated as one of the best brands” in India in the ET brand festival 2019. The user of the brand raves about the quality and natural ingredients of the mamaearths product range. The brand is sold across 40 Indian cities, offering more than 2000 stores. The brand is also available across various e-commerce platforms such as Flipkart, Nykaa, Amazon, etc.

**Factors for Mamaearth’s success**

- Asia’s first brand to receive the MadeSafe certification, acknowledging its toxin-free products.
- Continuous innovation and improvisation, they worked towards reducing parental stress.
- Mamaearth is a plastics’ positive brand. The company practices recycling more plastic than it uses or spreads.
- Quality of products developed for babies.
- Wide range of products with a regional and local touch.

**2. Marketing Mix of Mama earth.****Product:**

Product strategy is based on high quality and innovation. The product portfolio helps them stay competitive in the market.

- They have a rich product line, It is a complete care kit, from head to toe.

- Baby care – this product range includes Baby hair care, Baby Oils, Baby Diapers, Baby Hair care, Baby skincare, etc.
- Hair Care products include Hair shampoo, Hair oils, Hair masks, Hair spa kits, Hair essentials, etc.
- Body care products include body butter, body wash, body scrub, body lotion, and hand creams.
- Face care products includes Face wash, face scrubs, Masks, Gels, Creams, Serums, Toners, Sheet masks

**Price:**

Mamaearth uses a hybrid pricing strategy under different categories like:

**Premium pricing:**

The brand uses premium pricing for some of its products, it leverages the power of the brand and the quality perception they have created in the consumer's mind. It has also made some product lines of the brand exclusive by manufacturing and sales of products in lower volume and charging a premium. It has helped the brand to gain higher profits in a short period.

**Psychological pricing:**

The brand has also applied psychological pricing to some of its products by leveraging the power of consumer psychology and behavior. It sells some products with a price tag of 399 Rs, 599 Rs, etc. With the use of this method, Mamaearth gains higher profits by adding value to the consumer perspective.

**Geographical pricing:**

Mamaearth uses geographical pricing in different regional markets and they are able to penetrate it. Geographical pricing allows Mamaearth to cover its shipping and customs costs in remote and offshore areas. They change their prices according to local currency value.

**Bundle pricing:**

Mamaearth uses bundle pricing very effectively for many of its products. It increases the higher trial rate for customers and in return,

the brand acquires new customers, they bundle 3-4 products with the price of 1549 Rs, 1699 Rs. With the help of bundle pricing, Mamaearth was able to reduce its marketing and distribution cost.

**Place:**

Mamaearth is the internet first company, but it focuses on the placement of products with different strategies to be accessible to the consumers.

Mamaearth products are available on different e-commerce sites and physical outlets.

**Promotion:**

Mamaearth's marketing campaigns and brand communication is centered around the promise of using only the best of nature in its products. The promotion strategy involves- Use of Digital media- Social media marketing, Influencer marketing, TV commercials, brand endorsements, and, Word of mouth due to product efficacy.

**Packaging:**

Mamaearth has taken an effort to create unique packaging, which is quite different from its competitors in the market. It uses the brand logo and colors on the packaging with stylish and modern-day consumer-appealing design. It also focuses on the details about the product and how-to guide in the packaging supported by 24/7 customer service which gives them an upper edge over competitors. The logo and design of the product are recognizable to the consumers. The use of natural ingredients images on the packaging gives it a more organic and natural appeal. It writes highlights and the main benefit of the product on the packaging which helps the consumer while buying the product. The website is well designed and customer friendly with all relevant product information and easy to use shopping store.

**3. Positioning of Mamaearth in the highly competitive beauty and health care market?**

The brand has positioned itself as a company with a lean innovation cycle which has given the brand phenomenal growth. The brand has staged itself as an honest brand that is funded by the most coveted investors like sequoia capital. In the FMCG sector, it is the first

company that is distributed through a digital network. The company's revenue model involves selling tangible products to the consumers through Direct-2-Customers (D2C) platforms such as Amazon, Nykaa, Flipkart, etc., besides its offline, physical stores.

Despite being high priced, the brand harps on high quality and products which are worthwhile.

The maternity and baby care products market in India coined high growth in the past few years compared to the other emerging markets across the world. Launching non-toxic baby products was a unique and noble idea by the founders.

## **REFERENCES**

- “MamaEarth - Asia's 1st Made Safe certified Brand”, retrieved from <https://uaebusiness.com/2020/12/20/mamaearth-asias-1st-made-safe-certified-brand/>
- “Mamaearth To Hire 200 People In 2021”, <http://bwdisrupt.businessworld.in/article/Mamaearth-To-Hire-200-People-In-2021/22-02-2021-380252/>, 22 Feb, 2021, BW Online Bureau
- “Mamaearth valued at \$730 million as Sofina leads \$50 million funding”, retrieved from [https://economictimes.indiatimes.com/tech/funding/mamaearth-valued-at-730-million-as-sofina-leads-50-million-funding/articleshow/84739493.cms?utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](https://economictimes.indiatimes.com/tech/funding/mamaearth-valued-at-730-million-as-sofina-leads-50-million-funding/articleshow/84739493.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)
- “Our Mission”, <https://mamaearth.in/our-mission>
- Agarwal Palak (2020, May 10), “ Rs 100 Cr in 4 years: What made Mamaearth India's fastest-growing company”, retrieved from <https://yourstory.com/smbstory/mothers-day-mamaearth-varun-ghazal-alagh-entrepreneur-gurugram/amp>
- Dr. Amol Gawande and Dr. Atul Kumar (2021). Shree Cements – Superior Performance vs Peers. In Dr. Somnath Patil, Dr. Amol Gawande and Dr. Atul Kumar (Ed.). Caselets in Business (pp. 34-37,

- 
- January). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-4-3.
- Dr. Somnath Patil and Dr. Amol Gawande (2021). ITC: Acquisition of Sunrise Foods. In Dr. Somnath Patil, Dr. Amol Gawande and Dr. Atul Kumar (Ed.). *Caselets in Business* (pp. 01-04, January). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-4-3.
  - Gautam V. “*Mamaearth Is The First Unicorn Of 2022, Valued At \$1.2 Billion After Raising \$52 Million*”, <https://www.indiatimes.com/worth/news/2022-mamaearth-is-the-first-unicorn-558298.html>, 3 Jan, 2022
  - Kumar, A., & Saxena, N. (2022). The effectiveness of influencer marketing on social media for home grown Indian brands. In *Proceedings of International Conference on Fostering Resilient Business Ecosystems and Economic Growth: Towards the Next Normal* (pp. 694-699). Pune; Dr. D. Y. Patil B-School. DOI: <https://doi.org/10.5281/zenodo.6773366>
  - *Mamaearth To Hire 200 People In 2021*”, <http://bwdisrupt.businessworld.in/article/Mamaearth-To-Hire-200-People-In-2021/22-02-2021-380252/>, 22 Feb, 2021, BW Online Bureau
  - Nair Sulekha (2016, December 27), “Startup Mamaearth to focus on toxin-free baby-care products, plans offline expansion”, retrieved from <https://www.firstpost.com/business/startup-mamaearth-to-focus-on-toxin-free-baby-care-products-plans-offline-expansion-3175426.html>
  - *Sequoia Capital is an American venture capital firm, headquartered in California. The firm mainly focuses on the technology industry.*
  - Singh Rajiv (2020, August 1), “Mamaearth: A Babycare Brand Grows UP”, retrieved from <https://www.forbesindia.com/article/onlinefirst-brands/mamaearth-a-baby-care-brand-grows-up/61303/1>

## CASE 5

---

### Bharat Electronics : Focus on R & D

---

**Dr. Somnath Patil**

Associate Professor, Dr. D. Y. Patil Institute of Management and Research,  
Pune

**Dr. Amol Gawande**

Director, Dr. D. Y. Patil B-School, Pune  
amol.gawande@dpu.edu.in

**Tejaswinee Kankekar**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
tejaswinee.kankekar @dpu.edu.in

---

## INTRODUCTION

In 1954, in a newly free India, the need was most extreme to create indigenous industry. The dream of a confident India brought forth numerous Public Sector Undertakings. Bharat Electronics Limited (BEL) was one such dream, which has progressed significantly from that point forward with the far-located vision of its pioneers, the devotion and difficult work of its representatives, backing and confidence of its clients and the Government of India. The Government's clarion call for 'Make in India' reverberates with how BEL has been effectively doing more than sixty years ("Bel-india.in", 2021).

From humble beginnings in 1954, when BEL was set up in relationship with CSF, France (presently, Thales), to make essential communication gear, BEL currently creates a wide scope of cutting edge hardware in fields like Radars, Defense Communication, C4I Systems, Naval Systems, Homeland Security, Weapon Systems, Electronic Warfare, Telecom and Broadcast Systems, Electro Optics, Tank Electronics, Solar Photovoltaic Systems, and, Professional Electronic Components and BEL likewise gives

turnkey framework arrangements. Nonmilitary civilian items from BEL incorporate Electronic Voting Machines, Tablet PC, solar powered traffic light frameworks and Access Control Systems.

Beginning from a solitary Unit in Jalahalli, Bangalore, BEL has set up its essence the nation over by setting up eight different Units – in Pune, Ghaziabad, Panchkula, Machilipatnam, Navi Mumbai, Kotdwara, Hyderabad and Chennai. Every Unit has a particular item blend and client center. BEL has additionally set up a wide organization of workplaces and administration focuses countrywide just as two abroad workplaces – at New York and Singapore. BEL was set up to meet the specific electronic gear prerequisites of the Indian Defense Services. While this keeps on being its great center, the Company has a huge presence in the civilian market, as well. BEL trades a portion of its items and administrations to various nations also.

BEL has been laying great emphasis on Research and Development directly from the early years.

### **Research and Development:**

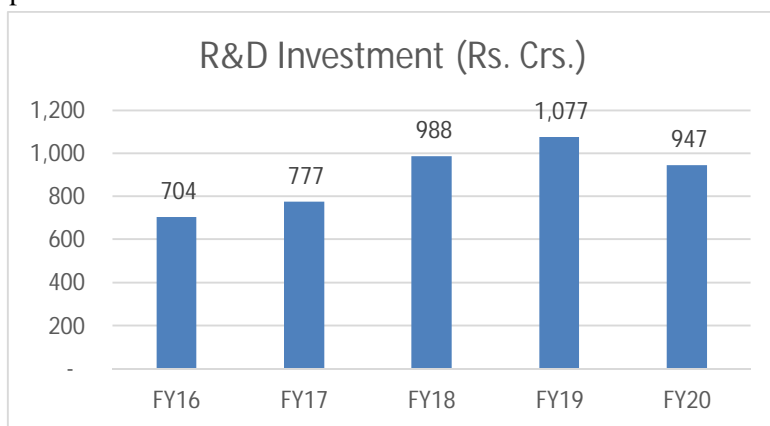
Organization's R&D Philosophy is to upgrade its pre-eminence in products and services of Defense Electronics and other fields through Research and Development. Organization's Research and development takes a stab at advancement of new items worked with cutting edge innovation modules. While completely meeting the client prerequisites, the items created by Organization are best in class, competitive and of high quality.

Organization has set up three-level R&D Structure, specifically, Central Research Laboratories (CRLs), a focal Product Design and Innovation Center (PD&IC) and Design and Engineering (D&E) capacities appended to different Units/SBUs. The Central Research Laboratories (CRLs) at Bengaluru and Ghaziabad are engaged with leading advanced R&D in center business spaces of the Company furthermore, in creating innovation modules for use by SBUs/Units. PD&IC at Bengaluru creates normal innovation modules, subsystems and items in spaces of RF and Microwave Segments, Radar Signal Processing, Electro-optics and Lasers, Energy Solutions, Encryption Modules, MMICs, Embedded Frameworks



and so forth that can be utilized as building blocks by SBUs/Units. The D&E groups at SBUs/Units give Frameworks and System of Systems answers for the end clients. Towards this, they get fundamental innovation modules and subsystems created through CRLs, PD&IC and shared R&D accomplices. They direct all assessments and preliminaries required during the time spent drafting these frameworks into the assistance. They additionally broaden specialized support during the whole product life-cycle and furthermore take care of obsolescence management.

BEL spends substantial amount on R&D. During the last five years it has spent around 9-10% of the total revenues towards R&D.



**Figure 1: BEL – R&D Spend**  
(Source: Annual Report FY2019-20)

### Recent R&D Projects:

#### 1. **Weapon Locating Radar (WLR) Export Version:**

Weapon Locating Radar is a Field Artillery Radar Framework for finding mortars, rocket batteries, rocket launchers, weapons, and guiding direction of fire from amicable weapons, rockets and batteries. It has been created by the Company together with DRDO and has been modified for exports.

#### 2. **Ship to Shore Communication System:**

The project is cutting edge multi-facet IP based Wide Territory Network (WAN) correspondence framework, which has the capacity of

Satellite Communication on The Move (SOTM) for transportation of mission basic information, voice and video from ship to shore terminal in constant with unwavering quality and security.

**3. Frameworks for Akash NG:**

Multi-Function Radar, Order Control Unit subsystems including correspondence hardware and organization for Akash NG have been created by the Company mutually with DRDO.

**4. Dip Brazed Chassis for Digital Flight Control Computer (DFCC):**

The undercarriage for DFCC has up until this point been imported. It has airplane interface connectors (24 Nos.) mounted on front board making gathering and dismantling of DFCC on/from airplane a difficult and tedious cycle. The new and indigenously planned suspension is 1 ATR undercarriage and has connectors on the back board for simplicity of gathering and dismantling on/from airplane.

**5. Battlefield Surveillance System High Altitude Area (BSS HAA):**

BSS HAA is a portable mechanized reconnaissance framework fit for incorporating contributions from all front-line observation gadgets/sensors at division furthermore, corps level and handling them to affirm their veracity, forestall duplication, melding them with other sources of info and data sets to create a front-line situation to help the commander in decision making. This form of BSS has been produced for activity in high elevation regions.

## **TEACHING NOTES**

### **Synopsis**

This case study focuses on Bharat Electronics, a leading PSU and its R&D efforts. Catering, predominantly, to the defense sector, indigenization becomes a key imperative. The company spends around 9-10% of its total revenues towards R&D. The company has been successful to embrace “Make in India” and has developed a number of products based on its R&D. The focus on R&D is thus a key aspect of operations of an indigenous defense manufacturer.

### **Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

### **Learning Objectives**

- Focus on R&D
- Indigenization for critical industry like defense
- Role of R&D in operations of a defense contractor

### **Discussion Questions**

- Why is it important for a company like BEL to develop in-house products?
- Describe BEL's organization of its R&D function.
- Do you think BEL is successful in delivering on "Make in India" policy?

### **REFERENCES**

- Annual Report FY2019-20
- Bel-india.in. (2021). Retrieved from <https://www.bel-india.in/ContentPage.aspx?Mid=1&CId=1&LId=1&link=0>
- Kumar, A., Patil, P., & Deokota, S. (2021). Titan: Navigating external environment post demonetization. In S. Patil, A. Gawande & A. Kumar, Caselets in Business (1st ed., pp. 23-25). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6726587>
- Kumar, A., Saha, S., & Patil, P. (2021). Dr Reddy's: USFDA quality audit. In A. Gawande, A. Kumar, F. Mobo, M. M. Momin & A. B. Rahul, CASEPEDIA Volume 1: Case Studies in Management (1st ed., pp. 101-104). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6740189>

CASE 6

---

WNS : Research & Analytics Offerings

---

**Dr. Vinaydeep Brar**

Professor, SNG Institute of Management & Research, Pune  
vinaydeep1983@gmail.com

**Dr. S. G. Walke**

Professor, SNG Institute of Management & Research, Pune  
walkekrishna@gmail.com

**Dr. A. B. Dadas**

Director, Neville Wadia Institute of  
Management Studies & Research, Pune  
drdadas.10@gmail.com

---

**INTRODUCTION**

WNS (Holdings) Limited (NYSE: WNS), is a leading Business Process Management (BPM) organization. It consolidates profound industry knowledge with innovation and analytics aptitude to co-make imaginative, digital-led transformational solutions with clients across 10 businesses. The firm empowers organizations in Insurance, Travel, Manufacturing, Banking and Financial Services, Shipping and Logistics, Retail and Consumer Packaged Goods, Utilities and Healthcare, to rethink their digital future and change their results with operational excellence ("Wns.com", 2021).

The company offers a whole range of BPM services in accounting and finance, procurement, client communication services and HR utilizing shared models that are tailored to address the business difficulties of every client. It co-makes and executes the future vision of 375+ clients with the assistance of 42,000+ representatives. The company's worldwide impression traverses 16 nations with 60 delivery centers including Costa

---

Rica, China, the Philippines, India, Romania, Poland, Spain, South Africa, Turkey, Sri Lanka, the United States and United Kingdom.

### Research & Analytics:

- 1) This horizontal unit (cutting across industry verticals) employed 2,715 employees and accounted for around 10-11% of the total revenues in FY2020.
- 2) The services catered to several industry verticals such as healthcare, consumer, travel, hospitality, utilities, banking and insurance and other emerging industries.
- 3) The business unit caters to over 100 global clients.
- 4) The services include analytics services, data infrastructure set-up to insights, data aggregation to data processing to visualization of insights.
- 5) This is accomplished through use of big data, machine learning, artificial intelligence, social media analytics and advanced analytics.
- 6) The outcomes are digital transformation, better customer understanding, improved marketing efficiencies and risk reduction.

<p><u>AI and ML</u></p> <ul style="list-style-type: none"> <li>Modeling and algorithm design</li> <li>Knowledge discovery</li> <li>Cognitive and predictive analytics</li> <li>Natural language processing and generation</li> </ul>	<p><u>Research and Analytics—Service Offerings</u></p> <p><u>Big Data and Analytics Consulting</u></p> <ul style="list-style-type: none"> <li>Strategy roadmap and consulting</li> <li>Solution architecture</li> </ul>	<p><u>Data and Information Management Advisory</u></p> <ul style="list-style-type: none"> <li>Data modeling and integration</li> <li>Data engineering and governance</li> <li>Data visualization and virtualization</li> </ul>
<p><u>Customer Analytics and Personalization</u></p> <ul style="list-style-type: none"> <li>Acquisition / retention / cross-sell / up-sell</li> <li>Campaign management analytics</li> <li>Loyalty management</li> <li>Sales and marketing analytics</li> <li>Pricing analytics</li> </ul>	<p><u>Digital Transformation and Social Media Analytics</u></p> <ul style="list-style-type: none"> <li>Social media management</li> <li>Web analytics</li> <li>Sentiment and text analytics</li> <li>Image / video analytics</li> </ul>	<p><u>HR Analytics</u></p> <ul style="list-style-type: none"> <li>Smarter workforce solution</li> <li>Employee satisfaction analytics</li> <li>Attrition analytics</li> </ul>
<p><u>Chief Procurement Officer (“CPO”) / Chief Financial Officer (“CFO”) Analytics</u></p> <ul style="list-style-type: none"> <li>Sourcing and procurement analytics</li> <li>Spend / payables analytics</li> <li>Supplier capability profiling</li> <li>Revenue assurance analytics</li> </ul>	<p><u>Financial Analytics</u></p> <ul style="list-style-type: none"> <li>Capital asset pricing modeling</li> <li>Actuarial and collections analytics</li> <li>Budgeting and forecasting</li> <li>Working capital analytics</li> </ul>	<p><u>Operations and Supply Chain Analytics</u></p> <ul style="list-style-type: none"> <li>Contact center analytics</li> <li>Customer satisfaction (“CSAT”) / NPS analytics</li> <li>Demand and inventory analytics</li> <li>Sales and operations planning</li> </ul>
<p><u>Market Research Services</u></p> <ul style="list-style-type: none"> <li>Competitive research</li> <li>Financial research</li> <li>Survey programming</li> <li>Business intelligence dashboards and reporting</li> </ul>		

**Figure 1: Research & Analytics Horizontal Offerings**

(Source: Form 20 F, 2020)

<u><b>Insurance Analytics</b></u> Claims analytics, subrogation analytics, fraud analytics, customer analytics	<u><b>Industry-specific Analytics</b></u> <u><b>Travel and Leisure Analytics</b></u> Loyalty analytics, customer interaction service analytics, commercial intelligence, flight operations, pricing and revenue management, ancillary revenue enhancement analytics, hyper-personalization, affinity and propensity modeling	<u><b>Banking and Financial Analytics</b></u> Data mining and data management: Analysis of structured and unstructured data across the banking and finance sector; reporting, dashboarding and visualization; financial model development and recalibration
<u><b>Utilities Analytics</b></u> Data mining, decision support services, collections optimization, customer analytics – segmentation, lifetime value analysis, NPS analysis, predictive analytics, text analytics	<u><b>Shipping and Logistics Analytics</b></u> Pricing and promotion analytics, market mix modeling, trade promotion optimization, lifetime value and taxonomy assessment, hyper-personalization, customer analytics	<u><b>Healthcare (Pharma and Consumer Health) Analytics</b></u> Competitive intelligence, pipeline analysis, product profiling, KPI reporting, epidemiology analysis, market opportunity assessment, social media analysis, KOL research, modeling and tool building support, pricing analytics, patient data analytics

**Figure 2: Research & Analytics Vertical Offerings**  
**(Source: Form 20 F, 2020)**

## TEACHING NOTES

### Synopsis

This case study focuses on WNS's research and analytics offerings. WNS is a leading business process outsourcing firm. Research and Analytics is a very important segment which cuts across various industry verticals. Leveraging big data, machine learning and artificial intelligence the division offers end to end solutions from data aggregation to insights. Research and analytics is an important service offering for an ITES firm as it is high end service and helps the business move up the value chain.

### Target Audience

- MBA and PGDBM Students
- Senior corporate leadership

### Learning Objectives

- Data analytics services
- End-to-end business solutions for various industry verticals
- Moving up the value chain for an ITES firm

### Discussion Questions

1. What are the various horizontal service offerings of the division?
2. Which all industries do these services cater to?
3. Why is it important for WNS to focus on Research and Analytics services?

---

## REFERENCES

- Brar, V., & Kumar, A. (2017). Customer satisfaction towards the services rendered by superstore retailers. *International Journal of Science, Technology and Management*, 6(7), 111-117. DOI: <https://doi.org/10.5281/zenodo.6686014>
- Brar, V., Wadajkar, V., & Kumar, A. (2019). Recent research trends in reward management - A systematic literature review. *International Journal of Enhanced Research in Management & Computer Applications*, 8(4), 26-33. DOI: <https://doi.org/10.5281/zenodo.6671882>
- Form 20-F, 2020
- Kumar, A., Gawande, A., & Brar, V. (2021). *Marketing Strategy. Success Publications, Pune.* DOI: <https://doi.org/10.5281/zenodo.6662658>
- Patil, S., Kumar, A., & Brar, V. (2021). *Marketing 4.0. Success Publications, Pune.* DOI: <https://doi.org/10.5281/zenodo.6662750>
- Wns.com. (2021). Retrieved 2020, from <https://www.wns.com/about-wns>

## CASE 7

---

### Strategic Planning & Decision Making

---

**Dr. Arun Pardhi**

Professor, Institute of Business Management & Research, Pune

**Dr. Dilip Aher**

Associate Professor, Institute of Business Management & Research, Pune  
aherdilip1966@gmail.com

---

#### SYNOPSIS

The case is about strategic human resource management and decision-making abilities, as well as leadership management. Recruitment and selection were carried out strictly according to the procedure defined by management policy during the early phases of the organization. Recruitment and selection were not judged particularly important during a six-year period, or the organization may be accused of deviating from the system/standard methods.

Employee transfers and selections were made based on assumptions and without the involvement of the appropriate people and authorities. Mr. Anilkumar, the Production Manager, had been promoted to the Human Resource Department only because of his Human Resource Management certification, but he lacked the essential expertise. After learning of the abroad assignment, Mr. Anilkumar chose Mr. Tapankumar as his replacement, despite the fact that Mr. Tapankumar was not from the core HR sector, and without contacting the current and experienced Human Resource Manager Mr. Shridharan, who had direct expertise with the Human Resource Department and was in charge of it.

After taking over the human resource department, Mr. Tapankumar addressed General Manager Mr. Anand and recommended that Mr. Shridharan be transferred to the Training Department as a training manager



in order to reduce friction. Mr. Shridharan, the Human Resource Manager, wanted Mr. Anand, the General Manager, to make a clear decision for him and Mr. Tapankumar, based on Mr. Shridharan's skill and ability to manage the Human Resource Department independently, which Mr. Anand had seen since Mr. Shridharan's arrival at the firm. Mr. Shridharan found the entire transfer process, including personnel selection and his own personal transfer, to be humiliating.

Mr. Shridharan sent a note to Managing Director Mr. K Srivastava about what was going on in the organization as a last resort and to close the problem with the start of further essential actions so that he could make a choice and bring justice to the organization. Mr. K Srivastava, the Managing Director, had made a strategic decision and worked tirelessly to ensure that everyone involved in the case was treated fairly. He proved and confirmed his transparent and unbiased behavior, which underlined his leadership skills, in the best interests of the organization and without endangering anyone's ego or position.

## **SUMMARY**

Wadcorp, a manufacturer and exporter of electronic parts with an annual sale of Rs. 1600 crore and 650 people, is based in Raigarh, near Mumbai. For the previous six years, Mr. Anilkumar has worked as a Production Manager for this organization. While earning his post-graduate degree in human resource management, he was transferred from the production department to the Human Resource Department as a Chief Human Resource Manager. Mr. Shridharan, a Human Resource Management MBA with 5 years of experience, has been the Human Resource Manager for this company for one year. He used to report to General Manager Mr. Anand, but after Mr. Anil Kumar took command, he was told to report to Mr. Anil Kumar and to supervise routine HRD and labor relations-related tasks. After taking over as HRD director, Mr. Anilkumar called a meeting of persons from his department, and Mr. Shashidharan made the following remarks to Mr. Anilkumar:

- 1) To improve business success, link the human resource department to the company's strategic goals and objectives.

- 2) To foster inventive thinking, establish a conducive environment.
- 3) To increase production by enhancing resilience through the development of social capital.
- 4) To instill in employees a sense of trust and goodwill.
- 5) To maintain hierarchy create a pleasant environment.
- 6) To boost the company's output and profitability establish pleasant labour relations

On the other hand, Mr. Anilkumar disagreed with Mr. Shashidharan, saying that the HR department was irrelevant to the business. Mr. Shashidharan believes that a person with an MBA in HR and 5 years of work experience is far better qualified to manage the department than a senior person from another department simply because they have a postgraduate degree in HR. This discussion resulted in a disagreement between Mr. Anilkumar and Mr. Shashidharan.

Meanwhile, when Mr. Anilkumar was moved to a job abroad, he chose Mr. Tapankumar as his replacement. Mr. Tapankumar had six years of experience as a Training Manager and was working for another firm at the time. Mr. Shashidharan was upset with Mr. Tapankumar's appointment since he had hoped for his own promotion. Mr. Tapankumar and Mr. Shashidharan battled from the outset for these reasons.

Mr. Tapankumar and Mr. Shashidharan had numerous disagreements over industrial relations issues because Mr. Shashidharan believed Mr. Tapankumar lacked expertise in the HR department, particularly in topics related to IR. As a result, Mr. Tapankumar and Mr. Shashidharan had numerous disagreements over industrial relations issues. Mr. Tapankumar urged Mr. Anand, the General Manager, to transfer Mr. Shashidharan to the Training Department as Training Manager in order to avoid more squabbles, an unpleasant spectacle, and a bad example/image in front of the staff. Mr. Shashidharan wrote to Mr. Anand, the General Manager, after learning of this, stating multiple instances in which Mr. Tapankumar failed to handle challenging circumstances, most of which were IR difficulties. Mr. Tapankumar and Mr. Anand, the General Manager, responded cordially to Mr. Shashidharan's allegations, and Mr. Anand was satisfied

that the assertions made under the pretense of inadequate financial management were incorrect.

This prompted Mr. Shashidharan to approach Mr. K. Srivastava, the Managing Director, and explain Mr. Tapankumar's incompetence in managing the HR department, particularly problematic situations involving industrial relations, and he was successful in persuading Mr. K. Srivastava, the Managing Director, that the allegations leveled against Mr. Tapankumar were made not out of ego, but in the best interests of the company. Mr. K. Srivastava then called a meeting with all three executives, including Mr. Anand (GM), Mr. Tapankumar (Chief HRM), and Mr. Shashidharan (HRM). Mr. K. Srivastava advised the three executives to work together, build an environment of trust and goodwill, and forget about all that had happened up to that moment after hearing everything. Mr. Shashidharan advocated the hiring of a separate Training Officer since he wanted to stay in the Human Resource Department.

## **CONCLUSION**

Though an organization's vision and personnel with decision-making abilities are critical to its efficient operation, the facts of determining the root causes of the problem and identifying those who are responsible for the problem are required for making an acceptable judgment on the matter, because an organization will not progress unless it adopts strategic planning/strategies, and an organization will not achieve great things or generate the promised results unless it adopts strategic planning/strategies.

## **TEACHING NOTE**

In one of two ways, the case study can be linked to Strategic Human Resource Management.

- a) 205-Human Resource Management, Unit I of Semester II MBA.
- b) It has something to do with employee relations (Ref: 403-Employee Relations-Unit V of Semester IV MBA).

## **Objectives:**

- 1) To begin, Human Resource Management is a discipline that is practiced all over the world.

- 2) To provide an organization with the required input and structure for its overall development;
- 3) To understand the value of strategic planning and strategic decision-making processes in ensuring the smooth operation of an organization.
- 4) To comprehend the concept, significance, and benefits of strategic human resource management; and
- 5) To distinguish between human resource management and strategic human resource management.

**The Hook Effect:**

- 1) Misjudgement of the issue and/or inadequately handled problems can have long-term negative effects on a company.
- 2) Establishing a positive work culture in an organization requires leadership and decision-making skills.

**Problems in Case Analysis:**

- 1) Was Mr. Anilkumar's transfer reasonable in terms of human resource department tasks?
- 2) Is it correct that Mr. Tapankumar was picked as the Chief Human Resource Department despite having only worked in a small field of training previously?
- 3) What went wrong for Mr. Anand, the General Manager, when Mr. K Srivastava, the Managing Director, made the same decision?
- 4) Was it proper for Mr. Shridharan to approach the General Manager and later the Managing Director?
- 5) Was it in the best interests of the organization for Mr. Anilkumar, Chief HRM, and Mr. Shashidharan, HRM, to disagree?
- 6) Did the Managing Director, Mr. K. Srivastava, accomplish his job properly?
- 7) Did the Managing Director, Mr. K. Srivastava, treat all three executives fairly?

**Approach Points of Resolving Case:**

Effective issue solving involves a thorough awareness of the situation as well as one's personal participation, and leadership abilities are critical for a company's seamless operation.

**Lessons Learned from The Case:**

- 1) Why is it critical for a company to have talented employees at all levels?
- 2) How crucial issues are addressed depending on decision-making abilities.
- 3) The significance of employee recruitment, selection, and staffing in ensuring a company's smooth and efficient running.
- 4) Dissatisfaction among employees has a negative impact on a company's operations.

**Suggestions for Using the Case in the Classroom:**

Due to the ego's involvement in exacerbating the problem, it's necessary to connect a variety of elements in order to make remedies more valuable. This can be done by combining several instances to provide comprehensive solutions. The importance of a company's mission, policies, and professionalism must be understood by all employees. It's important to remember that sewing on time saves nine lives (How a minor problem if not solved becomes critical for an organization). A comprehensive and timely investigation of a problem is unquestionably required for making an informed conclusion.

**Question for students:**

- 1) Is it ethical to reassign an employee based on the education he is pursuing?
- 2) Can employees with different types of experience be assigned to decision-making positions? When employment is of a different kind.
- 3) Is it possible to keep a disgruntled employee motivated if he is ignored and treated poorly?
- 4) A good leader is someone who issues orders without fully comprehending the situation?

**Takeaway:**

- 1) An organization's ethics or ideals are required.
- 2) Benefits such as promotions to be offered based on an employee's abilities and potential

- 3) To be successful, there must be just one employee connection within the organization.
- 4) It is not advisable to provide directions without first gaining the trust of the team members.
- 5) Biased leaders cannot maintain a high level of enthusiasm among all employees or members, and they also cannot provide justice to either the employee or the organization.

## REFERENCES

- Dr. Somnath Patil and **Dr. Amol Gawande** (2021). **ICICI Prudential Life Insurance Co Limited: IT strategy**. In Dr. Amol Gawande, Dr. Atul Kumar, Dr. Froilan Mobo, Dr. Mujtaba M. Momin and Dr. Astha Bhanot Rahul (Ed.). CASEPEDIA Volume 1: Case Studies in Management (pp. 44-47, July). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-5-0.
- Kumar, A., Kaur, P., & Geetika (2021). Tata Motors: JLR reimagine strategy. In S. Patil, A. Gawande & A. Kumar, *Caselets in Business* (1st ed., pp. 47-49). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6739712>

## CASE 8

## Granules : Importance of being Free Cash Flow Positive

### Dr. Amol Gawande

Director, Dr. D. Y. Patil B-School, Pune

amol.gawande@dpu.edu.in

### Dr. Rashmi Paranjpye

Associate Professor, Dr. D. Y. Patil B-School, Pune

rashmi.paranjpye@dpu.edu.in

### Shraddha Joshi

Assistant Professor, Dr. D. Y. Patil B-School, Pune

shraddha.joshi@dpu.edu.in

## INTRODUCTION TO GRANULES

Granules India is a rapidly growing pharmaceutical manufacturing organization with state-of-the-art facilities and is focused on operational excellence, quality and client care. The Company produces Finished Dosages (FDs), Pharmaceutical Formulation Intermediates (PFIs) and Active Pharmaceutical Ingredients (APIs) which gives the clients adaptability and choice. Granules support clients with unique value, broad item range, and proactive arrangements. The Company's worldwide presence stretches out to more than 250 clients in 60 nations through workplaces in India, U.S., and U.K. The Company has 6 manufacturing offices out of which 5 are situated in India and 1 in USA.

### Key Financials:

INR Cr.	FY18	FY19	FY20
Operating Cash Flow	24	226	494
Capex	274	188	119
FCF	(492)	(38)	264

(Source: Annual Reports, FY19 and FY20)

**Stock Performance:**

- 1) The Granules stock did not perform at all and was almost flat during FY17-FY20.
- 2) The stock started performing in FY21 (see Figure 1 below)

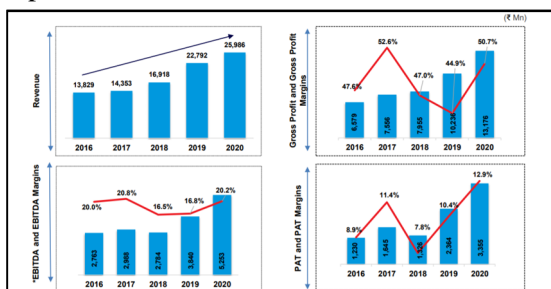
**Figure 1: Granules Stock Performance**

(Source: Google Finance)

- 3) The improving cash flow profile explains the stock performance
- 4) Granules was in a capex mode and Free Cash Flow (Cash Flow after capex) was negative during FY17-FY19
- 5) The FCF turned positive during FY20 on the back of improved financial performance and lower capex

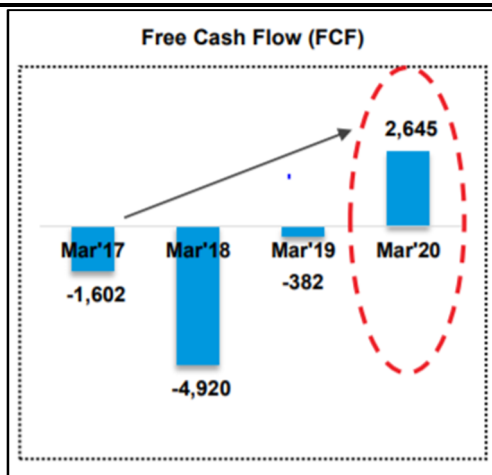
**Financials:**

- 1) Improved financial profile was the key reason for stock performance
- 2) Sales almost doubled from FY16 to FY20
- 3) Margins improved
- 4) The company was able to lower the debt burden
- 5) FCF turned positive

**Figure 2: Key Financials**

(Source: Granules Investor Presentation, 2021)





**Figure 3: Free Cash Flow**

(Source: Granules Investor Presentation, 2021)

## TEACHING NOTES

### Synopsis

The focus of this case study is Granules' stock performance. Stock price typically mirrors underlying financial performance. The stock did not perform during FY17-FY19 when the Free Cash Flow was negative. An overall turnaround in the financial metrics was the key reason why the stock started delivering in FY21. Robust revenue growth, improving margins, higher return ratios and positive FCF, all of these factors were responsible for the stock movement.

### Target Audience

- MBA and PGDBM Students
- Senior corporate leadership

### Learning Objectives

- Free Cash Flow
- Key financial parameters for Cash Flow
- Underlying financials and stock performance

### Discussion Questions

- What is Free Cash Flow? Why is it important?
- Describe Granules turnaround in terms of key financials.
- Explain Granules stock performance during FY17-FY21.

### REFERENCES

- Annual Reports FY19 and FY20
- Dr. Amol Gawande and Ms. Tejaswini Pillay (2021). Ultratech Cement: Maintaining Industry Leadership. In Dr. Somnath Patil, Dr. Amol Gawande and Dr. Atul Kumar (Ed.). *Caselets in Business* (pp. 14-17, January). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-4-3.
- Dr. Amol Gawande, Ms. Ishita Sil and Ms. Tejaswinee Kankekar (2021). JSW Steel: Focus on operational efficiency. In Dr. Somnath Patil, Dr. Amol Gawande and Dr. Atul Kumar (Ed.). *Caselets in Business* (pp. 05-09, January). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-4-3.
- Granules Investor Presentation, 2021
- Kumar, A., Kaur, P., & Geetika (2021). Tata Motors: JLR reimagine strategy. In S. Patil, A. Gawande & A. Kumar, *Caselets in Business* (1st ed., pp. 47-49). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6739712>

CASE 9

---

Religious Tourism in Uttar Pradesh :  
A Case Study of Varanasi

---

**Dr. Hemendra Sharma**

Associate Professor & Program Coordinator B.Com (Hons.)

Babu Banarasi Das University

hemsharma16@bbdu.ac.in

**Dr. Sushil Pande**

Professor & I/C SOM, Babu Banarasi Das University,

Email id: pandesushil@bbdu.ac.in

---

**INTRODUCTION**

Tourism has become increasingly diverse in recent decades. As a result, it has risen to become one of the most important economic contributors in the world. It is regarded as one of the most essential economic activities on the planet. It is even thought to be the major contributor to the service industry. Lawrence (1992) claims that places have always been connected to the human psyche, and travelers visit various destinations known for a specific product, cause, or spiritual attitude. Tourism has provided a plethora of new career opportunities while also changing social dynamics all across the world. In many countries, the tourism industry contributes significantly to national income. When one considers the cash generated by tourists purchasing goods and services, as well as the taxes paid by tourism-related enterprises, one can see how important tourism is. From the perspective of an economy, tourism can be considered a formidable force. Infrastructure, hospitality, food and beverage, and logistics are just a handful of the numerous industries that will benefit greatly from it (including transportation). Because of its popularity, it has a favorable overall impact on a state's or nation's economy, as well as strengthens infrastructure. Tourism is a very enticing prospect, but it also comes with a set of

obstacles and issues, such as a temporary scarcity of production materials and accommodation facilities during peak season. It devastates local infrastructure and transportation. It results in a price increase that may be unsustainable for residents and thus unjustified. Taking all of this into consideration, a scientific method is required to study the potential consequences of tourism on a country's or state's economy.

### **Spiritual Tourism**

The altruistic inclusion of the term "spirituality" into the tourism business is a phenomenon that arose from an intellectual dispute among researchers in the twentieth century. In the twenty-first century, people no longer trust religion and seek other ways of life to answer their questions, and spirituality is garnering more attention than ever before. The World Tourism Organization (WTO) did, however, hold the first international conference on religious tourism in 1967 in Cordoba, Spain, titled

"Tourism and Religions: A Contribution to the Dialogue of Cultures, Religions, and Civilizations," which focused on the sociology of religions in global tourism (UNWTO, 2011). One might wonder why spiritual trips in India are so popular. Phrases "religion" and "spirituality" are used reciprocally; which doesn't mean the same every time. They are comparable, though, in that they accomplish the same objective in two different ways. "Religious tourism" can be defined as a group or individual's journey to a holy place in quest of moral, spiritual, or spiritual realization. "A religious individual seeks significance and coherence in the world, and a spiritual civilization has a well-structured worldview." Everyone has a spiritual religion, which can be defined as a desire for purpose and coherence. Thus it works as a catalyst which greatly varies across cultures and individuals", Tuan claims, (1976, in Monisha Chattopadhyaya, 2006). It is a memorable journey of strong faith and personal faith in search of heavenly awakening and dedication to one's ideals. This trek is referred to as a "pilgrimage" or a "yatra." However, as Nicolaides and Grobler (2017) point out, religious sites must be carefully marketed.

Belief, well-being, and wellness are all closely associated facets of spirituality. Thus while marketing spirituality, utmost precaution should be taken such that the tourism perspective emphasizing segmentation is deemed appropriate. According to the UNWTO (2011), Europe currently dominates religious tourism, with Asia ranking second. Europe contributed to 40% of the 600 million religious and spiritual journeys, with Asia accounting for the remaining 50%. The keys to preserving the world's great cultural legacy are the sustained development of religious tourism and the proper placement of education and training (UNWTO, 2011).

### **Uttar Pradesh is known for its spiritual tourism and tourist attractions.**

Uttar Pradesh is the most sought-after and admired tourist attraction amongst people of the country and otherwise is rich in historical and spiritual sites. Uttar Pradesh's famous tourist sites include Varanasi, Mathura, Vrindavan, Agra, Ayodhya, Kushinagar, Kaushambi, and others. Because of its central location, Uttar Pradesh is known as India's Heartland. The Uttar Pradesh government formed the "Uttar Pradesh Heritage Arc," which includes the towns of Varanasi, Agra, and Lucknow, to promote tourism in the state from within India and around the world. Furthermore, because Uttar Pradesh has a large number of spiritual locations, the state's development authorities can encourage and grow religious tourism.

- **Varanasi** is a Hindu pilgrimage destination that attracts thousands of visitors each year. Varanasi (also known as Kashi or Benaras) is widely regarded as the world's oldest city, predating Jerusalem. Varanasi is known for its numerous ghats (river steps), which are crowded all year with pilgrims seeking to take a dip in the holy Ganges River.
- **Allahabad or Prayag** is popularly known for Kumbh Mela, which took at the confluence of the Indian national rivers Ganges, Yamuna, and Saraswati. The Ganges River is the site of a massive Hindu pilgrimage. The Akbar forts are one of India's most popular Hindu spiritual centers, both ancient and modern.

- **Mathura-Vrindavan** the birthplace of Lord Krishna apart from this many Krishna temples are found in both Mathura and Vrindavan. A special event known as Lath mar Holi is held here during the Hindu festival of Holi. In the region, Janmashtami is commemorated with great fanfare.
- **Ayodhya** is considered to be one of the famous religious places for Hindus also because of its association with the great Indian epic **Ramayana**. It lies on the Ghaghara River east of Faizabad. Ayodhya is also the birthplace of five Tirthankars, the first being Shri Rishabh Dev, the first Tirthankar of Jainism. He is widely regarded as the founder of the Jain faith. Various Buddhist temples, historical monuments and sites, and learning centers were built in the city during the Mauryan Empire and the Gupta Dynasty, making it significant in India's Buddhism history. Tulsidas is said to have started writing Shri Ramacharitamanas, his famous Ramayana poem, in 1574 CE in Ayodhya. Bahubali, Brahmi, Sundari, King Dasaratha, King Harish Chandra, Shri Rama, and Mahavir Swami's ninth Gandhara are all believed to have been born in Ayodhya. "A city built by gods and as prosperous as paradise itself," according to the Atharva Veda.
- **Buddhist spiritual sites:**  
Uttar Pradesh is home to a number of sites associated with Lord Buddha and thus sacred to Buddhists.
  - **Sarnath:**  
He gave his first public speech in Sarnath. The Ashoka Pillar with the Lion Capital is also located in Sarnath and is an important archaeological artifact of national significance.
  - **Kushinagar** is the site of Lord Buddha where he took Mahaparinirvana (Demise).
  - **Kaushambi** is known for the preaching and sermons of Lord Buddha.

### **Heritage Arc's concept**

Former Uttar Pradesh Chief Minister Akhilesh Yadav conceived the concept of a heritage arc spanning Agra, Lucknow, and Varanasi in order

to improve the state's tourism economy. It was akin to the Agra, Jaipur, and Delhi triangle. Along this heritage arc, which extends from Agra to Varanasi, visitors can discover the cultural, historic, and ecological features of various exciting places. The Uttar Pradesh government has highlighted heritage tourism as a stimulus for socio-economic development. The main aims of this were the creation and improvement of road infrastructure, paths, and the condition of attractions in order to attract huge numbers of tourists. As a result, tourism in the state will expand, increasing the economy, attracting investments, and creating jobs as well as transforming the state's image.

### **The research's purpose**

1. The goal of this case study is to look into the different aspects of spiritual tourism in Varanasi, Uttar Pradesh. It highlights the importance of Varanasi in spiritual tourism in the country and worldwide and its impact on the tourism industry of Uttar Pradesh.
2. To draw attention to the uniqueness of the destinations in Uttar Pradesh and the possibilities for visiting them.
3. To ascertain the difficulties faced by visitors while visiting a particular location in Uttar Pradesh.

### **Varanasi's History**

Varanasi popularly known as Kashi or Benaras is deemed the oldest city on the planet. In Hindu mythology, the importance and distinction of Varanasi are largely unknown. Benaras is considered to be older than history, tradition, and legend, and appears twice as old as all of them together, "observed Mark Twain," an English author and literary figure who was enchanted by the legend and holiness of Benaras. Varanasi has been esteemed as the holiest Hindu pilgrimage destination. It's a belief among Hindus believe that whenever an individual dies within the boundaries of Varanasi that individual will be saved and released from the process of birth and rebirth. The origins of Varanasi are unknown, although it is thought to be the residence of Lord Shiva and Mata Parvati.

Varanasi has long been a religious and spiritual center and is also very famous as one of the twelve Jyotirlingas. Lord Shiva is supposed to have

founded it roughly 5000 years ago. Varanasi appears in a number of oldest Hindu religious scriptures and books comprising “The Ramayana, Mahabharata, and Rig-Veda.” Varanasi is one of the few holy towns adored by Hindus, Buddhists, and Jains alike, as well as Lord KashiVishwanath’s holy shrine, a manifestation of Lord Shiva.

### **Attractions**

Over the years, Varanasi has been dubbed "the city of temples," "the city of lights," and "the city of wisdom." Varanasi has several temples, but the majority of them were pillaged by Muslim troops headed by Mahmud of Ghazni and Mohammad Ghori. Varanasi too known for its ghats currently has more than a hundred ghats on the banks of River Ganga.

- **The Kashi Vishwanath Temple** was built in 1780 by Maharani Ahilyabai Holkar and encloses Lord Shiva's divine Jyotirlingas. It is said that gazing at the Jyotirlingas brings spiritual awakening. Ornate carvings adorn the temple, which is a magnificent architectural piece. The temple's dome, which serves as its roof, is adorned with intricate carvings.
- **Goddess Durga Temple** is one of the famous temples of Goddess Durga in Varanasi. A temple is a place for the large number of monkeys that roam the courtyard and the Durga Kund, a small tank near the temple is also referred sometimes to as the “Monkey Temple”. The Nagara style of architecture is exemplified by the temple, which was built in the 18th century.
- **Sankat Mochan Temple**, devoted to Lord Hanuman, is one of Varanasi's most prominent temples. Unfortunately, this temple was also the subject of a disastrous terrorist attack, but that hasn't prevented devotees from flocking to the temple in droves to pay their respects to Hanuman.
- **Ganga Aarti on Dashashwamedh Ghat** is one of the divine attractions of Varanasi where one can watch the amazing Ganga aarti boats which are nearby the Dashashwamedh Ghat. The scenic beauty and songs of ringers etc. make that experience once in a lifetime.



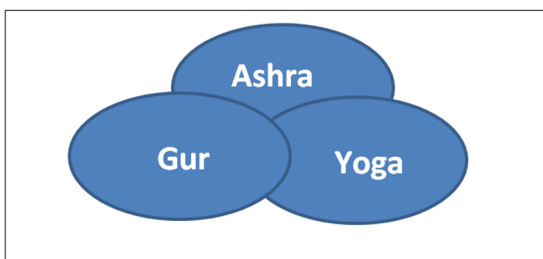
Varanasi Ganges is thought to be capable of cleansing individuals of their sins. The Gange's origin is in Lord Shiva's tresses before growing into the huge river we know today in Varanasi. For almost 3000 years, the city has been a center of learning and culture. Varanasi has long been associated with Hindu revival, as Sarnath, the location of Buddha's first sermon after enlightenment is only around ten kilometers away. Mrs. Annie Besant established her "Theosophical Society" in Varanasi, whereas "Benaras Hindu Institution" was established by Pandit Madan Mohan Malviya which is considered to be Asia's largest university. Furthermore, the origin of Ayurveda is also considered to be from Varanasi which served as the foundation for current medical sciences like plastic surgery and cataract surgery. The prodigy of Ayurveda and Yoga is associated with Maharshi Patanjali which had a close relationship with Varanasi, the holy city.

Trade and commerce in Varanasi are very popular and it has a significant role in making magnificent silk products along with gold and silver brocades. Varanasi has long been regarded as a significant educational center. Varanasi is known as a place for its spirituality, Sanskriti, yoga, and traditions which still today in modern times are being followed by all the people of Varanasi. Furthermore, noted authors such as Prem Chand, the ever-popular novelist, and Tulsi Das, popularly known for writing Ram Charit Manas. Therefore, Varanasi is rightfully termed "India's Cultural Capital," which has created an excellent climate for all cultural interests to flourish. Varanasi has produced many dancers and musicians. All the famous Shehnai musicians and Ravi Shankar, the internationally renowned Sitar maestro, are all descendants of or have lived in the blessed city for a considerable period of their lives.

### **Arts, crafts, and architecture in Benaras:**

Varanasi is a museum of architecture that you would enjoy. It shows the progression of historical patterns and movements. It houses a broad and one-of-a-kind collection of paintings and sculptures, as well as a trove of folk art treasures.

## Elements of Spiritual Experience in Varanasi, Uttar Pradesh



**Fig.1: Elements of Spiritual Experience**  
(Banerjee, M. 2015)

**The following are the components of spiritual encounters:**

### 1. ASHRAM:

An ashram is a spiritual retreat center that is usually located deep in the natural world. Yoga, music, and meditation are commonly practiced by ashram residents.

### 2. GURU:

The role of a Guru varies depending on the spiritual path, but it is always acknowledged and appreciated. Furthermore, one does not have to live at the ashram to follow a specific Guru.

### 3. YOGA:

Yoga is a way of life that incorporates rules for behavior and beliefs, with "asanas" (yogic positions) being a small part of that. Although yoga's origins can be traced back to the Vedas and Hindu religion, it has been adopted by a wide range of religious traditions.

## Recent Initiatives for Tourism Infrastructure Development in Varanasi

**Table: 1**

S. No.	Name of Scheme	Sanctioned Amount (in Lakhs)
1	Tourism Development of Buddha Theme Park at Sarnath, Varanasi	231.23
2	Tourism Development of Sarang Nath Kund at Sarnath, Varanasi	262.82

<b>3</b>	Development of Ghat at Markandey Mahadev, Kaithi, Varanasi	428.61
<b>4</b>	Integrated Tourism Development of Markandey Mahadev Temple campus, Kaithi, Varanasi	273.21
<b>5</b>	Development of Gurudham Temple, Varanasi	74.03
<b>6</b>	Sound and Light Show, Sarnath, Varanasi	770.34
<b>7</b>	Cruise Boat Project between Assi Ghat and Raj Ghat at Varanasi	1071.00

### **Tourist Arrivals in Varanasi and Uttar Pradesh:**

Uttar Pradesh is regarded as India's famous tourist destination, offering a diverse selection of activities for visitors of all ages. In terms of tourist traffic, the state consistently ranks among the top five in the country. It was ranked second among Indian states for domestic tourism arrivals and third for foreign tourist arrivals. Tourism in Uttar Pradesh contributes significantly, both directly and indirectly, to the state's economic growth and employment generation, making it a government priority.

**Table: 2**

Geographical Area	243290 km <sup>2</sup>
Population	199812341 (2011 census)
Population Density	820/km <sup>2</sup>
State Capital	Lucknow
Districts	75
Major cities	Lucknow, Varanasi, Allahabad, Kanpur, Agra, Ghaziabad, Meerut
Literacy Rate	73%
Urban Population	11.8%
Climate	Sub-tropical climate
Gross State Domestic Product	INR 14.46 lakh crores (2014-15)

Table: 3

Regional Office	Tourist Place	2016			2017			2018			2019			2020		
		INDIAN	FOREIGN	TOTAL	INDIAN	FOREIGN	TOTAL	INDIAN	FOREIGN	TOTAL	INDIAN	FOREIGN	TOTAL	INDIAN	FOREIGN	TOTAL
J.D. T. Yara nasi	Yara nasi	5600146	312519	5947355	5947355	334706	6282063	6095890	348970	6444860	6447775	350000	6797775	876303	106189	982492
	Sara ath	957320	409242	1366562	1024589	430682	1455271	1070035	435752	1505787	1132615	336136	1468751	384760	76308	461068

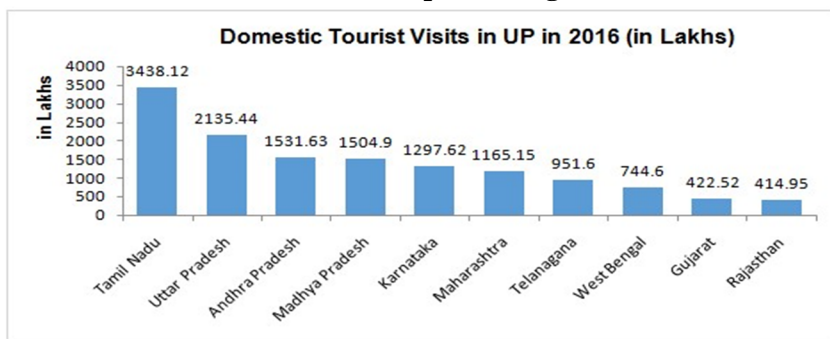
Source: [www.uptourism.gov.in](http://www.uptourism.gov.in)

Figure: 2

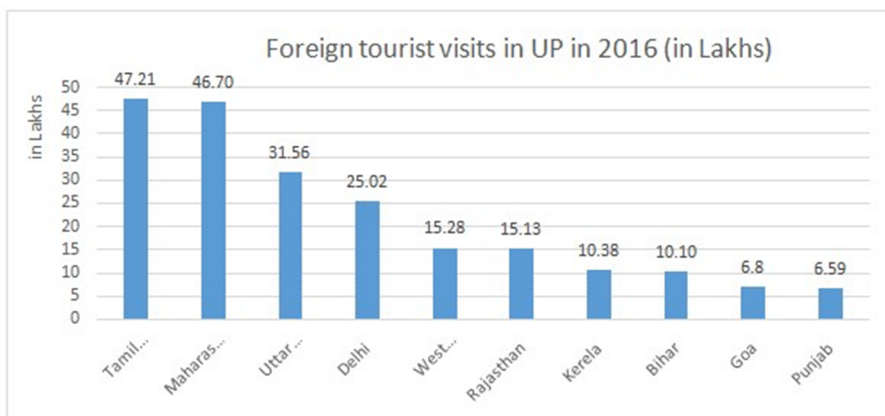
Source: [www.uptourism.gov.in](http://www.uptourism.gov.in)

Figure: 3

Source: [www.uptourism.gov.in](http://www.uptourism.gov.in)

## 9.1 SWOT Analysis of Uttar Pradesh Tourism

### Strengths

- Spiritually significant places for a variety of religions
- Since prehistoric times, parts of Uttar Pradesh have been ruled by important Indian civilizations.
- A large number of monuments throughout the state of Uttar Pradesh serve as a testament to the state's history.
- The Taj Mahal (Agra) and Varanasi are India's two most popular tourist destinations (including Sarnath)
- A state with enormous cultural and architectural diversity.
- Nationally recognized places where art and craft are sold (e.g., Moradabad for metal ware, Lucknow for Chikan work, Bhadohi/Mirzapur for hand-woven carpets, Chunar and Khurja for traditional ceramics and pottery, and so on).

### Weaknesses & Threats

- Monuments: Inadequate site maintenance and tourist interpretation/signage.
- Involvement and pride in historic preservation are limited among the local community.
- Domestic spiritual pilgrim tourists are primarily low-income and event-oriented, with little impact on the domestic economy in terms of job creation and income.
- Separation of Uttaranchal: prior focus on Himalayan regions resulted in a reduction in focus/efforts on alternative regions for example UP East and South territories along with the Bundelkhand region.
- Coordination of UPT's authorities with neighboring states, particularly Rajasthan and Madhya Pradesh, are either non-existent or minimal.
- UPT's own planning aims for a balanced regional development by promoting large belts at the same time.

In towns/areas where important tourist attraction locations are located, sanitation and sewerage infrastructure are available. Almost every region in the state is affected by this problem.

- To make Uttar Pradesh a place for demanding tourists place it has to get a considerable size of investments from domestic and global corporations (excluding Western U.P. of the NCR belt).

### **Opportunities**

- Tourism of general interest/international tourists: transforming current lead tourism locations (e.g., the Taj Mahal site in Agra and Varanasi) from end destinations to "gateway spots" within Uttar Pradesh for tourists.
- Spiritual tourism: utilizing the value of UP sites to attract a previously untapped/ emerging section of high-income individuals with a latent yearning for pilgrimage that can be converted.
- Applying appropriate effective tourism promotion experience from other states (and even international locales).
- For example, Haryana can attract huge numbers of Delhi-based visitors for leisure enjoyment despite having no traditional or "inherited" primary monuments or spiritual attractions.
- Kerala, for example, is working to improve its marketing and information support systems in order to increase tourism inflows.
- Greater coordination among key government entities to leverage and promote wild-life/nature (particularly river) based assets for tourism development.
- National and international identification and promotion of special interest and niche tourist segments. The Proposed Greater Noida International Airport is one of the most important airport developments.
- Varanasi Airport's expansion and upgrade to a world-class airport

### **Role of Government in Promoting Spiritual Tourism:**

The state of Uttar Pradesh has a diverse set of "tourist assets" which need to be re-modified to attract tourists and accordingly promoted. Furthermore, this process will help increase the number of tourists both

nationally and internationally. Marketing and promotion are becoming increasingly important for tourism development due to increased competition within the country among states and globally. Marketing and promotion programs have been advocated in relation to the prospective plan:

- Hub-specific market-branding, a memorandum of understandings with adjoining states needs to be established for the promotion, target for high income pilgrimage segment to be developed (e.g. twin city concepts). Furthermore, some initiatives should be designed so that tourist can extend their stay during the lag and mid-peak season, hence collaboration with reputable promotional firms on certain campaigns can be done which also including travel and hotel industries.
- Increased participation of private players in tourist management, development of infrastructure, other services, preservation of heritage sites, and repair. In addition to these marketing and promotion activities, the government of Uttar Pradesh has established theme-based tourist development based on cultural, spiritual, heritage, eco-tourism, wellness tourism, adventure tourism, craft, handloom, and textile tourism.

### **Challenges of Religious tourism development:**

The tourism industry serves a range of functions in the country's economy, society, and environment.

Among the most well-known advantages of tourism are increased revenue of people and associations, enhanced tax collection, and foreign exchange “Nicolaidis, 2016”; Suleiman and Mohamed, 2010). Religious tourism, like other types of tourism, is extremely volatile. The growth of religious tourism at times faces set back due to worldwide economic slow-down, pandemic-like situations, changes in currency, etc. Despite the numerous negative repercussions which have arisen because of globalization, terrorism, racism, economic crisis, and potential self-imposed travel limits due to climate change concerns, religious tourism is and can be a more powerful force for global peace, solidarity, and integrity

(UNWTO, 2011). Other factors influencing religious tourism include political instability, other political hurdles, financial challenges, environmental and health concerns, marketing, services, and insufficient infrastructure and facilities (Nicolaidis, 2016). There are a few other obstacles that tourists face, which can be summarised as pandas taking advantage of devotees and tormenting them, toilets in tourist areas are dirty and in poor condition, ineffective trash management, for tourists there is a lack of safety measures, lack of tourist information centers', inadequate health care services and during peak and semi-peak pea season, heavy traffic congestion on the roads.

Additional issues with religious tourism development in Varanasi, in addition to those already mentioned. Corruption, a lack of defined buffer and core zone delimitation and management, buffer zone construction, religious values deterioration, improper handling of tourists, overcharging, the landscape, acculturation, and a lack of tourism support desks are only a few of these difficulties.

Advantages of spiritual tourism are mentioned below:-

**1. Tourism Aids in Foreign Exchange Earnings:**

without disrupting natural resources or exporting items to another country. It provides a chance to increase the foreign exchange solely by giving services to tourists visiting from other countries.

**2. Tourist Aid in Job Creation:**

The tourism business employs people at all levels, whether they are unskilled, semi-skilled, or highly trained, in industries such as gift shops, restaurants, hotels, and travel agencies.

**3. Tourism Aids in the Preservation of Cultural Heritage:**

Tourists from all over the world visit other countries to learn about their traditions and cultures. A country's heritage sites are a sign of its culture and tradition. Tourism contributes to the preservation of cultural heritage monuments, which serve as a repository for a country's tradition and culture.

**4. Tourism Aids in Infrastructure Development:**

The significant advantage the tourism sector brings is the development and improvement of infrastructural facilities such as roads, airports,



water supply, housing amenities, hotel facilities, dining facilities, and so on.

### **5. Tourism Aids in the Development of a Relationship with Another Country:**

Tourism is important in promoting and strengthening relationships between countries, therefore it also helps in progressing cultural, regional, and social relationships with the rest of the world.

## **CONCLUSION**

The most popular type of tourism is religious tourism, which accounts for more than 70% of national tourist flow and 20% of tourism earnings. Experts predict that spiritual tourism will grow in popularity if spiritual sites are not offered separately. According to a survey conducted by the "National Council for Applied Economic Research" in Delhi, spiritual travel accounts for 50% of all voyages, while recreational travel packages account for 28%. Varanasi is a prominent tourist attraction in India and around the world. Because religion, faith, and spirituality are all intertwined, a clear differentiation between the three is essential to acquire a better understanding of the role of religious tourism. Some scholars have investigated this component and asked for a definition of "religious" tourism. Buddhism and Hinduism, for example, may be considered intellectual thinking rather than religion. Data on spiritual tourism is scarce or non-existent. This is due to the close ties that exist between religion and culture, which makes distinguishing between the reasons for travel difficult, except in the case of genuine and spiritual festivals. Almost all ancient sites have religious importance and are popular tourist destinations. The study indicates the interest area that appeals to the religious aspects of travel, and administrators and travel experts should gather this data because exact statistics and universal application are crucial for marketing and promotions. In the absence of modern locations, the settlements linked tourism to ancient religious sites. Based on the discussion thus far, we can conclude that religious tourism in Varanasi has enormous potential for growth in all aspects of the tourism industry.

---

**TEACHING NOTE****Synopsis**

Tourism is described as a society's maneuver of travelling ahead and residing in areas outside of their usual environment for a period not exceeding a year. This could be for the purpose of recreation, business, or other commitments unrelated to the application of a movement waged from within the remaining site. Spiritual tourism is a new paradigm in the tourism industry getting widespread attention by the researchers and Uttar Pradesh being the biggest state of the country plays a significant role in religious tourism. Holy rivers present in Uttar Pradesh namely Ganga, Yamuna, and Saraswati, along with spiritual destinations like Varanasi, Vrindavan, Mathura, Sarnath, Chitrakoot, Ayodhya, Hastinapur, Allahabad, and Vindhyachal attract tourists from around the world to explore the mystic and religious places here. Varanasi, commonly known as Benaras, is a spiritual city and pilgrimage centre in India. Residents of Benaras continue to adhere to Indian culture's old traditions and practises. This case study examines the significance of religious tourism in Varanasi, Uttar Pradesh, and how it helps the state's economy by providing religious services, transportation, and housing, among other things. But the religious tourism business isn't doing as well as it could because there isn't enough understanding, good policy, good management, and good infrastructure at religious tourism destinations.

**KEYWORDS:** Benaras, Varanasi, Spiritual Tourism, Pilgrimage, Infrastructure, Customs

**Target Audience:**

The case is acceptable for usage in the basic hospitality/tourism course of a BBA/MBA programme. Through this case study, students will explore the significance of aligning vision, policy, and intent when it comes to spiritual tourism. Demand for religious places will increase as individual and group needs are aligned, and the desired objectives will be realized.

**Learning Objectives:**

The purpose of this case is to create an insight into religious tourism and practices in Varanasi, Uttar Pradesh. This case also seeks to argue and

examine the merits and logic of treating Uttar Pradesh as a spiritual center, as well as the repercussions of doing so in comparison to other states and the nature of emerging change in the tourism sector. At the completion of the case study, students will be able to identify the places to visit in Varanasi as well as the spirituality linked with it and its interconnection with each other.

**Discussion Questions**

1. Determine the importance of Varanasi and its role in the country's spiritual tourism.
2. With reference to Varanasi, explain the importance of spiritual experience.
3. What are the advantages and drawbacks of visiting a pilgrimage site as a tourist? Comment.
4. Tourism will rise or fall as a result of the Heritage Arc's implementation in Uttar Pradesh. Give examples to back up your point.
5. List the various challenges of religious tourism in Varanasi and what do you suggest to overcome these challenges?

**Case Analysis**

The Teaching Note follows a defined Teaching Plan, which guides in conducting the classroom discussion. The discussion should start with the introductory paragraph where it is given that Varanasi importance being famous

Hindu pilgrimage destination to attain Moksha.

- Moving next, spiritual tourism and main attractions present in Varanasi should be discussed for fifteen minutes.
- Thereafter, class should deliberate on each topic present in Caselet starting from SWOT analysis, challenges and advantages of religious tourism in detail.
- Road ahead for development of religious tourism in Uttar Pradesh.

**Analysis**

The discussion was initiated by asking the following question:

Determine the importance of Varanasi and its role in the country's spiritual tourism.

Varanasi, popularly known as Kashi is popular amongst the pilgrims for taking holy dips in the River Ganges. The city has been one of the most popular tourist destinations in India due to its endless ghats, famous temples, fascinating rituals, and vibrant religious festivals.

With reference to Varanasi, explain the importance of spiritual experience. The Kashi Dham ensures that those visiting the 'spiritual capital of the world' enjoy a seamless, holistic and immersive experience. The city has been a spiritual learning center for generations where multiple faiths and philosophies emerged. Every major kingdom in Bharat had a spiritual center at Kashi and the many languages spoken in the holy city are testimony to this. Just as Ahilyabai Holkar envisaged, the Kashi Vishwanath Temple now has a direct link to the Ganga through the Manikarnika and Lalita ghats. A paved walkway that is 320 metres long and 20 metres wide connects the temple with the ghats of the Ganga. This will give devotees unfettered access to the Maha-aarti that takes place at dawn and at sunset.

What are the advantages and drawbacks of visiting a pilgrimage site as a tourist? Comment.

The various advantages of visiting a pilgrimage site provide believers with a spiritual experience, satisfying their need for physical health, mindfulness, spiritual experience, socialization, and connectedness to nature, and thus may be regarded as a form of spiritual well-being tourism. The drawbacks of visiting pilgrimage sites include respiratory illnesses of the many dangers. Pilgrims should worry about fires, stampedes, diarrhea, and guns. In fact, if you're in a hurry to meet your maker, a religious pilgrimage may be the most direct route.

Tourism will rise or fall as a result of the Heritage Arc's implementation in Uttar Pradesh. Give examples to back up your point.

It will only rise because it will give religious tourists to go and visit other religious areas nearest to Varanasi and with the development of the heritage arc development of infrastructural activities will make that easy and comfortable. For example- One can visit Vindhyachal temple, Banke Bihari Mandir, Kaushambi, and Lumbini. This results in an increase in the number of tourists.

List the various challenges of religious tourism in Varanasi and what do you suggest to overcome these challenges?

**Challenges faced by the management of Religious tourism are:**

- Poor infrastructure,
- Hassling,
- Heritage trafficking,
- Limited community participation,
- Cultural degradation, and.
- Lack of attention

To overcome these challenges local bodies have to develop an awareness campaign where tourists themselves should avoid spilling things all over, next promotion of technology-driven updates should be provided on all public places for example announcement of high traffic congestion on the road, construction work if going tourist should be made aware, etc. by this we can overcome such challenges.

**Student Evaluation**

The case should be given in advance to the students and can be discussed on the scheduled class.

The evaluation of case can be segregated into two components participation during case discussion in class and written assignment.

**REFERENCES**

- Banerjee. M(2013) Spiritual Tourism: A tool for Socio-Cultural and Sustainable Development, International Journal of Science and Research (IJSR), 4 (10), October 2015,1224 – 1249.
- Gawande, A., Kumar, A., Wadajkar, V., Brar, V., Dadas, A. B., Walke, S. G., Shethia, M., Pawar, P. V., Ray, R., & Gupta, D. (2020). *STM- Strategic Tourism Management: Strategic workflow in hospitality and tourism management* (Australia Patent No. 2020103908). Australian Government IP Australia. DOI: <https://doi.org/10.5281/zenodo.6754419>

- 
- <https://niveshmitra.up.nic.in/Tourism.aspx>
  - <https://tourism.gov.in/sites/default/files/2020-04/up.pdf>
  - <https://varanasi.nic.in/history/#:~:text=Mark%20Twain%2C%20the%20English%20author,a%20of%20them%20put%20together%E2%80%9D.>
  - <https://varanasi.nic.in/history/#:~:text=Mark%20Twain%2C%20the%20English%20author,a%20of%20them%20put%20together%E2%80%9D.>
  - <https://varanasi.nic.in/tourism/>
  - <https://www.incredibleindia.org/content/incredibleindia/en/destinations/states/uttarpradesh.html>
  - Kumar, A., Dadas, A. B., & Brar, V. (2021, May 31). System and method in pilgrim tourism (Registered Copyright No. L-103948/2021). Copyright Office, Department for Promotion of Industry & Internal Trade Ministry of Commerce and Industry, India. DOI: <https://doi.org/10.5281/zenodo.6783662>
  - Lawrence, Denis L. (1992). Transcendence of place: the role of La Placeta in Valencia's Las Fallas. In, Place Attachment, (Human Behavior and Environment: Advances in Theory and Research, vol. 12), eds. Irwin Altman and Setha M. Low. New York & London: Plenum Press, pp. 211 – 230.
  - Monisha Chattopadhyaya (2006), 'Religious Tourism: An Introduction, Religion and Tourism – Perspective', The ICFAI University Press, Hyderabad, pp.5
  - Nicolaides, A. & Grobler, A. (2017). 'Spirituality, Wellness Tourism and Quality of Life', African Journal of Hospitality, Tourism and Leisure, 6(1). Available online at <http://uir.unisa.ac.za/handle/10500/22740>
  - Nicolaides, A. (2016). Marian Tourism: Eastern Orthodox and Roman Catholic pilgrimage, African Journal of Hospitality, Tourism and Leisure, 5 (4) Available online at [http://www.ajhtl.com/uploads/7/1/6/3/7163688/article\\_6\\_vol\\_5\\_\\_4\\_.pdf](http://www.ajhtl.com/uploads/7/1/6/3/7163688/article_6_vol_5__4_.pdf)
-

- Suleiman, J.S.H. & Mohamed, B. (2010). Factors Impact on Religious Tourism Market: The Case of the Palestinian Territories. *International Journal of Business and Management*, 6(7), Available from: [www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm)
- Times of India (2014) UP to develop heritage arc by air linking Agra, Lucknow, Varanasi [Online] <https://www.hindustantimes.com/india/up-to-develop-heritage-arc-by-air-linkingagra-lucknow-varanasi/story-a6iP7x9AphDyq0Hj48F5HM.html> (Accessed on 16.5.2022)
- UNWTO. (2011). *Religious Tourism in Asia and the Pacific*. Madrid, Spain
- Walke, S. G., & Kumar, A. (2015). Agritourism: Supplementary business for farmers in Maharashtra state. *MERC Global's International Journal of Social Science & Management*, 2(6), 150–154. DOI: <https://doi.org/10.5281/zenodo.6686188>
- Walke, S. G., & Kumar, A. (2015). Agritourism: Supplementary business for farmers in Maharashtra state. *MERC Global's International Journal of Social Science & Management*, 2(6), 150–154. DOI: <https://doi.org/10.5281/zenodo.6686188>
- Walke, S. G., & Kumar, A. (2017). Financial analysis of agritourism operations: A case study. *MERC Global's International Journal of Management*, 5(4), 136-142. DOI: <https://doi.org/10.5281/zenodo.6685943>
- Walke, S. G., Kumar, A., & Brar, V. (2020). *Agrotourism Management - A Complete Practical Guide*. LAP LAMBERT Academic Publishing, Germany. DOI: <https://doi.org/10.5281/zenodo.6663129>

CASE 10

---

Zapier's Remote Work Model :  
A New Norm for Sustainability

---

**Dr. Shraddha Purandare**

Associate Professor, Dr. D.Y Patil B-School, Tathawade, India  
Shraddha.purandare@dpu.edu.in

**Dr. Aditi Aljapurkar**

Assistant Professor, Dr. D.Y Patil B-School Tathawade, India  
Aditi.aljapurkar@dpu.edu.in

**Satyajit Ingawale**

Assistant Professor, School of Commerce & Management,  
Sanjay Ghodawat University, India  
ssingawale@gmail.com

---

**ORGANIZATIONAL CONTEXT**

**Remote Work Model: A new norm for sustainability**

Several members of Zapier's team confessed they had a hard time working from remote places. Terrible time zones, in between interruptions & technology hiccups added fuel to managing their time. Many complained that they keep on working and were unable to draw a line between professional & Personal life. Many employees complained about too much documentation that they need to maintain due to remote workplaces. Some employees also mentioned that they did not get the feel of the work culture. Zapier right from the beginning had the remote working model. Zapier was headquartered in Sunnyvale, California, and employs 530 people<sup>1</sup> (Jan 2022) across the United States and 37 other countries. Zapier was a 100% remote company. The Covid 19 Pandemic hit all types and nature of companies and Zapier was not an exception. Despite the remote working structure, this company too faced many problems. Even though the company has a rooted remote working model, the pandemic made some



tight working scenarios for this company. The founders were in despair due to complaints received from some of the employees about remote working. The dilemma before the founders was whether to opt for the hybrid model at least in the USA & to find a co-working place for their employees.

### **Journey of Zapier:**

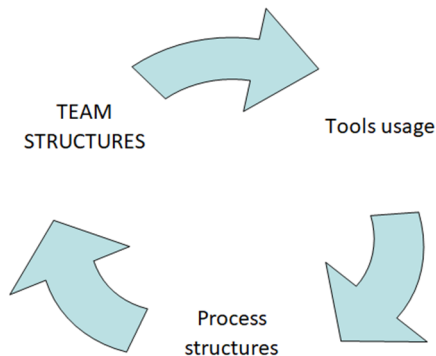
Zapier was a remote firm based in the United States with annual revenue of \$140M in Jan 2021. Zapier's valuation went to \$5 billion, post-Sequoia Capital and Steadfast Financial purchased its shares. The company offers services that allow users to connect their web applications. This company was in the Internet software sector, which involves data processing services to its customer, AI, and Enterprise software. Zapier was an automation platform that connects your work apps and does repetitive tasks for clients. It offers a SaaS tool that connects applications and automates workflows<sup>2</sup>. Zapier has a long list of high-profile clients, like Netflix and Nasa, but the company primarily focuses on individuals and small businesses. Zapier automates their client's work by connecting their apps and then moving information between them based on the rules set. Zapier connects 4,000+ of the most popular work apps. Many of the world's leading cloud companies were growing at a breakneck pace at the price of earnings. At Zapier, this wasn't the case. The company started in 2011, & within a span of 3 years only the company turned a good profit in 2014 and has increased sales every year thereafter, bringing in \$35 million in annual recurring income for the year. Zapier had achieved triple-digit sales growth while operating on a freemium strategy that only charges for larger transactions (2018). Exhibit I displays the way the company has been growing its network from 2012-2014. Zapier achieved profitability within two years after opening, with only one round of series funding totaling \$1.3 million. This was an achievement that many firms take years to achieve. And it's easy to understand how that was achievable when you look at the company's annual recurring revenue (the revenue they generate from product subscriptions in a given calendar year). Zapier's Annual Recurring Revenues (ARR) increased from 2016 to 2018. Exhibit II displays the escalated growth.

**Workplace quandary:**

This company was formed by three youngpreneurs (2011), in 17 time zones in 28 countries, who never wanted physical space as offices considering their other commitments. As a start-up, the three founders Wade Bryan and Mike just worked from their apartments, Coffee shops- wherever they could get things done as this was a side project and they could not afford offices for side projects, a culture of office environment never existed. June 2012, made them need new hires for their expansion, including the founder, and co-founders a total strength of 5 people existed, but again with no office. In spite of the existence of the typical organizational structure, the customers grew, clients paid, and the team was happy with the distributed team network structure. There were no Zoom or MS Teams back then but still co-located office model worked for this company. When the pandemic hit, the company's work structure, schedules, and HR practices faced challenges in operational activities like recruitment, training & development.

**People Management Tactics in remote structure.**

It was definitely possible for a startup firm like Zapier to work remotely. Due to the 100% remote structure from its inception, the entire organization worked on distributed team structures. It becomes necessary that the organization works on an effective strategy for distributed team management. Zapier worked on the 3 important parameters that made it a success.



**a. Team Structures:**

It was critical to assemble a team capable of executing in a remote environment through effective HR strategies such as hiring doers who understand the core company value of "default to action, and teammates who embody that value to get work done. While it was essential for a remote team to socialize, the reality was remote workplaces were typically less sociable than co-located ones.

**b. Software tools**

Organizations can always gather the team for an all-hands meeting in a co-located building to keep everyone on track. There was a necessity for tools in a remote team to ensure that everyone was on the same page and can continue to work without a physical presence.

**c. Process structure**

If you have a time-saving workflow, Zapier now makes it simple to share it with coworkers, colleagues, clients, and customers.

**Remote model and HR automation**

In human resources, one has to assist your organization in hiring the right people and ensuring those employees succeed. Training employees, negotiating salaries, booking meetings across time zones, setting up company retreats, and managing conflict. HR operations automation with Zapier, connects the apps organizations use on a daily basis to make data management easier. Automation saves time by automating some of your most thoughtless, repetitive duties, and it keeps you organized by ensuring that data was sent accurately and on a regular basis.

Recruitment Recruitment requires juggling schedules, back-and-forth communication, and keeping candidate information structured, especially for a developing organization. You can automate some of this labor to ensure that nothing slips through the cracks and to free up time to interact with your applicants.

Exhibit 3 shows the challenges in the remote working model and during the pandemic how these problems were more profound. The Zapier platform allows you to do the following

---

**Job openings could be shared throughout platforms.**

When you publish a job to your company's job board, you can set up a trigger that sends the job ad to LinkedIn, Twitter, or wherever your professional network was. This trigger eliminates the need for you to manually share the link across each channel whenever a position becomes available.

**Interview schedule**

The simplest approach to managing a busy schedule was to automatically add events and email confirmations to your calendar. If your firm was expanding, you may find yourself with a full calendar of interviews. It can be time-consuming and repetitious to manually add things to your schedule, save the candidate's information, and confirm with them. Automation can make your interviews go more smoothly.

**Resumes can be downloaded**

Instead of storing incoming email attachments, such as resumes, in your inbox, where they may get lost or unintentionally deleted, you may set up an automated to move them to an organized folder in your cloud storage.

**Centralizing candidate information**

When it comes to obtaining data, automation shines. Set up an automation to add all of your new applicants to a spreadsheet so you can stay organized without manually entering all of their information, and you'll never miss a contact. The automation characteristics of the Zapier platform were equipped to thus mitigate the challenges mentioned in Exhibit III-viz. hiring in a remote environment and the lack of technology with the recruitment team to interviewing, scheduling, followed with evaluation and assessment.

**Culture Building in remote team structures**

The culture was a huge topic when it comes to remote teams. Co-located teams, according to popular belief, have an easier time developing a culture than remote ones. It's easy to overlook culture building in co-located teams, assuming that it will happen spontaneously. However, by the time a co-located team discovers it, it may be too late to fix their culture. Zapier with its remote working model, always ensured that when most businesses

define their values, what sets them apart, is how they incorporate those values into their operations and hiring. When Zapier decided to expand, they developed a set of generic traits and values to predict whether a candidate would do well with remote work. Zapier during the interview session ensure the identification of competencies like proactiveness, those who were self-starters, independently curious, and were willing to dive in and just go solve a problem.

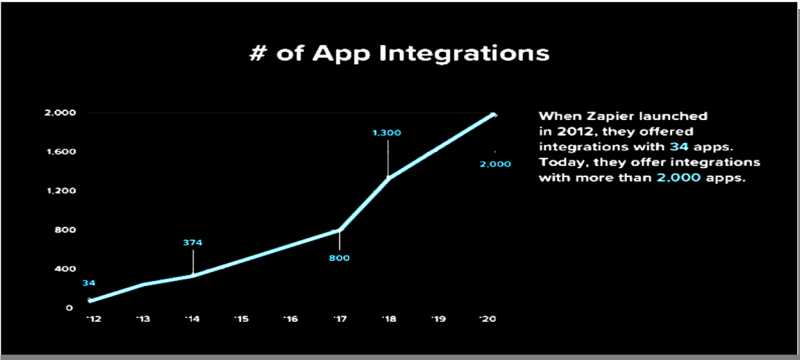
In biannual performance reviews, Zapier assesses employees against company values. Without a set of guiding values, any company particularly a remote one can devolve into an odd collection of individuals working on random assignments. People with a shared sense of purpose; a shared sense of mission, and alignment were core to the remote working model. All these strategies helped the organization sustain the future of the company with an untainted remote work structure model and this was quite evident from the scorings of the company over HR practices in exhibit 4 along with employee reviews.

### **The future journey of Zapier**

With the remote working model @Zapier, the future was crafted with adaptation to changes, determining steps to maintain productivity and engagement. The company was executing these plans by ensuring that the top performers have autonomy. The company needs to embrace the future of remote work, different management strategies will be required for top performers and average performers.

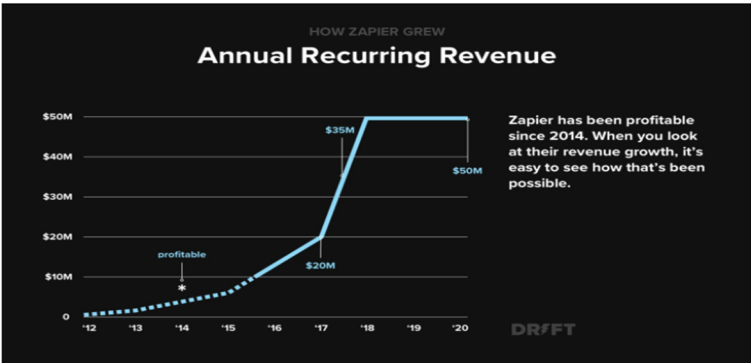
Motivated self-starters thrive in a remote environment and will always find work to do. Average performers, on the other hand, will require regular handholding and communication to drive productivity. The company needs to implement self-service reporting tools to assist its top performers in assessing their performance. This was successfully achieved by the company by focusing on transparency. People benefits were also significant and zapier's approach stands out as it proposes to have a culture of gender diversity when offering remote work benefits. So far remote working model worked well for Zapier. A million-dollar question was as per the demands of the employees opt for a hybrid model of work or to continue with the remote work model.

Exhibit 1: Growth of the number of Application Integrations in Zapier



Source: Secondary

Exhibit 2: Revenue Growth



Source: Secondary

Exhibit 3: Challenges in remote HR practices

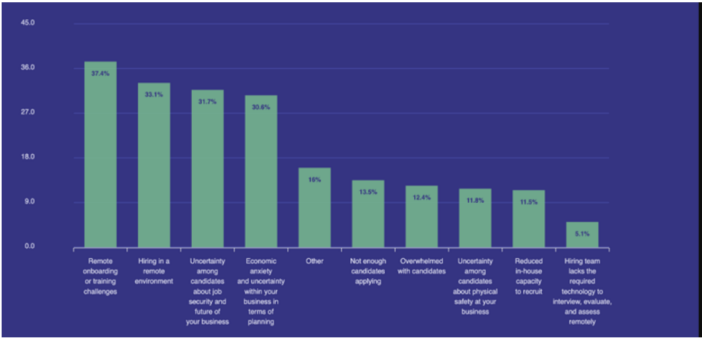


Exhibit 4: Scorings over HR practices and employee reviews

Culture & Values	★★★★★	4.9
Work/Life Balance	★★★★☆	4.7
Senior Management	★★★★★	4.8
Salary & Benefits	★★★★☆	4.6
Career Opportunities	★★★★☆	4.7

Zapier Employee Rating ★★★★★ 4.7



## TEACHING NOTE

### Synopsis:

The case highlights the dilemma associated with working in a remote workplace. The company right from its inception opted for the remote work model. But post-Covid 19 pandemic, some of the employees demanded the need for a hybrid workplace. Employees complained about the challenges associated with the remote work model. The case discussed the challenges of the remote workplace as well company model of remote workplace & work culture.

### Keywords:

People Management, Work Culture, Remote Work Model, Organizational Culture

### Target Audience:

The case is designed for MBA as well as PGDM students. This case can be used for courses like Human Resource Management, Organizational culture, HR Policy & administration at the introductory and intermediate levels both at undergraduate and graduate levels.

### Learning Objectives

To understand how the remote work model operates.

To know the challenges of the remote work model.

**Discussion Questions:**

1. Would you suggest a hybrid model or remote work model to Zapier?
2. Do you think a remote working structure in the growth cycle of an organization proves to be a better approach in terms of long-term sustainability?
3. What could be your strategies for remote hiring and onboarding, in the remote working model?

**REFERENCES**

- Dadas, A. B., & Kumar, A. (2017). Smartphones - Curse or boon for productivity at work place. *MERC Global's International Journal of Social Science & Management*, 4(4), 113-115. DOI: <https://doi.org/10.5281/zenodo.6685838>
- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). CASEPEDIA: Volume 1: Case Studies in Management. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- <https://www.superbeings.ai/blog/hr-challenges-in-remote-companies>
- <https://zapier.com/blog/categories/remote-work/>
- <https://zapier.com/blog/hybrid-work-model/>
- <https://zapier.com/blog/remote-work-challenges/>
- <https://zapier.com/blog/why-work-remotely/>
- <https://zapier.com/blog/work-remotely-not-from-home/>
- Patil, S., Gawande, A., & Kumar, A. (2021). Caselets in Business. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>



CASE 11

---

Freshaxo – The Champions of Cricket Shoes

---

**Dr. Ila Chaturvedi**

Visiting Faculty (Economics), NMIMS, Mumbai, India

chaturvediila@yahoo.com

---

**INTRODUCTION**

Sunil Pandya, a cricket player playing National Premiere League, was working with Shineke Shoes Corporation. He faced a unique problem. While playing and practicing in Mumbai and Pune (in humid climates) and some of the international regions, the shoes which he uses became sticky and started giving a foul smell by evening. He tried different other brands but all in vain. Hesitatingly, he enquired from his co-co-players to find out whether it is a common problem or his own. To his surprise, he came to know all the players are facing the same situation, though the intensity differs from person to person. Many of his co-players revealed that they have experimented with different shoes available in the local, national and international markets are hardly met with any success.

Mr. Sunil Pandya also noticed that since the World Cup is approaching fast, the players are in the dire need of improved products as the players are practicing day and night

Troubled and worried Sunil Pandya brought this problem to the notice of his company. He successfully persuaded them to take interest in this problem since there is a wide market of cricket shoes in a country like India where the sport is taken as a religion.

The company, now, wanted to examine

- Is there any such demand/need for improved kinds of shoes in the local and international markets?

- Does the company have the necessary technical knowledge, machinery, and other resources to go for the production of new improved shoes?
- Is the size of the market really big to make this new venture financially and commercially viable?

Moving forward, the company undertook a pilot survey to confirm the opinion of Sunil Pandya. The company went for direct interviews, questionnaire methods, etc. taking a sample from both national and international markets. The results confirmed the opinion of Sunil Pandya and his co-players.

Mr. Mehta, Chief of the Technical Department, asserted that since the Shineke Shoes Corporation is in business for the last 20 years, the company has the adequate technical expertise to solve this problem. The real problem lies with the justification of crores of money that is going to be spent on market research, installation of new and improved machinery, and filling the gap of consumer needs on large scale. Above all, this should be a 100% profitable venture because the company targets not only the domestic but also the international market.

The Product Development Department worked day and night and came out with the new shoes. The new product was given to Mr. Pandya, his co-players, and a few more players at international destinations. The result was not very satisfactory as the sole of the shoes was very thin. The product was not given positive feedback from any quarters of players. The product was returned back to the product development department. After a few months, the company came up with new striking shoes which were not only thin and light but also have 100% power to absorb sweat. The product clicked in the pilot survey. The players were surprised and happy with the shoes.

The new product was named '*Freshaxo*'

The Finance Department kept the record of expenditures incurred at every stage of production. It includes the purchase of raw material, new machinery, expenditure incurred on conducting pilot surveys, etc.

The Advertising Department also gave the approximate expenditure to be incurred on advertising both in print and online media. It also includes

the expenditure on hiring some celebrity from Bollywood or Cricket fraternity to endorse the newly developed product.

The different departments, in unison, decided to keep the price at Rs 8000. The company tested the product *Freshaxo* in different cities like Bangalore, Pune, Hyderabad, Mumbai, etc. The company got a very disheartening response. The product was appreciated but not the price. The emerging players were not comfortable paying such a huge amount.

The company was again in dilemma - 'to go for mass production or not?', 'to reduce the prices or not', 'to go for the international regions or not'??? After several meetings, the CEO, Mr. Narayan noticed that one thing remains common in all the discussions, that is, Rs 8000 was fixed on the basis of production for test marketing but when the *Freshaxo* would be produced on large scale, the cost of production will also come down because of economies of scale.

Mr. Narayan is trying to find out

- What could be the different pricing strategies to be used in the national and international market?
- Since the production of *Freshaxo* would lead to a monopoly, should the company keep the prices high?
- What could be the different offers the company can give to its customers?

## **TEACHING NOTE**

### **Synopsis:**

This case study sets out the story of Shineke Shoes Corporation-sports good manufacturing company. It starts with the cricket player, Sunil Pandya, facing a unique problem with his shoes. He brought this problem to the notice of his company. The company undertook a pilot survey to confirm the opinion of Sunil Pandya and got an affirmative response. It deals with the decision-making process for the manufacturing and launching of a special kind of cricket shoes 'Freshaxo'. It further deals with how various departments work together to come up with the manufacturing of unique cricket shoes. The company is in dilemma regarding the fixation of prices as the introductory price did not go well with the players.

From the body of information, students will learn to know about the key challenges of launching a new product for one segment (including both national and international) of the market. The case is intended to encourage students to consider different options for getting a successful launch, getting profits along with a step to monopolize the targeted market. Additionally, the case provides an opportunity to explore other issues such as price determination, and the impact of internal and external economies of scale.

**Keywords:**

Price Determination, New Product, Market, Economies of Scale, Micro Economics, Managerial Economics, Marketing, Case-Based Methodology

**Target Audience:**

The case can be used for testing and questioning the first semester students of MBA who have been taught Managerial Economics and Marketing Management.

They will be required to show how they can balance various aspects of economics and marketing. A teaching group of 10-15 could be split into 2 to 3 groups. It will provide students with the opportunity to structure their own thoughts on what they have learned in relation to the learning objectives. The key task for the students is to address the questions set out at the end of the case

**Learning Objectives:**

The case will support a wide range of learning objectives, focusing on gaining an understanding of the following:

1. Decision-Making Process
2. Role of Different Departments like Finance, R&D, and Marketing in an Organisation
3. Issues Related to New Product Development and its Launch
4. Impact of Economies of Scale on Determination of Price

**Suggested questions for students:**

1. Was the decision to undertake a survey to check the issue pointed out by an employee correct?

2. Was the decision to launch a new product correct?
3. What other options might there have been?
4. What might have been the key factors in failing to get the desired product on the first attempt?
5. If you were a business advisor, what might you recommend as possible growth options /risks associated with the new product development?
6. How do you interpret the interrelationship between different departments within the company?
7. Make an assessment of both pros and cons of charging more than Rs. 8000(the price which was used while conducting a pilot survey? Should the company go for large-scale manufacturing? Why/Why not??

## REFERENCES

- Boyes, William J. (2012) *Managerial economics: markets and the firm*. 2nd ed. Boston, Mass: Houghton Mifflin.
- Kotler P, Armstrong G, 2008, Principles of [Marketing](#), 9th Edition, Prentice-Hall, New Delhi
- Kumar, A., Gawande, A., & Brar, V. (2021). *Marketing Strategy*. Success Publications, Pune. DOI: <https://doi.org/10.5281/zenodo.6662658>
- Mehta, PL, Managerial Economics, Sultan Chand & Sons, New Delhi
- Patil, S., Kumar, A., & Brar, V. (2021). *Marketing 4.0*. Success Publications, Pune. DOI: <https://doi.org/10.5281/zenodo.6662750>
- Ramaswamy, V.S., 2002, [Marketing](#) Management, Macmillan India, New Delhi.

CASE 12

---

TCS : Talent Development and Retention

---

**Dr. Sonali Saha**

Professor, Dr. D. Y. Patil B-School, Pune  
sonali.saha@dpu.edu.in

**Dr. Aditi Aljapurkar**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
aditi.aljapurkar@dpu.edu.in

**Devvrath Pacholi**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
devvrath.pacholi@dpu.edu.in

---

**INTRODUCTION**

TCS is an IT consulting, services, and business solutions association that has been joining forces with the world's biggest companies in their change ventures for more than 5 decades. TCS offers a consulting drove, cognitive-powered, integrated business portfolio, innovation and designing solutions and services. This is conveyed through its novel Location Independent Agile™ conveyance model, perceived a benchmark in programming advancement ("tcs.com", 2021).

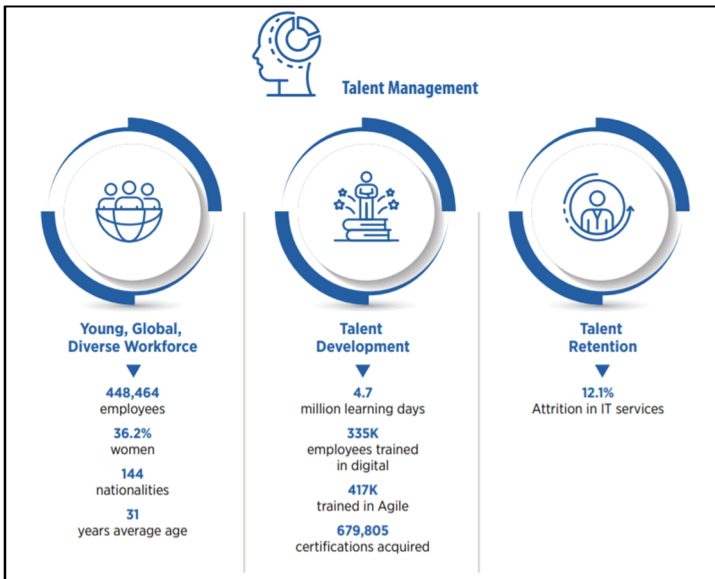
A part of India's largest business group - Tata group, TCS has around 5 lac of the world's best-prepared associates in 46 nations. The firm's revenues stood at US \$22.2 bn in the financial year finished Mar 2021, and is listed on NSE and BSE in India. TCS' proactive position on environmental change and grant winning work with networks globally have earned it a spot in leading ESG indices, for example, the "MSCI Global Sustainability Index" and the "FTSE4Good Emerging Index".

**Talent management:**

The capacity to attract, persuade, create and hold talent is basic to the company's continued progress. The organization's HR methodology is

---

centered around attracting in the best talent worldwide, reskilling and changing the labor force and giving a stimulating workplace which is adaptable, supports common agreement, encourages development, and fabricates an outcome arranged, superior culture. The reformist approaches, persistent interest in updating workers' abilities and the way of thinking of engaging people and assisting them with understanding their latent capacity have made TCS' HR processes and results an industry benchmark.



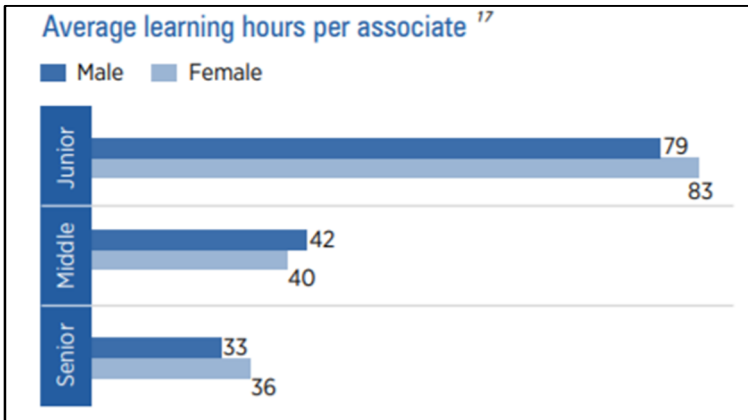
**Figure 1: Talent Management Overview**

(Source: Annual Report FY2019-20)

### **Talent Development:**

TCS adopts a purpose based strategy to understanding and improvement that use collaboration and the wealth of inside talent in a eco system where the preparing is in the nick of time, only for me and just enough. The organization's self supporting model for creating a competency in any new region is by first seeding a central pool of experts who proceed to control others consequently making an expertise pipeline. Supplementing this, the understanding of the eco system utilizes a “phy-gital” (physical and computerized) approach to manage self-guided, gamified computerized

learning through learning stages, hackathons, and bootcamps with an input circle of vigorous data analytics which shape decisions pertaining to investments.



**Figure 2: TCS Talent Development**  
(Source: Annual Report FY2019-20)

### **Career Management:**

TCS has numerous activities to assist employees with their career progression:

- 1) iConnect is a profoundly synergistic instrument intended to help workers connect with senior tutors for direction on vocation ways, and have face-to-face exchanges about their job and vocation. It gives adaptability to group coaching just as individual tutoring.
- 2) Inspire, the high potential initiative for mid-level representatives. It recognizes high potentials as ahead of schedule as could be expected, put resources into them persistently, empower sped up development, and change them to administration jobs, and compensate and perceive their endeavors and success.
- 3) Talent Review is the company's process to survey and review the available leadership talent in the firm. It empowers pioneers to share their vocation aspirations and inclinations of mobility, trailed by an appraisal of the leadership credits. The target of the program is to make and support a sound leadership pipeline.



- 4) Opportunities, the interior stage to distribute specialty and basic necessities to the authority and high likely networks, in this way working with talent versatility. This exemplifies the organization's way of thinking of giving the main right of refusal for all authority positions for internal candidates, consequently empowering better administration advancement and building solid authoritative loyalty.

**Talent Retention:**

TCS' empowering culture, theory of putting resources into individuals, vocation development opportunities, and reformist HR arrangements have brought about reliably high retention levels and built up a solid brand. Lately, the organization's interests in natural talent improvement and activities like Contextual Masters have further consoled representatives that the organization esteems them for the relevant information they have, and is set up to put resources into outfitting them with trendy innovation abilities that they don't have. This has made TCS “the employer of choice”, and its worker retention record as benchmark for the industry. In FY20, TCS' the rate of attrition was 12.1%.

**TEACHING NOTES****Synopsis**

TCS is India's largest IT services company. Key to the IT services business is the talent pool. With almost around 5 lac employee base, TCS pays a lot of attention to talent acquisition, talent development and talent retention. Its overall talent management practices are the best in the industry. This is reflected in a very low employee attrition rate.

**Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

**Learning Objectives**

- Talent management practices
- Talent development policies
- Talent retention practices

### Discussion Questions

- Why is focus on employees key to TCS's success?
- Describe TCS's policies wrt talent development?
- Why do you think TCS has one of the lowest attrition rates in the IT industry?

### REFERENCES

- Annual Report FY2019-20
- Gawande, A., & Kumar, A. (2021). Shree Cements – Superior performance Vs peers. In S. Patil, A. Gawande & A. Kumar, *Caselets in Business* (1st ed., pp. 34-37). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6739459>
- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). *CASEPEDIA: Volume 1: Case Studies in Management*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- Patil, S., Gawande, A., & Kumar, A. (2021). *Caselets in Business*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>
- tcs.com. (2021). Retrieved from <https://www.tcs.com/>

## CASE 13

---

### Eicher Motors : Iconic Royal Enfield Brand

---

**Dr. Atul Kumar**

Professor, Dr. D. Y. Patil B-School, Pune  
atul.kumar@dpu.edu.in

**Dr. Sheetal Darekar**

Associate Professor, Dr. D. Y. Patil B-School, Pune  
sheetal.darekar@dpu.edu.in

**Pooja Patil**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
pooja.patil@dpu.edu.in

---

#### **ABSTRACT**

Eicher Motors is a leading auto player. It is the owner of the iconic Royal Enfield motorcycle brand. It commands 25% market share in 125cc+ category and 95% share in 250cc+ category. Its volumes have risen at a stellar CAGR of 30%+ over the last ten years. This volume growth is supported by the developing economy and its favorable demographics. Rising income levels and higher discretionary spending by millennials and Generation Z is likely to help the company to drive volumes. The company has beefed up its dealer network and opened studio stores keeping the Royal Enfield brand image intact. All in all, the company is well placed to reap benefits from its iconic Royal Enfield brand.

**Keywords:** Eicher Motors, Royal Enfield, demographics, dealer network

#### **INTRODUCTION**

Eicher Motors Limited (EML), listed on the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE), is the proprietor of the iconic Royal Enfield brand. A worldwide pioneer in the mid-sized

---

motorcycle segment, Royal Enfield is the most established bike brand in constant creation since 1901. With its distinctive range of basic yet engaging and accessible motorcycles, exhilarating community riding events and an ecosystem that acquaints clients with the universe of unadulterated motorcycling, Royal Enfield has developed into an experiential brand. Regal Enfield with its bike that consolidates advanced components with the brand's legacy, gathers enormous energy among worldwide motorcyclists. It has modern product development centers at Leicestershire, UK and Chennai, India where a specialist specialized group conceptualizes cutting edge motorcycles. This is upheld by its three best in class producing offices around Chennai where these machines are handcrafted to perfection.

### Royal Enfield Overview:

Motorcycles <b>Royal Enfield</b> Performance FY 2019-20 <b>697,582</b> commercial vehicles sold <b>96%</b> Market share in India's mid-size (250 cc-750 cc) motorcycles segment	<b>Royal Enfield</b> <ul style="list-style-type: none"> <li>■ World's oldest motorcycle brand in continuous production</li> <li>■ Focussed on mid-sized motorcycles (250 cc - 750 cc)</li> <li>■ Products sold in India and 60+ countries globally through exclusive stores and dealers</li> </ul>	<b>Portfolio</b> <ul style="list-style-type: none"> <li>■ Motorcycles – Classic, Bullet, Himalayan, Interceptor INT 650 and Continental GT 650</li> <li>■ Apparel – Protective riding apparel, urban casual wear and riding accessories</li> <li>■ Motorcycle accessories Protective seats, bodywork, controls, wheels, luggage and engine</li> </ul>
---	--	---

**Figure 1: Royal Enfield Overview**

(Source: Annual Report FY20)

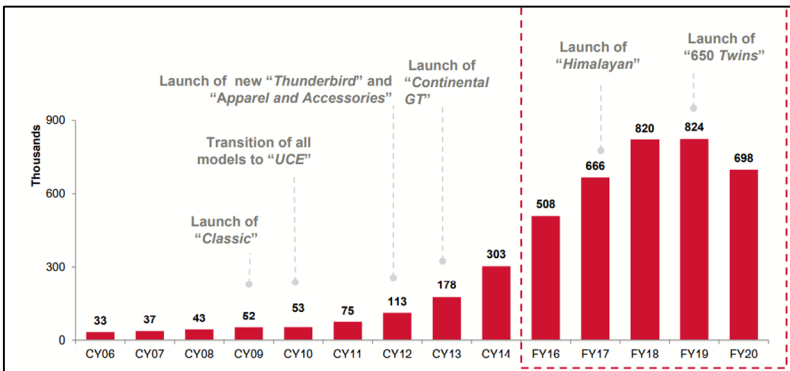
### EIL Stock Performance:

- 1) Eicher Motors was the darling of the stock market during FY10 to FY18. Please refer to its stock price chart.
- 2) This was largely attributed to CAGR of 30%+ for its Royal Enfield volumes.
- 3) The stock drifted sideways during FY18-20 as, the volumes peaked out in FY18.



**Figure 2: EIL Stock Performance**

(Source: Finance.yahoo.com)

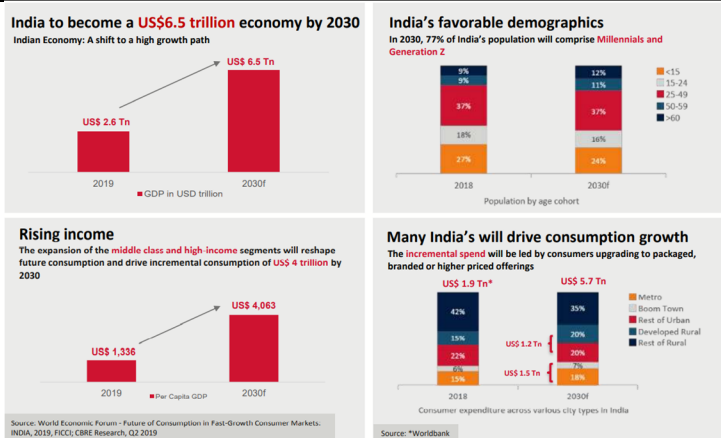


**Figure 3: Royal Enfield Volumes**

(Source: Investor Presentation, 3QFY21)

### Domestic Opportunity:

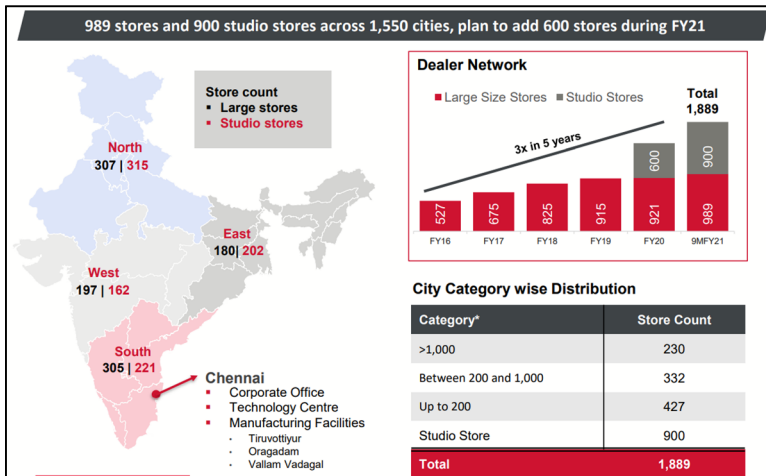
- 1) Developing economy like India presents tremendous opportunity for EML due its favorable demographics
- 2) India is expected to cross \$5 tn mark by 2030 and as a result its per capita income is likely to increase to \$4,000 in 2030 from \$1,300 in 2019.
- 3) In 2030, around 77% of the population will comprise millennials and Gen Z
- 4) These favorable demographics augur well for EML.



**Figure 4: India Opportunity**  
(Source: Investor Presentation, 3QFY21)

### Distribution Network:

- 1) EML is rapidly expanding its dealer network.
- 2) The dealer network has grown 3 times in the last five years.
- 3) Studio stores, are unique compact store formats, offering sales, service and spares, and compliant with Royal Enfield's brand image.



**Figure 5: Dealer Network**  
(Source: Investor Presentation, 3QFY21)

**CONCLUSION**

Eicher Motors is a very successful auto player thanks to its iconic Royal Enfield brand. The motorcycle brand is popular all over India and has seen volume growth of 30%+ during the last decade. Rising income levels and favorable demographics are likely to drive the volumes in future. The company has tripled its dealer network in the last five years to deliver this growth. The company seems to be well placed to reap benefits from its iconic brand.

**TEACHING NOTES****Synopsis**

This case study focused on Eicher Motor's iconic brand Royal Enfield. The brand has seen tremendous popularity in the country reflected in its sharp uptick in volumes. The future looks promising with rising income levels fueling discretionary spending. The company has taken adequate steps in terms of its dealer network which will support the sales and marketing efforts. The company is well placed to tap the future opportunity.

**Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

**Learning Objectives**

- Importance of an iconic brand to the company
- Marketing of the consumer discretionary products
- Distribution and dealer network

**Discussion Questions**

- Describe the importance of brand Royal Enfield for Eicher Motors.
- Are you optimistic about the brand's future prospects and why?
- What steps is Eicher Motors taking to maintain its sales growth?

## REFERENCES

- Annual Report FY2019-20
- Company Investor Presentation 3QFY21
- Gawande, A., & Kumar, A. (2021). Shree Cements – Superior performance Vs peers. In S. Patil, A. Gawande & A. Kumar, *Caselets in Business* (1st ed., pp. 34-37). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6739459>
- Kumar, A., Pimplapure, M., & Kankekar, T. (2021). HDFC Life: Marketing opportunity for pension products. In A. Gawande, A. Kumar, F. Mobo, M. M. Momin & A. B. Rahul, *CASEPEDIA Volume 1: Case Studies in Management* (1st ed., pp. 97-100). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6740121>



## CASE 14

---

### Solar ATMs : Can it be a Sustainable Solution in the Future and also is this the Right time to Increase?

---

**Dr. R. K. Prema Rajan**

Associate Professor, Acharya Bangalore B-School, Bangalore  
dr.rkprema@abbs.edu.in

---

#### **ORGANIZATIONAL CONTEXT**

Meanwhile, Sun setting on ATMs; ATMs are setting Down. HSBC Bank launched its first ATM machine in Mumbai in the year 1987. “ANY TIME MONEY” or “Automated Teller Machine” requires automation in its function from solar energy. Unpredictable happenings, Increased population, technological revolution, Covid pandemic has laid down the road for cashless transaction in the knowledge economy. In this scenario usage of ATMs took a dip. In contrast to this, there would obviously be power consumption across countries, and in particular, India has a greater space.

#### **Area of Interest**

Solar ATMs are precisely named as Gramtellar gram means village which could typically serve out-of-the-way places. Digital transactions reduce time, cost, space, money, and other resources too (Bhosale & Sawant., 2012).

#### **Specific Problem**

##### **Evolution & Types of ATMs**

Barclays bank introduced its first ATM in the world. In the year 1969 America introduces its ATM for the public to dispense cash by the Chemical Bank in the Rockville Center, New York. Mr. John Shepherd Barron is the inventor of the ATM. Maharashtra has the highest number of ATMs in India and SBI is at the top-notch having a greater number of

ATMs. ATMs have come up with their frugal innovation (Agarwal & Brem., 2017) such as Biometric ATMs which operates on the eye retina or fingerprint, ATMs on wheels, or call it Mobile ATMs where in such ATMs move to different area. Money has to reach out to people and during the pandemic, ATMs are so helpful. In India, ICICI is the first bank to introduce ATMs of such types. Talking ATMs work on voice interface which would really help the visually impaired and the illiterate. Union Bank of India take the pride in introducing a talking ATM. Micro ATMs require biometrics or cards to operate. People at rural area is the beneficiary of such ATMs, wherein the business correspondence will give the money in cash, and automatically it would deduct from their account. Floating ATM in Kochi Kerala which would help the tourist and Gold ATM in Abu Dhabi.

### **Market Conditions and Growth Drivers**

Covid Pandemic, Lockdown, a sudden surge in digital transactions, and increased use of smartphones and, e-wallets lead to a dip in the prominent use of ATMs. The number of people who really spend time on cash transactions has dampened widely. The present generation Z recorded a sizable shift towards digital transactions globally. Amidst the Covid Pandemic this “Substitution Effect” or what we call the alternatives has gained popularity because people learned to use it irrespective of their education level. There are countries such as Canada, the USA, China, Japan, and Sweden that have already shifted towards CBDC-Central Bank Digital Currency. With the given situation this would be the right time to reduce the number of ATMs and also, we can take initiative to convert the existing ATMs to solar-powered ATMs. Developing countries like India can March towards widening and deepening digital transactions.

### **Alternatives**

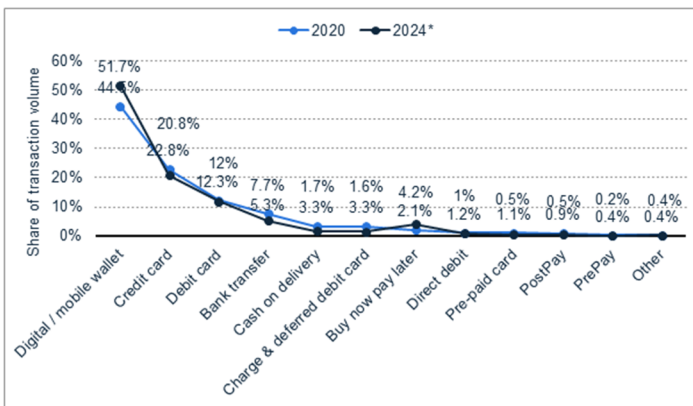
Online transactions beat and fight with Covid 19. Even before the pandemic also, the banks were not able to reach out to the rural areas by providing ATM networks due to the cost factor. In India, the number of people that a single ATM serves is comparatively less than the Global average. The areas where the transaction is less especially rural, this would be the option for financial Inclusion of the less dense population.

## CONCLUSION

In the fast-beat world, we are highly dependent on science and technology. At the feet of science, humans are doing wonders. Earlier, these machines are highly indispensable but now the digital transaction is at its peak, but still, there will be sub-groups in society who are still using the feel and touch of cash payments and transactions. On the other hand, there is a sizable population in our country that find it difficult to access because of its complexity and power problems in the rural areas. One of the sustainable solutions for power scarcity would be a solar-powered ATM which would help in power storage. Renewable energy is exhaustible (Yadav & Patak., 2014), and clean energy makes it attractive to meet the increasing demand of the world. Most of the Indian states receive solar power and it acts as a promising source of energy for India. Therefore, an increase in the digital transaction, a decline in the use of ATMs, and the introduction of solar ATMs will be the adaptable solution concerning future perspectives to make India a developed country and self-dependent on power consumption.

## Exhibits

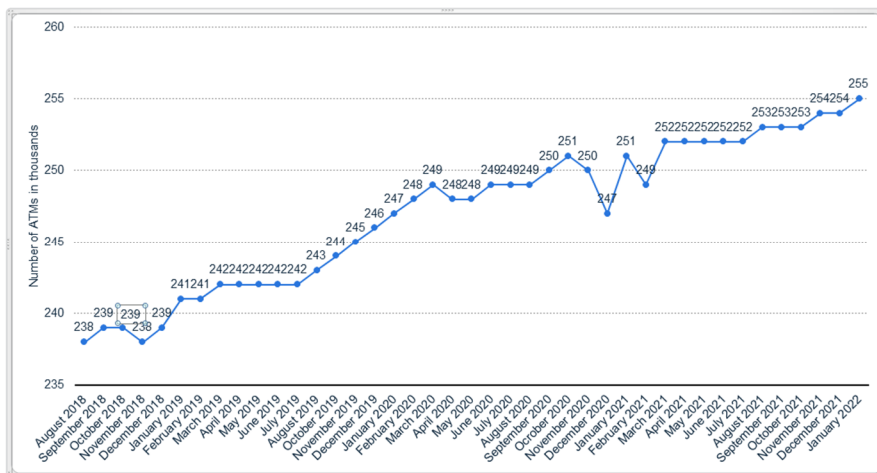
**Exhibit 1: Global e-commerce payment methods 2020 & 2024, by share of transaction volume**



Source: Statista Note(s): Worldwide; 2020; figures are estimates

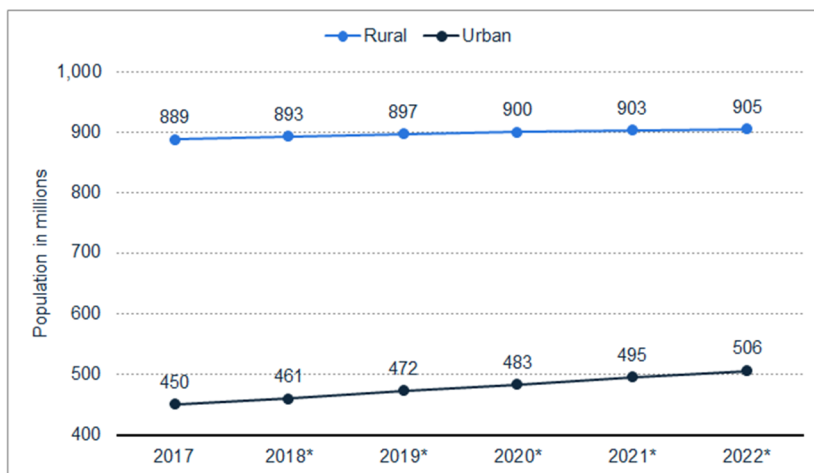
Source(s): Worldpay; Various sources; [ID 1111233](#)

## Exhibits 2- Number of ATMs under the NFS network in India from August 2018 to January 2022 (in 1,000s)



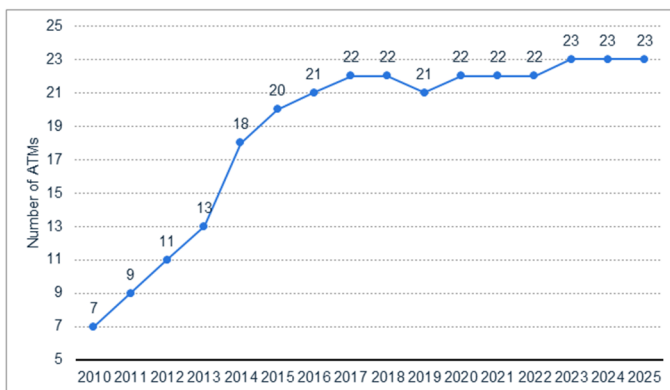
**Note(s):** India; August 2018 to January 2022, **Source(s):** NPCI; [ID 1056102](#)

## Exhibit 3: Population across rural and urban India from 2017 to 2022 (in millions)



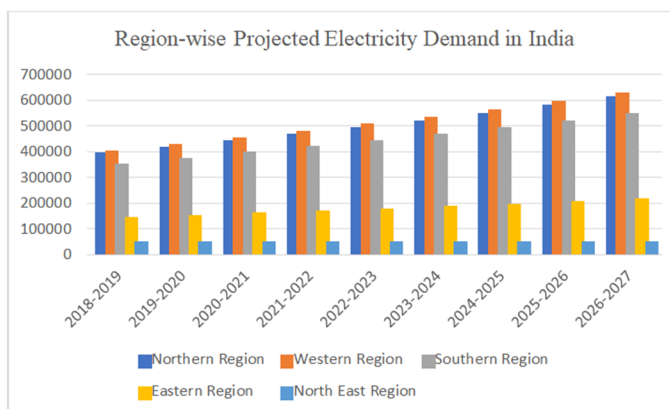
**Note(s):** India; 2017, **Source(s):** EY; World Bank; [ID 1012239](#)

**Exhibit 4: ATM density forecast in India 2010-2025**  
**Forecast of the number of automated teller machines (ATMs) per 100,000 inhabitants in India from 2010 to 2025**



**Note(s):** India; 2010-2019; All values are estimates.

**Exhibit 5: Region-wise Projected Electricity Demand in India**



Source: Indiatat.org

(Rajya Sabha Unstarred Question No. 1103, dated on 20.09.2020.)

**TEACHING NOTE**

**Synopsis**

India has a very diverse economy and most of the population is rural. It is a historical story wherein the government and banks are facing critical

challenges in the deployment of ATMs in rural areas. In the digital era, the growth and integration of IT-wide populations are increasingly dependent on digital payment and transactions mode for ease of accessibility. On the other hand, increasing population and demand for electricity and initiation towards sustainable energy resources pose a huge challenge to the economy as a whole and globally too. Looking from this perspective the idea of the case is to discuss the various aspects of opening up solar power ATMs which would be a prominent need for society.

**Keywords:**

Solar ATMs, Sustainable Energy, Digital Transactions, Population

**Target Audience**

The target audience is the B School students and business Entrepreneurs and also policy formulators concerning the power and finance sector

**Learning Objectives**

1. To understand the evolution of ATMs and their different shape as per the requirement of society.
2. To know the transformation of society and its adoption from cash transactions to digital.
3. To understand the importance of sustainable energy and find the ways and means to make use of it to the core.
4. To think about the implementation challenges of solar ATMs.
5. To realize how far we are in the knowledge economy and render services to satisfy our societal needs.

**Discussion Questions**

1. Challenges of Solar ATMs and their feasibility for implementation.
2. Workforce required and business outcomes
3. What would you propose for the above-discussed facts and problems?
4. Dip in the aging population and increase in GEN X, Coherence to that Cashless transaction is reaching its space. What is your take on this?
5. Does it be an opening for the Indian Entrepreneurs on scaling the solar power ATM production units if the proposed concepts workout.

---

**REFERENCES**

- Agarwal, N., & Brem, A. (2017). The frugal innovation case of solar-powered automated teller machines (ATMs) of vortex engineering in India. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 3(2), 115-126.
- ASSIS, J., & KHALAM, M. D. U. A. Solar ATM; an Innovative Green Banking Tool for State Bank of India (SBI).
- Bhosale, S. T., & Sawant, B. S. (2012). Security in e-banking via cardless biometric ATMs. *International Journal of Advanced Technology & Engineering Research*, 2(4), 457-462.
- <https://worldpay.globalpaymentsreport.com/#/en>
- [https://www.ey.com/Publication/vwLUAssets/ey-rural-e-commerce-the-untapped-potential/\\$FILE/ey-rural-ecommerce-the-untapped-potential.pdf](https://www.ey.com/Publication/vwLUAssets/ey-rural-e-commerce-the-untapped-potential/$FILE/ey-rural-ecommerce-the-untapped-potential.pdf)
- <https://www.npci.org.in/what-we-do/nfs/product-statistics/volumes>
- Jha, G., Gawande, A., & Kumar, A. (2022), Factors affecting sustainable consumption behaviour of the individuals. In N. Saxena, A. Gawande, A. Kumar, M. Paliwal, A. Aljapurkar & G. Jha, *Contemporary issues in Business, Management, and Society* (1st ed., 155-164), Research and Publication Cell, Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6660025>
- Kumar, A., Pimplapure, M., & Kankekar, T. (2021). HDFC Life: Marketing opportunity for pension products. In A. Gawande, A. Kumar, F. Mobo, M. M. Momin & A. B. Rahul, *CASEPEDIA Volume 1: Case Studies in Management* (1st ed., pp. 97-100). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6740121>
- Walke, S. G., Shetiya, M. M., & Kumar, A. (2019). A study of sustainable business practices for online business. *International Journal of All Research Education and Scientific Methods*, 7(3), 51-58. DOI: <https://doi.org/10.5281/zenodo.6671901>
- Yadav, R., & Pathak, G. (2013). Environmental sustainability through green banking: A study on private and public sector banks in India. *OIDA International Journal of Sustainable Development*, 6(08), 37-48.

CASE 15

---

Genpact : AI Application “Cora”

---

**Dr. Sheetal Darekar**

Associate Professor, Dr. D. Y. Patil B-School, Pune  
sheetal.darekar@dpu.edu.in

**Chandani Khan**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
chandani.khan@dpu.edu.in

**Tejaswini Pillay**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
Tejaswini.pillay@dpu.edu.in

---

**INTRODUCTION**

Genpact is a worldwide expert services firm that makes business transformation genuine. The company drives digital led innovation and run digitally-enabled intelligent tasks for its customers, guided by the experience after some time running large number of processes for many Fortune Global 500 organizations. The firm employees around 96,500 workers serving customers in key industry verticals from more than 30 nations. The company’s revenues for FY2020 were \$3.7 billion.

**Approach:**

**Digital SEPs:**

A large number of the client solutions are embedded with Digital Smart Enterprise Processes (Digital SEPs), a licensed and profoundly granular way to deal with drastically improving the business processes to help drive client results. Digital SEPs consolidate Lean Six Sigma philosophies – which diminish shortcoming and improve measure quality – with cutting edge domain-explicit digital technologies, drawing on its industry

---



expertise, mastery in Artificial Intelligence (AI) and experience-driven standards, and profound understanding of how organizations run. Digital SEPs test the adequacy of client processes utilizing top tier benchmarks created by planning and dissecting a great many client exchanges across thousands of end-to-end business processes. Thusly, the company distinguish openings for improving clients' activities by applying its profound interaction knowledge and process driven technologies to transform them.

**Cora:**

Genpact Cora can incorporate proprietary automation, analytics and AI technologies with those of strategic partners into a unified offering. It draws experiences from its profound domain and activities skill in its objective ventures and service lines to make information and analytics-based solutions that are engaged with respect to improving client and client experience to speed up clients' digital transformations.

**Transformation Services:**

Company's transformation services incorporate digital solutions, consulting services, and analytics offerings.

**Digital:**

The company help its clients harness digital technologies. Genpact Cora assists it with planning and carry out digital solutions, utilizing trend setting innovations, AI, cloud-based programming as-a-service (SaaS) offerings, mechanical interaction automation and dynamic work process.

**Consulting:**

Consulting practice, which incorporates digital, AI and cloud specialists, helps clients:

- Get a total image of how they run their tasks across their firm;
- Measure how their working processes contrast with industry best practices;
- Create custom guides to assist them with conveying business results; and
- Train client groups to execute on its proposals.

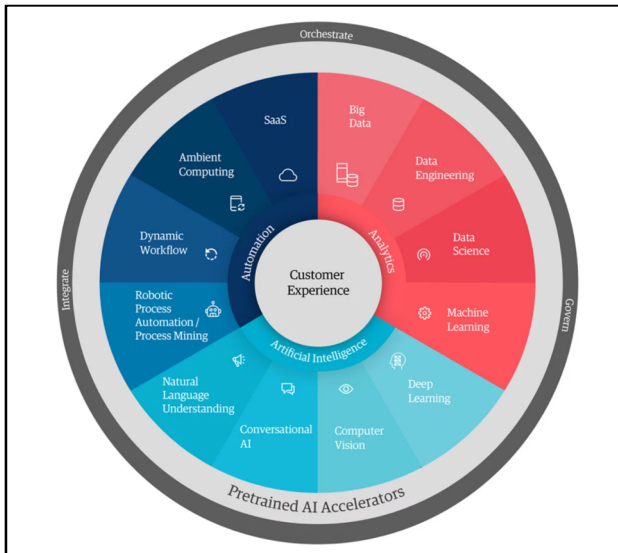
**Analytics:**

The company use information and advanced analytics to help clients make convenient, educated and knowledge-based choices. It offers analytics services and solutions in zones where it has domain expertise, both on a standalone premise and embedded in other service offerings. It utilizes the quantitative and subjective techniques to investigate a client's information to assist them with surveying business opportunities, oversee risk, and settle on better business choices.

**Cora:**

Genpact Cora speeds adoption and deliver strategic business value to help companies easily implement AI. Cora is:

1. Domain Driven: built using rich domain knowledge
2. Customer Centric: platform designed for transformation
3. Flexibility: can be customized



**Figure 1: Genpact CORA**

(Source: Genpact, 2021)

**Cora Solutions:**

The company offers a wide range on Cora based solutions.

**Table 1: Various Cora Solutions**

CoraAPFlow	Transforms Accounts payable and supplier management
CoraARFlow	Bring accounts receivables up-to-date
Cora Financial Controllership	Real-time access to financial data
Cora Live Spread	Make faster credit decisions
Cora Live Wealth	Faster data sourcing and analysis capabilities
Cora Order Assist	Real-time analytics to deliver orders on time
Cora PharmacoVigilance	Meet quality, compliance and data privacy standards
Cora SeQuence	Optimize complex business processes

(Source: Genpact, 2021)

**TEACHING NOTES****Synopsis**

Genpact is one of the leading business process outsourcing players. It offers wide range of digital, consulting and analytics solutions to its clients. The solutions which are based on its Cora platform offer AI based services. The Cora solutions offer various services ranging from accounts payables/receivables to order fulfillment and real time financial data. The Cora platform has helped its several clients achieve digital transformation.

**Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

**Learning Objectives**

- Technology enabled business process solutions
- AI and data analytics offerings
- How to position business to address customer's data analytics needs

**Discussion Questions**

- Why is it necessary for players like Genpact to offer advanced data analytics solutions?

- Describe Genpact's various data analytics solutions.
- Describe various Cora solutions for different business processes.

## REFERENCES

- Form 10-K, 2020
- Genpact. (2021). Retrieved from <https://www.genpact.com/cora>
- Kumar, A., & Wanjari, S. (2021). HUL: E-commerce in FMCG. In S. Patil, A. Gawande & A. Kumar, *Caselets in Business* (1st ed., pp. 43-46). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6739590>
- Patil, S., & Kumar, A. (2021). ITC: is aggressive dividend policy good enough?. In A. Gawande, A. Kumar, F. Mobo, M. M. Momin & A. B. Rahul, *CASEPEDIA Volume 1: Case Studies in Management* (1st ed., pp. 14-21). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6740031>

CASE 16

---

Kaveri Seeds : Product Expansion towards  
Multi-Crop Strategy

---

**Dr. Atul Kumar**

Professor, Dr. D. Y. Patil B-School, Pune  
atul.kumar@dpu.edu.in

**Geetika Jha**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
geetika.jha@dpu.edu.in

**Suman Deokota**

Assistant Professor, Dr. D. Y. Patil B-School, Pune  
suman.deokota@dpu.edu.in

---

**INTRODUCTION**

Kaveri Seeds is one of the leading seed creating companies in India. With more than three decades of industry experience, it has arisen as a chief multi crop seed creating Company in India. Over the years, the Company has enhanced farmer trust by giving a complete seeds basket, involving Field and Vegetable crop seeds. Backed by its solid R&D program, the Company specializes in the creation of crop seeds including cotton, maize, pearl millet, rice, wheat, mustard, sunflower, sorghum, and a number of vegetables.

The Company owns more than 600 acres (own + leased) farm land and 65000 acres for seed creation across various agro climatic areas. With its dedicated team of researchers, the Company plans and creates gainful hybrids that dominate in markets and meet the changing requirements of farmers and customers. It is reliably building a strong arrangement of field crops and vegetables to help enhance farm yield and actively engages with farmers to educate them about latest farming methods. Kaveri Seeds also makes a difference for farmers to carry out best agricultural practices to guarantee higher yield and better efficiency.

---

The Company has not exclusively been fruitful in building up an innovative item range, it has also assisted with meeting beforehand neglected prerequisites of the farmer local area. From giving total crop arrangements, across crops, terrains and seasons, to capitalizing on arising openings, Kaveri Seeds has effectively reached out to farmers around the country.

### Financial Performance:

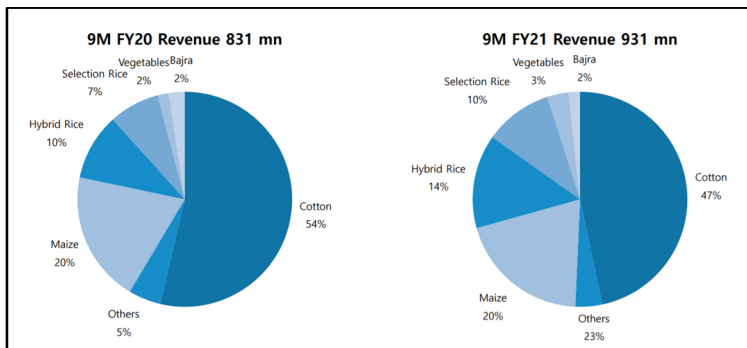
**Table 1: Key Financials**

			(Figures ` in Lakhs)
	FY 2019-20	FY 2018-19	(%) Change
<b>Revenue from Operation</b>	88,325.60	76,898.90	14.86
<b>EBITDA</b>	28608.73	24,843.22	15.16
<b>PBT</b>	26,156.21	22,713.05	15.16
<b>PAT</b>	25,126.69	21,472.86	17.02

(Source: Annual Report FY 2019-20)

### Product Expansion:

- 1) Kaveri Seeds historically has been focused mainly on Cotton.
- 2) with several states announcing price control for cotton, the company's performance lagged its potential.
- 3) The company then adopted a conscious strategy to shift away from cotton and serve other market segments.
- 4) This diversification strategy has worked well for the company.



**Figure 1: Product Breakdown**  
(Source: Company data, 3QFY21)

- 5) With cotton seeds a low margin business, Kaveri Seeds has shifted its focus to other crops.
- 6) The current focus is on high margin crops such as rice, maize and vegetables.
- 7) The cotton seed business currently accounts for 47% vs 54% a year ago and is expected to reduce to just 43% by the year end (hindubusinessline.com, 2021).
- 8) The target mix is 40% cotton and 60% other crops.
- 9) The company is now focusing its efforts on the hybrid rice seeds business. The hybrid rice business has seen sharp uptick. While the country is growing paddy on 40 million hectares, the hybrid rice accounts for a mere 3.5 million hectares. This explains the market potential to grow hybrid rice business.
- 10) while the industry is growing at 8-10%, rice business has grown at a whopping 48% for the company for 9 months ended Dec 2020. The rice business now contributes almost 25% of the total revenues.

**Focus on Rice:**

Rice accounts for ~50% of the Indian Agricultural GDP, making it an critical crop for the seed and agri biotech ventures. In FY 2019-20, the yield of rice is estimated at approximately 2.67 thousand kilograms for every hectare, with total creation of 119 million metric ton and it is projected to develop at a CAGR of 2.5% between 2019 and 2024. With government support, hybrid rice change presently stands at about 8%, with 3.5m. ha acreage.

Kaveri Seeds is giving equal importance to Hybrid rice and Selection rice, since the Indian market has an immense potential for both. The Company has accelerated its research endeavors at its Hyderabad facility as well as in its satellite research stations to create hybrids/varieties suitable for various areas. During the year, the Company created novel innovation to produce high performance hybrids. The Company presented hybrids for example, KAVERI 9090, a medium maturity hybrid with 132-135 days maturity cycle and commercially delivered in areas with assured irrigation facilities. In addition, the Company also created KAVERI 468, a mid early

---

maturing hybrid with 123-128 days maturity and Shireen and KRV7155 varieties with BLB tolerant quality Xa21 - which were specifically evolved through Marker Assisted Selection.

KAVERI 468, a mid-early maturity hybrid had high yield capacity and lodging tolerance and is blast resistant. The hybrid has performed well across geographies and ecologies, in both Kharif and Rabi seasons. It had an upper hand over the other popular varieties and contender hybrids in the early and medium maturity section. The volumes of KAVERI 468 Y-O-Y, indicates its phenomenal performance and phenomenal adoption rate among farmers. During Kharif 2019, rice hybrid KAVERI 468 performed incredibly well across India and upheld a major piece of the hybrid rice portfolio.

Further, the Company will coordinate its research endeavors on early, mid, mid - late section openings arising from Selection rice as well as Hybrid rice portions. The Company will also zero in on the breeding process, line development and product testing endeavors in various markets. As of now, the Company has established infrastructure and facilities for a more grounded biotech trait integration program which scales up aggregate activities at artificial and problem area conditions. It tweaks conventions for line development, trait integration, product testing and grain quality to convey serious products and a solid product pipeline. The Company will also zero in on Genome Editing CRISPR/CAS9 innovation for plant breeding programs in future, using Genomics and Phonemics.

## **TEACHING NOTES**

### **Synopsis**

Kaveri Seeds is a leading seeds company in India. Historically, it focused on cotton seeds. With price control on cotton seeds the margins were lower. The company successfully adopted a diversification strategy and consciously expanded its product portfolio to include rice and other crops which have immense potential to grow. With cotton now accounting for less than 50% of the total sales its contribution is expected to lower further with the success of hybrid rice contribution. The product expansion strategy has worked well for the company.



### **Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

### **Learning Objectives**

- To understand challenges of high concentration portfolio
- To understand product expansion strategy
- To understand portfolio diversification

### **Discussion Questions**

- Why did Kaveri Seeds decided to shift its focus away from Cotton?
- How did Kaveri Seeds achieve a multi-crop strategy?
- Discuss Kaveri Seed's focus on rice segment?

### **References:**

- Annual Report FY2019-20
- hindubusinessline.com. (2021). Retrieved from <https://www.thehindubusinessline.com/economy/agri-business/kaveri-seeds-plans-to-reap-more-from-non-cotton-business/article33803430.ece>
- Kumar, A., Kaur, P., & Geetika (2021). Tata Motors: JLR reimagine strategy. In S. Patil, A. Gawande & A. Kumar, *Caselets in Business* (1st ed., pp. 47-49). Dr. D. Y. Patil B-School, Pune. DOI: <https://doi.org/10.5281/zenodo.6739712>

## CASE 17

---

### Industrial Demands-Relationship Dynamic

---

**Dr. Dilip Aher**

Associate. Professor,

Institute of Business Management & Research, Chinchwad, Pune.

aherdilip1966@gmail.com

**Dr. Arun Pardhi**

Professor, Institute of Business Management & Research, Chinchwad, Pune.

---

#### **SYNOPSIS**

The case focuses on the functions of human resource management and the implications of biasness, which comprises managerial fairness.

During the early phases of the organization, the entire work environment was friendly, and both management and employees had a strong understanding of one another.

Mr. Ram Prasad, the union president, met with the works manager and 20 coworkers on the eve of Diwali to demand five days of vacation.

However, given the circumstances at the time, the Human Resource manager demonstrated his unwillingness to accept the union's demands, and the atmosphere within the company erupted into violence, resulting in the filing of a charge sheet against the union president, Mr. Ram Prasad. This, in turn, has other legal ramifications.

#### **INTRODUCTION**

Ram Prasad, is the union's president, works as a machinist in the engineering department, and he is well-liked by his fellow workers.

In October 2013, a group of roughly 20 employees from Ram Prasad's company met with the works manager and requested a five-day Diwali holiday. The works manager stated that he was unable to comply with the

union's demands. The situation then took a turn for the worse. There was a heated exchange of words. Ram Prasad accused the works manager of being a heartless dictator and anti-working class.

**“National Glass Manufacturing Company”** is a public limited company with its headquarters in Mumbai and a facility in Pune. It employs 1,200 people, all of whom are members of the "National Glass Manufacturing Company Employees Organization", a labor union. Ram Prasad, is the union's president, works as a machinist in the engineering department, and he is well-liked by his fellow workers.

In October 2013, a group of roughly 20 employees from Ram Prasad's company met with the works manager and requested a five-day Diwali holiday. The works manager stated that he was unable to comply with the union's demands. The situation then took a turn for the worse. There was a heated exchange of words. Ram Prasad accused the works manager of being a heartless dictator and anti-working class.

Ram Prasad spoke at a gate meeting later that evening. He requested that the workers watch May Day in a proper manner. The meeting also passed a resolution disapproving the works manager's behavior.

Ram Prasad went to the plant the next day at 7:00 a.m., gathered a group of workers, including numerous union office-bearers, and went from every department approaching the workers to stop working. A large number of workers left their jobs and move continuously in one direction in a short period of time. Outside the industrial entrance, a flag-raising ceremony was held. Workers were encouraged by Ram Prasad to attend the event later that evening. For the rest of the day, the factory was closed.

On the 3rd of November 2013, management presented a charge sheet to Ram Prasad, detailing the charges and stating that such activities were considered misconduct, as defined by Employees Standing Orders 24(a), (c), (g), and (k) (p). (See Annexure for the text of the Standing Orders) (1). The management issued the charge sheet as a disciplinary procedure to Ram Prasad with the following language:

“You must give your written explanation for the above-mentioned acts of misbehavior within 24 hours of receiving the charge sheet and intimate

as to why you should not be fired from the company's service. (See Annexure-II for the charge sheet)

The charge sheet indicated that Shri P.C. Gupta, the company's legal advisor, will seize an inquiry on the charge sheet at 11 a.m. on November 10, 2013, in the company's Conference Room.

The charge sheet was discarded by Ram Prasad. Hence, it was sent to him through speed post on the same day, and a copy was posted on the company's notice board. After 2-3 days the registration cover was returned with the words "**refused to accept**" written on it.

Ram Prasad, on the other hand, attended the hearing and requested in writing that he be allowed to be represented by a lawyer Pritam Singh, the union's General Secretary. Shri Ramprasad's request was denied by the inquiry officer. Ram Prasad stormed out of the Investigation room, claiming that he could not expect justice from the company's legal adviser, who was biased in favor of the management, and that he was not being given a chance to defend himself.

The investigation officer took down the statements of the management witnesses and called the investigation to a close. Ram Prasad was found guilty of all charges. He informed the works manager of his observations. For advice, the works manager referred the matter to the company's secretary at the head office. Ram Prasad should be fired, wrote the secretary back. As a result, the works manager sent Ram Prasad a letter terminating his employment with immediate effect, noting that all of the complaints levied against him had been proven true and that he had committed wrongdoing for which dismissal was the necessary consequence.

**The sentence meted out to Ram Prasad was criticized by the union on the grounds that:**

1. The claim of disobedience and sedition of discipline in passing the resolution criticizing the works manager was no wrongdoing, so no investigation could be conducted.
2. The charge sheet was erroneous in the sense that, the administration, which was biased against him, had already decided to fire him and the investigation was merely a legal formality.

3. He was not given the opportunity to protect himself.
4. The proceedings of the inquiry, which were recorded while he was away, were not binding on him, and no punishment could be imposed as a result of them.
5. The selection of the company's legal adviser as the inquiry officer was illegitimate and contrary to natural justice standards.
6. The works manager was personally involved in the incident and could not act as the sanctioning authority since he was interested in the outcome of the investigation.
7. In the circumstances, the works manager could not and did not use his thoughts to determine the severity of the punishment.
8. He was persecuted as a result of his trade union activity and as the union's president.

**Annexure -I**

- 24 (a)** Willful insubordinations to any valid and reasonable direction of a superior, alone or in concert with another or others.
- b) Walking off the job or instigating others to walk off the job in violation of any statute/ standing order.
  - c) Entering or departing the factory, or attempting to do so, except in conformity with these standing rules.
  - g) Threatening any officer or employee on the factory premises.
  - h) Making false, spiteful, or hateful remarks against any officer or employee of the organization.

**Annexure-II**

To,

Mr. Ram Prasad, Machinist,  
Engineering Department,  
Token No. 1760

Whereas on October 30, 2013, you and 20 of your coworkers went to the works manager's office, Shri Randhir Singh, and when he refused your request to declare November 1st as a general holiday, you got into heated

arguments with him and used derogatory language against him, and where you organized and spoke at a meeting outside the factory premises on the same day, October 30, 2013, where a resolution condemning the works manager was passed, and where you organized and spoke at a meeting outside the factory premises.

Whereas on November 1, 2013, you and other coworkers went from department to department and urged the workers to stop working. Workers began to walk as a result.

Because your actions were so serious, Sections 24(a), (c), (g), (k), and (p) of the Standing Orders apply to the aforementioned acts of omission and commission.

Within 24 hours of receiving this letter, you must explain why no disciplinary action will be taken against you and why you should not be removed from the company's service for the above-mentioned acts of misbehavior.

Investigating Officer Shri P.C. Gupta, the Company's Legal Adviser; will hold a domestic inquiry under the applicable Standing Orders on one topic of the aforesaid charge sheet at 11:00 a.m. on November 10th in the factory's Conference Room.

During the investigation, you must remain present. On an above-mentioned day, time, and location, you must be present for the inquiry.

You are additionally suspended in pending investigation with immediate effect due to the seriousness of the above-mentioned misconducts.

## **CONCLUSION**

Despite the fact that unions have the power to demand monetary or nonmonetary benefits from management. However, there must be a level of reasonableness. Management is likely to reject demands that have an impact on production and profitability. It is the union's responsibility to demonstrate professionalism in their behavior and attitude rather than pressuring management in any way to get their demands met. When dealing with both soft and hard human resources, management must take strong disciplinary action against members, which includes conducting an investigation into the topic based on the charge sheet handed to a specific worker.

---

**TEACHING NOTES**

In one of two ways, the case study can be linked to Human Resource Management.

- a) 203-Human Resource Management, Employee Relations, and Labour Legislations MBA.
- b) Labour Law- The Employment Standing Orders Act, 1946 –Unit V of Semester IV MBA).

**Objectives:**

- 1) To think about the concept of human resource management, which may be found in any area that fits under the "Organization" umbrella.
- 2) To keep things simple and follow the rules while dealing with human resource management principles such as planning, implementation, coordination, and control.
- 3) To comprehend the concept of human resource management, its significance, and benefits, and the distinction between the concept and the nature of human resource management.

**The Hook Effect:**

- 1) Illogical demands and/or misjudgment of union behavior have long-term negative effects on an organization.
- 2) In order to build a positive work culture in an organization, leadership and decision-making skills are essential.

**Problems in Case Analysis:**

- 1) Was the works manager's approach of allowing unions to debate and listen to their requests carefully appropriate in terms of human resource management?
- 2) Is it correct that Mr. Ramakant, the union leader, has gathered the workers in order to satisfy the union's requests rather than making efforts on his own level?
- 3) Why did Mr. Randhir Singh, the works manager, decide that declaring a general holiday on November 1st was beyond his control?
- 4) Was Mr. Randhir Singh's method to send a charge sheet to Mr. Ramakant, the union president, appropriate?
- 5) Was the move of suspending union president Mr. Ramakant pending an investigation in the best interests of the company?

**Approach Points of Resolving Case:**

- 1) A positive attitude and behavior are required for effective problem solving
- 2) President of the union must possess actual leadership qualities in order to handle the crisis and reach a win-win solution.

**Lessons Learned from The Case:**

It is critical for an organization to have talented people at all levels because they can make decisions and solve problems. Because of this capability, they may always discover a win-win situation by counseling for the smooth and effective operation of a business, as only happy and motivated employees have been shown to be result-oriented.

**Suggestions for using the Case in The Classroom:**

- 1) The role of the union president's ego in worsening the issue.
- 2) Connecting various components to improve the value of the solutions.
- 3) Creating complete answers by connecting disparate situations.
- 4) The value of a company's policies and professionalism, as well as the availability of standing orders
- 5) Stitching on time saves nine (How a minor problem if not solved becomes critical for an organization).
- 6) An in-depth and timely examination of a topic is necessary for reaching an informed judgment.

**Questions for students:**

1. Was Ram Prasad justified in requesting a Diwali holiday on October 30, 2013, and having work halted on November 1st?
2. Was the disciplinary measure taken against Ram Prasad justified? If that's the case, was the charge sheet properly drafted and served on him?
3. Was the investigation performed in accordance with Natural Justice principles? If not, what grounds can be used to declare it void?
4. Is the dismissal penalty proportional to the offense committed? What are the chances that it will be overturned or decreased by the Labour Court?



**Take Away:**

- 1) It is difficult to forecast the behavior of unions and their members, particularly on topics of common interest.
- 2) Unions are the least concerned about the losses made by an organization as a result of their obstinate behavior and incorrect strategy.
- 3) At the same time, management must implement both soft and harsh human resource policies.
- 4) Strict disciplinary action must be taken to curb misconduct and anti-management activities.
- 5) Despite the fact that it is the moral responsibility of management to provide charge-sheeted workers with a fair opportunity to defend them in the case, management failed to respect the principles of natural justice during the course of the investigation.

**REFERENCES**

- Dr. Amol Gawande and Ms. Tejaswini Pillay (2021). Ultratech Cement: Maintaining Industry Leadership. In Dr. Somnath Patil, Dr. Amol Gawande and Dr. Atul Kumar (Ed.). *Caselets in Business* (pp. 14-17, January). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-4-3.
- Dr. Amol Gawande, Ms. Ishita Sil and Ms. Tejaswinee Kankekar (2021). JSW Steel: Focus on operational efficiency. In Dr. Somnath Patil, Dr. Amol Gawande and Dr. Atul Kumar (Ed.). *Caselets in Business* (pp. 05-09, January). India: CDC, Dr. D. Y. Patil B-School, Pune, ISBN: 978-81-952936-4-3.
- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). *CASEPEDIA: Volume 1: Case Studies in Management*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- Patil, S., Gawande, A., & Kumar, A. (2021). *Caselets in Business*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>

---

CASE 18

---

---

Tikare Distributors

---

---

**Dr. Srinivasa Suresh Sikkholli**

Associate Professor, Business Analytics, Kirlskar Institute of Management, Pune, suresh.srinivasa@kiams.ac.in

**Dr. Azharshaheen Shaikh**

Associate Professor, Kirlskar Institute of Management, Pune  
azhar.shaikh@kiams.ac.in

**Dr. Asha Kiran Sikkholli**

Associate Professor, Dr. D.Y. Patil B School, Tathawade, Pune  
[asha.sikkholli@dpu.edu.in](mailto:asha.sikkholli@dpu.edu.in)

---

**Abstract**

At 9.00 am' on April 7, 2021, Arjun, the proprietor of Tikare Distributors, met Somashekhar, his manager, to discuss the path to choose to strengthen the profit and growth. He had identified three options, viz., expansion, diversification, and a combination of the two as alternatives to the reasons for a noticeable decline in profit growth in the y-o-y results. Somashekhar checked the variations in the turnover each year and observed a constant decline in the growth of profit, from 3.5% to 1.3%. He traced the growth to various factors like demonetization, implementation of Goods and Services Tax (GST), and the ongoing 'pandemic.'

**1. Introduction of the entity**

Tikare is a highly respected family in the Dharwad business community. Mr. M. R. Tikare had started business way before the independence of India. He had four sons among whom the business got divided in 1978. His third son, Mr. Vijay Tikare got the hardware and steel business which he managed to grow. Mr. Vijay M. Tikare had two children, a daughter, and a

son. His son Arjun, a mechanical engineer worked for an MNC in Pune, Maharashtra. Due to the ill health of his father, Arjun had to move back to Dharwad to help his father in business. After the demise of Mr. Vijay M. Tikare, Arjun started to manage the whole business. Tikare Distributors (TD) started selling hardware, and steel in 1978 and subsequently added paint, water tanks, and Galvanized iron (GI) sheets to their product line. However, in 2007, he shed some of the product lines due to poor sales and concentrated on the core product, steel. They stopped selling water tanks, paint, and GI sheets. He continued selling some hardware products and added color-coated roofing and wall cladding profiles as another product line in his store. Additional to walk-in sales, TD offers door delivery of the goods. Presently, TD has four employees working on a regular basis. Labor who work in the store is hired on contract. Somashekhar is a loyal employee of the store. He has been associated with the store for 30 years and now works as a Manager.

TD owns the land (11000 sq) on the outskirts of Dharwad which is used for storing the inventory. He has plans to use that space for his future retail operations.

## 2. Decline in profit growth

Over a period of time TD has observed a decline in profit. The following table shows the profit earned in last six years.

Financial Year	profit (INR)	profit growth (%) Y-O-Y	Influencing factor
2021-20	8743544.00	1.3	Pandemic Covid-19
2020-19	8631337.00	1.8	GST, Competition
2019-18	8478720.00	2.4	GST, Competition
2018-17	8280000.00	2.9	Demonetization, Competition
2017-18	8000000.00	3.5	Demonetization
2016-17	7729469.00	-NA-	-NA-

*(9.3 % growth in 5 years, Projected growth was=20%)*

The above table shows a constant decline in revenue growth from 2017-18 to 2020-21.

It was the 8<sup>th</sup> of November 2016, the Indian government decided to demonetize the Rs.500 - and Rs.1000- rupee notes, the two biggest denominations in its currency system.

According to cleartax, “Demonetisation means an act of stripping the legal tender status of currency units. It happens whenever there is a change in any national currency. It involves the withdrawal of the current form or forms of money from being circulated usually replaced with new notes or coins. Seldom, a country entirely replaces the old currency with new currency” (cleartax.in, 2021).

Demonetization led to disruptions in economic and industrial activity. There were many industries, especially agriculture and retail which got affected due to demonetization. The retail Industry got largely affected as they relied on high-volume cash transactions (livemint, 2018).

In the year 2019-20, GST also greatly impacted the Tikare Business. GST stands for Goods and Services Tax. On July 1<sup>st</sup>, 2017, the Goods and Services Tax was implemented in India. It is an Indirect tax which introduced to replace a host of other Indirect taxes such as value-added tax, service tax, purchase tax, excise duty, and so on. GST is levied on the supply of certain goods and services in India. It is one tax that is applicable all over India. GST from the retailer and consumer point of view:

**Retailer:**

The retailer will need to pay GST on the product that has been purchased from the distributor as well as the margin that has been added. However, the tax that has been paid by the retailer can be reduced from the overall GST that must be paid.

**Consumer:**

GST must be paid on the product that has been purchased.

The consumer base of TD was fabricators and other service providers. Hence, the GST implementation reduced their profit margin as well.

Over a period of time, a number of similar types of stores arose in the Dharwad market. This created competition and eventually reduced the profit.

In the year 2020, the world faced a pandemic affected by Covid-19. This led to a pan India lockdown resulting in a decline in sales of Tikare distributors.

In the past 5 years, the above-mentioned factors reduced the profit growth from 3.5 to 1.3 % y-o-y. These factors affected not only his revenue but also the overall operational cost of the store. It affected the expenditure on salary, inventory cost, outstanding debts, and outstanding credit. In this situation, Arjun started thinking about the possible ways to improve the profit of the business.

Arjun is not in a position to sell the business and start afresh. He has to find a way to rejuvenate the profit of this present business in any case. He, after a thorough discussion with Somashekhar, identified a few possible ways, viz., expansion of his present business, diversify into a newer business, or both. In this situation, Arjun started thinking about the possible ways to improve the profit of the enterprise.

## **1. Options**

### **Expansion of the business**

Dharwad and Hubli are twin cities in the Karnataka state of India. This is the second-largest urbanized city in Karnataka state (Ramachandra. T.V. et al., 2012).

Hubli among these cities is the commercial hub for the entire north Karnataka region. However, Dharwad is a smaller market in comparison. To expand the business, Arjun has to look for a market beyond Dharwad city. Various untapped towns and villages could possibly be the potential market for him.

Along with the present consumer base of fabricators and some retail buyers, there are different markets Arjun is looking for business and could approach various organizations for direct supply of his goods bypassing the local retailers.

Various innovative digital platforms could play crucial roles in the expansion of his business effectively. This tool of promotion would reduce the cost incurred in the expansion process.

To do these extra tasks, he has to hire a salesperson with adequate experience in a similar business.

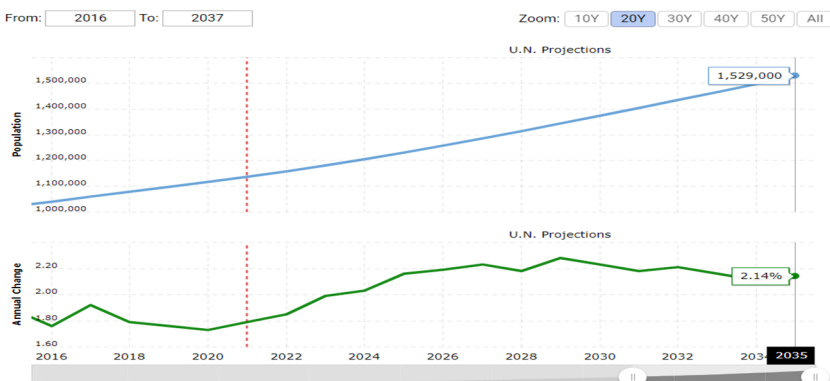
### Diversification

Diversification is a corporate strategy to enter into new products or product lines, new services or new markets, involving substantially different skills, technology, and knowledge (Wikipedia, 2021).

To match up with the previous years' profit levels, he, after discussion with Somashekhar, and friends identified some of options to diversify his business. The following are possible options that Arjun is thinking at present:

### Construction steel:

Hubli Dharwad Municipal Corporation (HDMC) has been selected as one of the 100 smart cities to participate in the “Smart City” Challenge. HDMC was constituted in the year 1962 by combining two cities separated by a distance of 20 kilometers. The area of this Corporation is 202.3sq.kms, spread over 45 revenue villages. As per the Smart City proposal, the city is gearing up to spend INR 1417 Cr. on Area Based Development and INR 245 Cr. on Pan City ICT-driven components (hubballidharwadsmartcity.com, 2021). An increase in population in this area will create opportunities for infrastructure business. The following chart 1 shows the population growth in the Hubli-Dharwad region projected by United Nations.



**Chart 1: Population growth of Hubli-Dharwad**

(Source: Macrotrends.net, 2021)

Chart 1 shows that as per the UN projections, there is a gradual increase in the population of the Hubli-Dharwad region (Hubli is also called Hubballi). This upcoming project of a smart city and the population growth would lead to high demand for infrastructure. Where steel is highly required. To serve this market, Arjun is intending to include Thermo Mechanical Treatment (TMT) steel as his new product line which will complement his present steel business. This new product line demands to have a warehouse, financial investment, and human resources to manage it.

**Nails manufacturing and sales:**

Considering upcoming demand in the construction industry, one of the products widely used in construction is steel nails. It is a slender metal shaft that is pointed at one end and flattened at the other end and is used for fastening one or more objects to each other (britannica.com, 2021). Arjun has the option to start a new production plant to manufacture nails. This is a backward integration where he would manufacture a product and sell it. Now looking at demand, he would like to sell the goods to other retailers as well. The following are the challenges that Arjun has to face:

- a) He should own or lease land to set up a plant.
- b) Capital infusion for the new production plant (structure and machinery)
- c) Hiring of Human resources (full-time, contract, daily wages)
- d) Logistics

**2. Road ahead**

Tikare business is affected by various situations. Due to which profits declined. Arjun can match up the profits earned in previous years if a proper action plan is formulated. In this direction, Arjun is thinking to choose an apt option by evaluating all possibilities.

**Teaching Note****Synopsis**

Arjun, the owner of Tikare Distributors, Hubli-Dharwad, Karnataka state, India observed that there is a decline in profits for the last 5 years (2016-2021). He initiated an investigation to assess the situation and started checking the inventory, the turnover, and profit margins in the consecutive

years with his Manager Somashekhar. Arjun analyzed the data and confirmed a decline in profits. During the discussion with his manager, he found out that demonetization, GST, and the ongoing pandemic are the main causes of profit decline. This made him find out other ways to generate more revenue. Presently, he is looking for the best options; expansion, diversification, or both for the effective running of the business.

**Keywords:** Diversification, Expansion, Sales & Marketing, Dilemma during Covid-19. Demonetization effect on sales.

### **Protagonist**

Arjun is the Protagonist in this case. He is the owner of Tikare Distributors, Hubli-Dharwad, Karnataka state, India. He is a Leading Retailer of Mild Steel TMT Bar, Colored Aluminum Sheet, MS Angle, MS Channel, and MS Rod from Dharwad. He has been running the steel business for the last 15 years.

### **Context**

- Decision-making context
- Decline in profit over a period of time (2016-21) from 3.5 to 1.3%
- Decision maker – Arjun Tikare
- Importance of the decision – To get the profit momentum back on track, it is important to take a decision now.

### **Target Audience**

- Students who are pursuing PGDM or MBA
- Junior Faculty members.

### **Case use**

This case is intended for students. They may be discussed for the following academic programmes:

- Educational Programme – PGDM /MBA
- Course in the programme – Retail management
- Module in the Course - Retailing/Marketing strategy
- Session or set of sessions in the module – Expansion /Diversification



---

**Learning Objectives**

1. Examine the profit growth by performing a SWOT analysis
2. Assess and select appropriate business options using decision analysis tools
3. Estimate risk(challenge) associated with new business options
4. To make the students KASH rich.

**KASH:**

Students should be KASH rich to evaluate and understand the Case better. The meaning of KASH is given below:

**K: Of Concept/ theory/ Context/Tool**

Concepts under consideration, in this case, are i) Expansion and ii) Diversification

**Context** – This situation is highlighting a decline in profits over a period of time and the protagonist has to find a way to increase the profit y-o-y. The growth strategy of the enterprise has to be in place to achieve the objective.

A: To Context, Decision making, learning

S: Using K for decision-making

H: Use of above consistently with little or no incentive in similar situations

**KASH for the Present CASE:**

K: Of Concept/ theory/ Context/Tool

A: To Context, Decision making, learning

S: Using K for decision-making and action

H: Use of above consistently with little or no incentive in similar situations.

**K: Of Concept/ theory/ Context/Tool**

- Concepts under consideration, in this case, are i) Expansion and ii) Diversification
- **Context** – This situation is highlighting a decline in profits over a period of time and the protagonist has to find a way to increase the profit y-o-y. The growth strategy of the enterprise has to be in place to achieve the objective

**A: Decision making, learning**

- Evaluate the options available and, assess the risk associated with each option before final decision.
-

- Students will be able to learn about the challenges faced while deciding on expansion/diversification.

## **SWOT Analysis**

### **S: Strength**

- Arjun experienced in the business
- Tikare family has good fame and name. Well-known in that area.
- Established family business

### **W: Weakness**

- Unavailability of labor
- Present geographical reach.
- Inaccessibility to the Industrial market.

### **O: Opportunities**

- Opportunities to expand the business in south Karnataka
- Since Tikare distributors have experience, better opportunities for diversification too.
- Since Tikare distributors are experienced and well-known, getting a Bank loan for expansion and diversification is possible.

### **T: Threat**

Competition is a threat to Tikare distributors. Hubballi-Dharwad is a twin city. The distance between the two places is 20 km. Hubballi is the commercial hub. There are many (20-50) distributors already existed in Hubballi. The following are some of the distributors:

- M.R Steel distributors
- O.M steel distributors
- Jindal stainless steel center
- Vaishnavi Steels
- Tata Tiscon etc.,

Hubballi is the North part of Dharwad. So expanding and diversifying the business toward Hubballi may not be a viable option. Another way, it is a threat.

### Discussion Questions

1. What will happen if no option is selected and continued with the current situation?
2. Which option will be the best one? Justify.
3. What challenges will Arjun face if go for both options.

### REFERENCES

- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). *CASEPEDIA: Volume 1: Case Studies in Management*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- <https://cleartax.in/g/terms/demonetization>
- <https://www.britannica.com/technology/nail-fastener>
- <https://www.hubballidharwadsmartcity.com>.
- <https://www.livemint.com/Politics/uCSwoIE7ugfGfuv2O0wWbN/How-demonetisation-impacted-the-Indian-economy.html>.
- <https://www.macrotrends.net/cities/21274/hubli-dharwad/population>
- Kumar, A., Gawande, A., & Brar, V. (2021). *Marketing Strategy*. Success Publications, Pune. DOI: <https://doi.org/10.5281/zenodo.6662658>
- Patil, S., Gawande, A., & Kumar, A. (2021). *Caselets in Business*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>
- [Ramachandra. T.V. and Bharath H. Aithal, 2012, Spatio-temporal dynamics of Urbanising Landscape in twin cities in Karnataka, India., \*International Journal of Artificial Intelligence and Mechatronics\*, Volume 1, Issue 5, pp. 87-95.](#)

CASE 19

---

Wipro : Managing its Intellectual Capital

---

**Dr. Sonali Saha**

Professor, Dr. D. Y. Patil B-School, Pune

sonali.saha@dpu.edu.in

**Dr. Shraddha Purandare**

Associate Professor, Dr. D. Y. Patil B-School, Pune

shraddha.purandare@dpu.edu.in

**Sneha Umarji**

Assistant Professor, Dr. D. Y. Patil B-School, Pune

sneha.umarji@dpu.edu.in

---

**INTRODUCTION**

Wipro Limited is a leading worldwide information technology, counseling and business process services organization. The company harnesses the power of hyper automation, cognitive computing, cloud, robotics, analytics and emerging advancements to help customers adapt to the digital world and make them effective. An organization recognized internationally for its comprehensive portfolio of services, strong obligation to supportability and good corporate citizenship, the firms has over 180,000 dedicated representatives serving customers across six continents.

The company started its business as a vegetable oil manufacturer in 1945 at Amalner, an unassuming community in Western India and thereafter, forayed into cleansers and other consumer care products. During the early 1980s, it entered the Indian IT industry by manufacturing and selling mini computers. During the 1990s, it leveraged the hardware R&D design and software development expertise and started offering software services to worldwide customers. In 2013, it demerged the non-IT Diversified Businesses. With a track record of over 25 years in IT Services,

---

the company, today, is focused entirely on the worldwide Information Technology business. Wipro is listed on National Stock Exchange and Bombay Stock Trade in India and New York Stock Exchange in the US.

### **Intellectual Capital:**

Intellectual Capital is core to Wipro's Strategy. It creates an incentive for the customers and drives sustained growth, differentiation, nonlinearity and profitability for Wipro. Wipro's Intellectual Capital comprises scalable domain and technology IPs that are worked for high opportunity areas leveraging partners, academia and start-up eco system. Wipro has a versatile portfolio of cutting-edge products and platforms, which are designed to transform business operations, increase the speed of progress, and reduce the cost of progress across industry domains. They are aligned to Wipro's 'Digital First' strategy, focused on the results of Transformation, Modernization, Connected Intelligence, and Trust. They are effectively and rapidly deployable and offered in adaptable and simplified result based and as-a-service commercial constructs.

Wipro has launched an idea-chasing program called "The Great Blue Heron" (The bird – Great Blue Heron is a great fisher and fishing is used as a metaphor for idea chasing) for capturing high-likely opportunities across customers, domains and advancements. Great Blue Heron's HaBBIT Framework is then leveraged to add the arrangement to the portfolio. Through HaBBIT, the arrangements can be commercialized utilizing any of the five different ways – Build IP (Eg. VirtuaDesk™), Harvest and co-Innovate (Eg. CROAMIS, Pipe Sleuth), Buy IP (Eg. Topcoder, Promax), Invest through Wipro Ventures and Technology Themes and Big Bets.

When the arrangement and development approach is finalized, it can at that point be funded through the Horizon Program which is designed to identify and brood disruptive ideas and drive huge growth and differentiation for Wipro from a 2-3 year horizon standpoint. Through this program, Wipro funds development of products, platforms, arrangements and skills.

During FY20, it incubated topics like Intelligent Network Automation, Robotics, and Virtual Automation Engineer (a quality assurance and testing

product). The Horizon Program likewise continued putting resources into software for Autonomous Vehicle operations, AutoInsights, CROAMIS, SmartTwin (Digital Twin), Open Banking API Platform, TopCoder and SDX 2.0 (Software Defined Everything). Wipro has likewise funded building new and differentiated abilities on Servicenow and Anaplan through this program.

**IP Assets:**

Wipro has a rich portfolio of 60+ enterprise grade products, platforms and frameworks and has been effectively putting resources into strengthening, upgrading and refreshing the portfolio.

**Co Innovation and Open Innovation:**

Company's Open Innovation programs extend innovation capacities by coopting an extended innovation ecosystem of startup partners, academia and expert networks. During the year ended March 31, 2020, the company expanded the academia research footprint by entering into new research collaboration agreements with different universities across the world. Today the research groups work with the Tel Aviv University, Israel, University of Texas at Austin, IIT Kharagpur, Swinburne University, Melbourne, IISc Bangalore, IIT Madras, University of Agricultural Sciences, Bangalore, among others where the focus includes AI, NLP, encryption, 5G, Blockchain, self-sufficient vehicles, CV and other critical new advancements. The company has been effective in brooding new inventive startup partners and in scaling many existing relationships through joint commitment. Additionally, the firm did interesting work with select major consortiums and standards organizations that extend the perspectives and impact in the innovations being developed through their work. The Robotics practice is developing smart factory arrangements utilizing robots, cobots, drones and other advancements that will streamline production lines fundamentally. The company is digitizing and orchestrating the process for not many smart product lines projects, utilizing AI and generating rich analytics that should help reimagine production for the post-COVID normal. It accepts that these activities will empower the factory of the future.

It has additionally worked on building ability in application of 5G innovations. It is drawing in with IIT Kharagpur and University of Oulu on RF, New waveform and precision confinement tech. research for 5G and beyond. AutoInsights, a connected vehicle and versatility platform, is a strategic venture from Wipro. Today this platform is used across the globe by various Automotive OEM's and its ecosystem players helping them expanding a vehicle's lifetime esteem. Recently it has likewise signed a co-innovation agreement with a motorcycle OEM to redo AutoInsights patented answer for build a very remarkable and industry-first dealership digitalization experience utilizing connected bicycle data and voice-enabled smart head protector. Wipro Autonomous Systems group in collaboration with the Indian Institute of Science, center around research in data explanation, reproduction and the route algorithms, social driving behavior, logical AI, and other areas relevant for independent vehicle operations. Wipro is additionally working together with the National Institute of Design, on design parts of these vehicles.

**Research Areas and Solutions in Advanced Technology Areas:**

Topcoder, a Wipro Company, is the world's largest technology network and on-demand digital ability platform with more than 1.5 million developers, designers, data researchers, and testers around the globe. Topcoder empowers organizations to leverage the adaptability of its key enterprise offerings around Enterprise Crowdsourcing (Design, QA, Dev, Data Science), Talent as a Service (TaaS), and Workforce Transformation (Strategic Consulting).

**Innovation Centers:**

The company's innovation brooding centers, the Technovation Center at Bengaluru and the Silicon Valley Innovation Center in Mountain View, California, build technology-led innovation to envision the "art of the conceivable" in emerging business environments for its customers worldwide. These Centers bring together an innovation ecosystem, a set of best practices, IP and research and development resources to assist customers with developing fruitful activities and hosted around 300+ customers and other visitors over the most recent year and showcased the best innovations and arrangements.

**Patent Filings:**

The R&D work has contributed to a few huge patent applications during the FY in key technology domains. As has been reported earlier it has been putting resources into building a focused patent portfolio that protects critical Wipro IP. As of FY20, it has a sum of 2301 licenses filed in various Patent Jurisdictions across the world, of which 741 have been granted. Recognition of the work in IP creation has come as the prestigious Enterprise Trophy presented to it by the World Intellectual Property Organization, just as the National IP Award from the Govt. of India.

**TEACHING NOTES****Synopsis**

Wipro is a leading It services company. With around 2 lac employees, human intellectual capital is of prime importance to it. The company has been successful in creating an ecosystem to harness intellectual capital. It has several tie-ups with universities world over and makes a lot of efforts for innovation and its monetization. The results are seen from the number of patents filed by its employees.

**Target Audience**

- MBA and PGDBM Students
- Senior corporate leadership

**Learning Objectives**

- Management of Intellectual Capital
- Management of IP
- Importance of human resources for a technology services company

**Discussion Questions**

- Why is intellectual capital important for Wipro?
- Describe how Wipro promotes intellectual capital?
- Do you think Wipro has been successful in terms of managing its intellectual capital and IP?



## REFERENCES

- Annual Report FY19-20
- Form 20-F FY19-20
- Gawande, A., Kumar, A., Mobo, F., Momin, M. M., & Bhanot, A. (2021). *CASEPEDIA: Volume 1: Case Studies in Management*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665531>
- Patil, S., Gawande, A., & Kumar, A. (2021). *Caselets in Business*. Case Development Cell, Dr. D. Y. Patil B-School, Pune, India. DOI: <https://doi.org/10.5281/zenodo.6665502>

## Case Development Cell

Case Development Cell (CDC) of Dr. D.Y. Patil B-School is committed towards emerging as a repository of quality as well as context-driven cases documented from different industries and management areas. Case Development Cell strives for promoting a culture of case development and motivating academicians and practitioners for developing cases, caselets, video cases and case interviews. Our constant efforts are to provide platform for publishing developed cases, caselets, video cases and case interviews. The motive behind establishing Case Development Cell is to allow the learner to apply ideas and insights from theory to the real-life issues and problems contained in the case.

## EDITORS



**Dr. Amol Gawande**

Director

Dr. D. Y. Patil B - School

Pune, India



**Dr. Atul Kumar**

Professor

Dr. D. Y. Patil B - School

Pune, India



**Dr. Shraddha Purandare**

Associate Professor

Dr. D. Y. Patil B - School

Pune, India

**DPU** **Dr. D. Y. Patil**  
**B-School**

(Program Approved by AICTE, Ministry of Education, Govt. of India)

**Dr. D. Y. Patil B-School**

**Tathawade, Mumbai Bangalore Highway**

**Pune 411033, Maharashtra, India**

**Contact No. : 8007989201**

**Email: [cdc.bschooll@dpu.edu.in](mailto:cdc.bschooll@dpu.edu.in)**

**Website: [www.bschooll.dpu.edu.in](http://www.bschooll.dpu.edu.in)**