

WRITERS CORNER - A COMPILATION OF CASE STUDIES

2nd Edition



Editors

Dr. NEHA PATEL | Dr. SUPRIYA BHUTIANI

Prof. (Dr). SARMISTHA SARMA | Dr. SHITAL JAYANTILAL

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SLIMS Research Club 'Insights' Presents.....



Editors

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VISION

To be an institution of choice in the field of management education for all stakeholders by Promoting creativity, innovation, and excellence.

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M1: To nurture students towards dynamic management professionals through excellence in Management education and practice.

M2: To inculcate students with ethical values, attitudes, and human approach to become leaders and exemplary citizens.

M3: To engage in high quality research and consultancy in collaboration with institutions and industries.

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PEO2: To foster critical thinking abilities towards data-based decision making in identifying and solving real-life critical business challenges.

PEO3: To prepare professional managers for the dynamic environment to solve and manage social and economic challenges

Trustee's Message



It is with great pleasure and enthusiasm that I present to you the second edition ‘Writer’s Corner 2.0’ – a comprehensive casebook on Management strategies tailored specifically for Micro, Small, and Medium Enterprises (MSMEs) and Small and Medium-sized Enterprises (SMEs). This initiative is a testament to our commitment to fostering knowledge and innovation within the management community.

The MSME sector plays a pivotal role in the economic growth of our nation, contributing significantly to employment generation, industrial production, and export earnings. Recognizing the unique challenges and opportunities faced by these enterprises, our casebook delves into real-world scenarios, providing in-depth analyses, strategic insights, and practical solutions that can guide managers in navigating the intricacies of the MSME and SME landscape.

Som Lalit Institute of Management Studies, a pioneer institute in the area of management has been working very closely with the MSME sector for years. We have curated a collection of case studies representing various industries within the MSME and SME sectors. In this case book, we have also added a global perspective to our cases wherein around 5 cases have been sent by faculties from Portugal. Each case study is meticulously researched and designed to encapsulate the diverse challenges and success stories prevalent in these enterprises. The casebook offers a holistic view of strategic management approaches tailored to the scale and nature of MSMEs and SMEs. From market entry strategies to sustainable growth models, our content is geared towards empowering managers with actionable insights.

We believe that this casebook will serve as a valuable resource for management practitioners, educators, and students alike, fostering a deeper understanding of the dynamic landscape within which MSMEs and SMEs operate. I take this opportunity to thank all members of the Som- Lalit Editorial team, the Research Club, Faculties, and students for making this endeavour a success.

Warm regards,

Mr. PRAGNESH SHASTRI

Managing Trustee

Som Lalit Education and Research Foundation

Editors' Message,

Dear Readers

It is with great pride and pleasure that we introduce to you our second comprehensive case book titled "Writer's Corner". As editors, we are pleased to present a collection of real-world scenarios that expose some of the challenges, triumphs, and innovative strategies within the Small and Medium Enterprises (SME) and Micro, Small, and Medium Enterprises (MSME) landscape.

In the current dynamic environment, SMEs and MSMEs play an important role in fostering economic growth, driving innovation, and creating employment opportunities. Our case book caters to students, practitioners, and enthusiasts alike, offering insight into these important sectors.

Our goal is that this case book becomes a companion in your journey to understanding the versatility of SMEs and MSMEs and ultimately provides you with the knowledge to understand the challenges and opportunities inherent in these dynamic sectors.

We extend our gratitude to the contributing authors whose dedication and expertise have shaped this compilation. Their commitment to highlighting the intricacies of SMEs and MSMEs has undoubtedly enriched the content and made this case book a valuable resource.

May our second comprehensive case book titled "Writer's Corner" be a source of inspiration, fostering a deeper appreciation for the resilience, innovation, and impact of SMEs and MSMEs in today's global business arena.

Best Regards,

Dr. NEHA PATEL

Director and Professor (SLIMS)

Dr. SUPRIYA BHUTIANI

Additional Director (SLIMS)

Co-Editor's Message

Dear Readers,

This case book is a testament to the diverse and dynamic nature of Business Management, featuring a rich tapestry of real-world scenarios and challenges. Each case study has been meticulously chosen to provide insights into contemporary issues, strategic dilemmas, and innovative solutions that professionals face in today's ever-evolving landscape. As co-editors, we embarked on this journey with the shared vision of creating a valuable resource for educators, students, and practitioners in the field of Business Management.

Our aim was to not only offer a glimpse into the complexities of business studies but also to spark critical thinking, strategic analysis, and meaningful discussions. The cases presented herein cover a spectrum of industries, geographical contexts, and organizational structures, providing a holistic view of the challenges and opportunities faced by professionals in different scenarios.

What sets this case book apart is the collaboration of students in their respective domains, who have generously shared their experiences and expertise. Their diverse perspectives and rich insights contribute to the depth and relevance of each case, making this collection a valuable resource for both academia and industry.

We extend our gratitude to all the contributors for their dedication and commitment to knowledge sharing. We believe that the diverse array of cases presented here will not only serve as excellent teaching tools but also inspire further research and exploration in the dynamic field of business management.

We hope that readers find these cases intellectually stimulating and practically insightful. May this case book foster a culture of continuous learning, strategic thinking, and innovation in the realm of business studies.

Thank you for having me on this intellectual journey.

Sincerely,
Dr.SARMISTHA SARMA
Professor -Asian Business School

Co-Editor's Message

It is with great pleasure that I present to you this collection of case studies focused on Micro, Small, and Medium Enterprises (MSMEs). As the co-editor of this book, alongside esteemed colleagues, I am thrilled to share insights drawn from our collaborative efforts with scholars and students. MSMEs are the unsung heroes, playing a pivotal role in our social, economic, and political landscape in business worldwide. They contribute significantly to wealth creation, measured in terms of impact on GDP, manufacturing output, and exports, as well as job creation, earning them the well-deserved title of the 'Backbone' of most countries. Nonetheless, the importance of MSMEs often goes unnoticed, but this collection will also help shed light on their integral role. As, an Associate Professor at Portucalense University and Director of the Department of Economics and Management, I, also, bring a unique perspective influenced by the Portuguese reality. In Portugal, as in India, MSMEs are vital contributors to the economic fabric, fostering innovation and generating employment. At Portucalense University, as in SLIMS, we recognize the significance of MSMEs and have actively fostered collaborations with these enterprises. This case book is a testament to our commitment to enriching the collaboration between industry and academia. This hands-on experience allows our students to apply management concepts to real-world challenges, providing ingenious solutions to our local businesses.

With Regards,

SHITAL JAYANTILAL. PhD

Associate Professor and Head of the School of Economics and Management
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EDITOR'S PROFILE



Dr. Neha Patel (MBA, Ph.D.), is a Professor in Integrated Marketing Communications, Strategic Brand Management as well as the Director of Som-Lalit Institute of Management Studies (MBA). Prof. Neha has over 27 years of experience in teaching, research, consultancy and Industry. She has authored multiple publications in international, national journals and book chapters. She has taken consultancy projects in the areas of training, retail mapping and communication strategy. Currently, she is guiding 3 doctoral students in GTU and is co-supervisor of 3 doctoral students in Silver Oak University in the area of Management. She has been an expert panel on numerous conferences on Education, Advertising and Branding at National and International Conferences, seminars and workshops. Her research specialties lie in consumer behaviour, advertising research via semiotics, luxury branding, tourism management and marketing as well as Integrated Marketing communication.

Prior to joining academics, she had a strong corporate career in advertising with Mudra Communications Ltd. and Triton Communications Ltd. She also has worked with an IT start-up wherein she was responsible for the visualization and application of the Marketing Strategy as well as New Business Development in South East Asia.

Since Prof. Neha was given the charge of being the Director, apart from being responsible for academics, administration and placements of the students of both the programs, she has initiated many programs in the institute like Social Outreach for students. Weekly Seminars and interactions with the Industry; Social Media presence of the institutes, participation of students in competitions at a national level as well as focused towards the growth of the faculties by mentoring them towards research and faculty development courses. She has also initiated student clubs for carrying out various activities by and for the students.



Dr. Supriya Bhutiani, Associate Dean, Management, Zone I at Gujarat Technological University is also the Additional Director at Som Lalit Institute of Business Management, Ahmedabad. Dr. Bhutiani has over 25 years of experience in teaching, research, consultancy and industry. Dr. Bhutiani is associated with Management education for the last twenty years. She has a rich corporate experiences panning various functions and roles in the domain of sales and marketing. She has held responsible positions at Fascal Ltd (currently Vodafone), Apple Industries and Gujarat Lease Financing Ltd.

She has authored multiple research publications in international and national journals and written book chapters. She has also participated in various national and international conferences, seminars and workshops. She has undertaken consultancy projects in the areas of corporate strategy, retail, health care ,training, promotions & communication strategy. She has also worked on the tourism development project of Pavagad has an expert resource for GTU. She is also an active member of various important committees of the university and has conducted various faculty development programs.

She also acts as an advisor for the Board of Studies at a private reputed university.

Her areas of interest are diverse which include-but are not limited to the Services, Retail and Healthcare sector. She is very passionate about studying the consumer behaviour with regards to the tourism sector. She is also currently exploring the synthesis of artificial intelligence and marketing. Her other current ongoing areas of research are related to Healthcare, Event and Heritage management and Food marketing.

Dr Bhutiani has also reviewed doctoral thesis and has also co- edited two books.



Dr. Sarmistha Sarma is a Professor, Consultant, Author, Editor and Columnist. At present she is a Professor of Marketing, Department of Management at Asian Business School NOIDA. She is a Subject Matter Expert to Tata Consultancy Services. She had a popular column in Dainik Bhaskar named “Shabdarth” brought out in Hindi, Marathi and Gujarati. She has authored 5 books in various domains of Marketing and is presently Chief Adviser of IITM Journal of Business Studies (JBS) a UGC Care Listed Journal. Also, she is in the editorial advisory board of Ecoforum Journal in Romania actively promoting research in business management globally.

Along with all these roles she is associated with National Council of Educational Research and Training (NCERT) as a teacher trainer and was a member of the team that designed all India Teacher Training Manual. She has also been a member for designing Global Supply Chain Management course for IGNOU, MBA Programme. She is empanelled as a PhD research guide with All India management Association (AIMA).



Shital Jayantilal, PhD is Associate Professor and currently heads the School of Economics and Management at Universidade Portucalense (Porto, Portugal), and has been in the academic arena for over a decade.

She has a Bsc in Economics (Universidade do Porto, Portugal) and PhD in Business Management & International Commerce (Universidad de Extermadura, Spain). Shital was born in India, grew up in Portugal and has lived in Ghana, too, and is fluent in both English and Portuguese.

Shital has been part of the first team of scholars to apply experimental economics to study strategic decision making in family firms, specifically in succession planning. Presently, she is a member of the research unit REMIT – Research on Economics, Management and Information Technologies, Porto. Her main topics of research are Main research interests: Family Firms; Strategy; and Game Theory, and has published in various international journals. Having been awarded the 2021-Schulze Publication award by Entrepreneurship and Innovation Exchange and Family Business editorial teams.

Shital is committed to contribute in terms of value creation to firms but also to society, and this is what drives her. She has been involved with various EU funded projects related to social issues gender equality issues; prevention of human trafficking measures; combat measures to money-laundering and tax evasion, to name a few.

Shital lives in Porto with her husband and her twins!

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Mónica Monteiro is a Financial and Management Director and a Teacher at the University Portucalense for strategy and management performance chairs. She has more than 20 years of experience working in private and public sector. She holds a PhD in Strategy and Entrepreneurship, and a IMBA in Business Strategy. Her areas of interest include business strategy, lean methodologies, sustainability and change management.

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1

**AGEINGJOY: CELEBRATING AGEING
THROUGH CARING FROM INSIDE OUT**

Dr. RIDDHI DAVE

Professor

Som- Lalit Institute of Management Studies

Abstract

India's demographics are changing dramatically at the moment, with an increasing number of people in their senior years. The number of senior adults is growing quickly, with improved health care facilities and longer life expectancies being major factors. A growing number of people are becoming older, and they need support services and care tailored to their individual needs. Seniors are increasingly taking care of themselves as a result of nuclear families splitting up and their descendants moving to different regions of India and the world, combined

with an increase in the population and life expectancy of elderly individuals. This case study explores the strategy of Ageing Joy the organization's that specializes in offering middle-class and upper-middle-class clients senior care services.

Keywords: Life Expectancy, Elderly care Services, Personalized and Comprehensive Care

Introduction

India is currently experiencing a significant demographic shift, characterized by a rapidly growing population of elderly individuals. Increased life expectancy and better health care facilities are key contributors to rapidly rising population of senior citizens. The rising elderly population requires specialized care and support services delivering to their specialized needs. On the one hand, the life expectancy and population of senior citizens is rising, and at the other hand, the families are getting nuclearized and the descendants are living in different parts of India or different corners of the world, resulting in senior citizens taking care on their own. This case study delves into the strategy of Ageing Joy, an organization specialized and working for providing comprehensive elderly care services for middle and higher middle income segments in India. The case study discusses the holistic strategy of Ageing Joy and roadmap lying ahead.

Background and Market Analysis

According to data from World Population Prospects by 2050, one in six people in the world will be over age 65 (16%), up from one in 11 in 2019 (9%). The dynamics of Indian families are changing as younger generations frequently relocate abroad for education and work possibilities, there is burgeoning demand for formalized elderly care service as the people in elder age need companionship, healthcare support and help with routine daily tasks. The demand for creating an all-encompassing aged care services has never been greater before,

leading to transforming landscape of senior care in India via strategic planning and an unwavering dedication to quality. Ageing Joy aspires to be a pioneer in meeting the many care needs of the elderly, particularly those from the middle and higher income segments in India whose families are separated across the globe. By providing services with quality and care it seeks to transform senior care in India.

Inception and Evolution

Ageing Joy was founded in 2018 with a resolute mission to address the escalating elderly care needs in India. The organization's journey began in the city of Ahmedabad where the visionaries behind Ageing Joy recognized the critical gap in providing personalized, comprehensive care for the elderly. The founding team's deep commitment to excellence, paired with their belief in the power of innovative solutions, laid the groundwork for a new era in elderly care.

Objectives of the Organization

The organization's primary objective is to enhance the quality of life for elderly individuals by offering personalized and holistic care services. The management and staff at Ageing Joy understands the challenges and issues faced at elder age which are not just medical but also emotional and social. So, the organization with its skilled and professional care givers cater to the holistic needs of elders by arranging regular health checkups and providing timely medical assistance and robust emergency response; crafting balanced and nutritious health plans as per their specific bodily conditions and organizing fun and recreation activities, outings, gatherings and social events to prevent isolation.

Initial Operations and Strategic Expansion

Starting with a pilot program in Ahmedabad, Ageing Joy meticulously designed and refined its holistic care model. This model not only addressed the physical and medical needs of the elderly but also

embraced the emotional and social dimensions of their lives. The early success of the pilot program validated the organization's approach and paved the way for expansion.

Ageing Joy's operations expanded to other major cities across India, including Mumbai, Delhi, Bangalore, Chennai, and Kolkata. Each expansion was guided by a deep understanding of local demographics, cultural dynamics, and elderly care demands. Strategic partnership with local medical institutions, retirement communities, NGOs and other stakeholders that ensure a strong support network and a seamless transition for elderly individuals and their families is the strong contributor to Ageing Joy's rapid rise and success.

Strategies for Excellence

Comprehensive and Integrated Care Model

Ageing Joy is founded on the philosophy based on the idea of giving elderly people holistic care that takes into account their physical, emotional, and social well-being. To provide personalized care plans, the organization's multidisciplinary team of care takers, medical experts, and support personnel is trained on regular basis. Ageing Joy constantly tries to serve its clients at its best by taking regular feedback from them and curating services based on their needs and requirements.

Embracing Personal Touch with Cultural Nuances

Ageing Joy understands that each individual's journey is unique and elderly needs as much affection, pampering and care like toddlers. Personalization of the services based on the clients' individual preferences and meeting cultural practices are the key to Ageing Joy's success. The services are rendered by keeping in mind cultural sensitivity, respecting traditions and values.

Technology Integration

Recognizing the role of technology in optimizing care, Ageing Joy is committed to harnessing digital innovations. Ageing Joy has created exclusive digital platform that connects families, caregivers, and medical professionals, facilitating seamless communication and data sharing. Apart from this, Ageing Joy's digital health monitoring system allows real-time health tracking, ensuring timely interventions and personalized care adjustments leading to better personal care.

Skilled and Professional Workforce

At the heart of Ageing Joy's success is its dedicated workforce. It has vigorous system that aids in the recruitment and continuous training of caregivers, medical professionals, and administrative staff. By fostering a culture of empathy, professionalism, and skill development, Ageing Joy ensures that the team is equipped to provide the highest quality of care.

Strategic Marketing Approach: Amplifying Ageing Joy's Impact

As Ageing Joy endeavors to provide exceptional elderly care and reshape the landscape of elderly support in India, its marketing strategy serves as a dynamic and integral component of its success. Leveraging a multi-faceted approach, the organization seeks to create awareness, connect with its target audience, and foster a sense of trust and empathy within the community.

Segmentation and Targeting

One of the key reasons for Ageing Joy's success is its meticulous segmentation of target audience. The organization focuses on two primary segments: families with elderly parents residing in India and Indian communities abroad seeking care solutions for their loved ones. By understanding the unique needs, cultural sensitivities, and pain points of each segment, Ageing Joy tailors its marketing efforts to resonate deeply with these audiences.

Digital Presence and Content Strategy

Ageing Joy is aware that digitalization has tremendous potential in amplifying service quality and hence robust digital presence is a cornerstone of Ageing Joy's marketing strategy. The organization employs a multifaceted content strategy that includes informative blog posts, case studies, expert interviews, and engaging videos. This content not only educates the audience about elderly care best practices but also establishes Ageing Joy as a benchmark in the field. Social media platforms are leveraged to disseminate this content, encouraging discussions and engagement.

Community Engagement and Advocacy

Providing services with local touch and global excellence is AgeingJoy's motto. Ageing Joy recognizes the power of community engagement in building trust. The organization collaborates with local community centers, retirement homes, and senior citizen clubs to organize workshops, seminars, and health camps. These events serve as platforms to educate, address concerns, and advocate for the importance of formalized elderly care, fostering a sense of belonging and shared purpose.

Testimonials and Success Stories

Personal stories have an exceptional ability to resonate with potential clients. The testimonial by families who have experienced their services, best represent the high quality services rendered by Ageing Joy. Clients happily share their journey with Ageing Joy through written testimonials, videos, or interviews. These authentic narratives humanize the organization's impact and demonstrate the positive transformations brought about by their care programs.

Partnership Collaborations

Strategic collaborations amplify Ageing Joy's reach and credibility. Partnering with local medical institutions, NGOs, and educational organizations not only bolsters the organization's reputation but also extends its access to diverse networks. These partnerships are key pillars in ensuring the Ageing Joy's constant strive to achieve excellence in adult care.

Digital Advertising and SEO

Ageing Joy employs targeted digital advertising campaigns to reach specific demographics and geographical areas. Paid ads on social media and search engines ensure that the organization's message reaches those actively seeking elderly care solutions. A strong focus on Search Engine Optimization (SEO) ensures that Ageing Joy's website ranks prominently when potential clients search for relevant keywords.

Embracing Cultural Sensitivities

Understanding the cultural nuances surrounding elderly care is crucial. Ageing Joy ensures that its promotion and advertising materials respect and reflect these cultural sensitivities.

Constant Feedback from Clients

Ageing Joy gives tremendous importance to client's feedback. Feedback is collected at regular intervals. Apart from analyzing feedback, regularly monitoring website analytics, engagement metrics, and conversion rates allows the organization to gauge the effectiveness of its efforts. The insights gained enable iterative improvements and the adaptation of strategies to align with evolving trends and preferences.

Ageing Joy's marketing strategy can be summarized as a masterful blend of empathy, education, community engagement, and digital innovation.

Financial Charges and Pricing Philosophy

Ageing Joy operates as a for-profit organization with a profound commitment to providing exceptional care for the elderly while maintaining a sustainable financial structure. The organization's revenue model and financial charges are thoughtfully designed to strike a balance between ensuring reasonable profitability and optimizing the quality of care provided to its clients.

Ageing Joy employs a transparent and tiered pricing structure that reflects the diversity of care needs among its clientele. The organization believes in the principle of fair pricing, wherein clients pay for the services they require, ensuring affordability while maintaining the highest standards of care. The service Plans offered are

Silver Care Plan

This plan provides the most basic level of care, including assistance with activities of daily living such as toileting, bathing, and dressing. It also includes help with medication management and transportation.

Golden Care Plan

This plan provides a higher level of care than the elementary care plan, and apart from supervision and assistance with activities of daily living it includes help with meal preparation, laundry, housekeeping along with medication management and transportation.

Platinum Care Plan

This plan provides the highest level of care available, and is designed for adults who need constant supervision and assistance with all aspects of their daily lives. It includes 24/7 nursing care, as well as specialized medical equipment and therapy whenever required.

The pricing structure is designed to reflect the complexity of services rendered. For instance, basic in-home care services, including companionship and assistance with daily activities, are priced modestly

to cater to elderly individuals with limited care needs. On the other hand, more comprehensive care packages, such as assisted living with medical services and 24/7 caregiver support, are priced at a higher tier, considering the resources and level of attention required.

Revenue Model and Sustainability

Ageing Joy's revenue model is built upon the principles of financial sustainability, ethical practice, and a commitment to the well-being of its clients. The organization is not driven by the pursuit of exorbitant profits, but rather by the aspiration to establish a financially stable ecosystem that can consistently deliver top-notch care services. The revenue streams of Ageing Joy include:

The primary source of revenue comes from service fees charged to clients based on the level of care and services they opt for. This includes charges for in-home care, assisted living, medical services, and other value-added offerings. Ageing Joy also charges consultation and assessment fees for the personalized care planning process, where experienced professionals evaluate the specific needs and preferences of the elderly individuals and their families. It also offers optional technology services such as digital health monitoring and communication platforms, which generate supplementary revenue streams. Collaborations with medical institutions, retirement communities, and NGOs bring about mutually beneficial partnerships that contribute to revenue diversification.

In succinct, Ageing Joy's approach to profitability is intrinsically tied to its mission of compassionate care. Its approach can rightly be summarized as balancing profitability and purpose. The organization recognizes that sustainable profitability is essential to ensure the continuity and expansion of its services. By generating reasonable profits, Ageing Joy can reinvest in ongoing staff training, technology advancements, and continuous improvements to its care delivery model. The organization's commitment to transparency extends to its financial

practices. Clients are provided with clear breakdowns of charges, ensuring that they understand the value they are receiving and the resources required to maintain the high quality of care.

Future Expansion Plans

Ageing Joy is committed to a vision of national coverage, where its compassionate care is accessible to elderly individuals and their families across India. The organization's plan for future expansion is underpinned by a careful balance of strategic growth and maintaining the quality of care.

In the next phase of expansion, Ageing Joy aims to establish a presence in tier 2 and tier 3 cities, recognizing the burgeoning needs of elderly populations in these areas. This expansion will be guided by an adaptive approach, taking into account the unique socio-economic factors and cultural nuances of each region.

Establishing a global network that seamlessly connects families across borders is a core tenet of the organization's future plans.

Challenges on the Horizon

Regulatory Landscape

Navigating the intricate web of regulations and licensing requirements remains a substantial challenge. As the elderly care sector evolves, staying abreast of legal changes and obtaining necessary certifications is paramount. Ageing Joy must commit to staying compliant while advocating for clear and supportive regulatory frameworks.

Talent Acquisition and Retention

A constant difficulty is finding and keeping a skilled workforce. Ageing Joy's success depends heavily on skilled care takers and medical experts, but there is a shortage of these workers in the sector, which causes problems. Ageing Joy must provide competitive pay scales, continued training, and chances for professional advancement in order to render the service at its best.

Ethical Dilemmas and Transparency

Since Ageing Joy is a for-profit organization, it must strike a balance between profits and care standards. It is critical to retain transparency in pricing and financial procedures. The welfare of the clients must always take precedence over financial profits

Technological Advancements

While technology is an asset, it also brings challenges in terms of rapidly evolving tools and potential data security concerns. Staying updated with technological advancements and ensuring the security of sensitive information will be a continuous effort.

Cultural Shift and Acceptance

Changing cultural attitudes and conventions towards caring for the elderly is also a daunting task faced by Ageing Joy. Families must be persuaded to accept formalized care models, and myths about institutional care must be dispelled, which calls for continual education and community involvement initiatives.

Conclusion

Ageing Joy's journey from its inception in Ahmedabad to its strategic expansion across major Indian cities is a testament to its unwavering commitment to enhancing the lives of the elderly. The organization's future growth plans are driven by a vision of comprehensive, compassionate, and personalized care that transcends boundaries. As AgeingJoy navigates the challenges of regulatory compliance, quality assurance, and technological advancements, it remains steadfast in its mission to redefine elderly care and foster a brighter future for the elderly in India.

Questions

1. How can Ageing Joy expand its service offerings beyond traditional in-home care and assisted living?
2. How can Ageing Joy navigate the unique challenges and opportunities lying ahead?

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CHAPTER

2

**CUSTOMER SATISFACTION: ARYAN GIRLS
HOSTEL**

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Abstract

With increasing enrolments, rapid intra- and inter-state student mobility, and the influx of foreign students, the demand for high-quality accommodations have risen. Although Higher Educational Institutes (HEIs) offer on-campus rooms, the demand-supply gap is higher than what the institutes can accommodate. This has forced the students to look at housing options beyond campus premises. Nowadays, in order to achieve a comfortable and better living standard, students and their families are willing to spend more on housing.

This has altered the student housing trends from PG and university-based to well-equipped apartments. The study highlights problems in the hostel like no proper team work, no co-ordination between the management and workers in the hostel. Delay in solving problems, and no proper mode of communication. Conflicts between management and students in girl's hostels can be a significant concern. However, by implementing effective communication channels, encouraging student participation, providing a grievance mechanism, promoting mutual respect, providing adequate facilities and amenities, addressing security concerns and providing training to management and staff, these conflicts can be managed and resolved effectively.

Keywords: Hostel, Effective Communication Channel, Customer Satisfaction

Introduction

In India, education sector is growing at faster pace as the population of youngsters are increasing. Therefore, the demand of superior quality accommodation is on rise. With continuous evolution of education sectors many entrepreneurs realised the need and jumped into the business where they have started different varieties of student housing. In this competitive era, it is a challenging task for any endeavour to sustain and succeed. There are ample opportunities to come in a way. The visionary one grab it and earn huge chunk from it. Nowadays, one of the competitive businesses is of hostel and PG. As, people are migrating from different cities and villages to metro, it is being an essential. It is manifested that; customer is a king in service industry. To fetch the customer and retain them is aim of any organisation. This goal can be achieved by management of any company and for the same there should be effective communication between top and bottom level management. When a student migrates to another city for higher education, the main concern of parents is accommodation. There are many options available these days. Parents choose one where they get

facilities with security. So, the hostel management needs peep into the minds of their clients that what are their expectations from the hostel.

Nowadays many organizations do research in their domain and likely, try to fulfil the need of their consumers. In comparison to on campus or PG accommodation, the concept of standalone student living is still raw in India. Because, it is bit costly which is not affordable for every single individual. Therefore, from the ancient time, hostel is in demand, as it is cheap form of student housing in India. However, the advantage of standalone properties offer comfort, in house facilities and proximity to educational institutes. It has created a separate sub class in Indian real estate sector. Ubiquitously people seek proximity to the institute with basic amenities and safety. The standard of living conditions compel them for better student housing options. Everyone would like to match their lifestyle of home stay with hostel facilities. And eventually they fix with best suitable one.

A hostel is a form of low-cost short term shared social lodging. There are many factors which pushes the growth of student housing in India, such as growing student population, influx of international students, spending ability, top notch universities in metros. So that, there is a need of hostel which can give ease to pupils to live in other City after departing from their home. They have made a team of dedicated professionals who will provide not only safe and secure environment to girls but also help them in each and every aspect as their family member. This will feel them safe, secure, & happy. This will motivate them to enhance their study or to carry out goals of the highest standards in their job. Within a short time, they are also coming with one more, luxurious, ultra-modern P.G home for girls to provide them world-class best service. Moreover, the professionally managed student accommodations not only provide a sense of safety and security but also social interaction amongst students. Some of the organizations, hire dietician who plan the diet of students according to their food habits and metabolism system. By this, students can avail healthy food just

like their home. This helps them to resist from any virus infection and to get rid from any disease, if they have. Eventually it is proving as boon to them as healthy food makes healthy mind.

Girl's hostels in Gujarat are known for their strict rules and regulations, which are put in place to ensure the safety and security of the residents, especially for women-specific issues such as harassment, abuse, or sexual violence. They also have strict curfews and visitor policies, and residents are expected to maintain a high standard of cleanliness and discipline. Many girl's hostels in Gujarat have in-house wardens or staff who live in the hostel to ensure the safety and security of the residents.

They also have CCTV cameras, security personnel and other security measures in place for the safety of the residents. In recent years, the Gujarat government has also initiated schemes and policies to improve the infrastructure and facilities of girl's hostels in the state. This has led to the construction of new hostels and the upgrading of existing ones. This has helped to improve the overall quality of girl's hostels in Gujarat, making it more comfortable, safe and accessible for female students. Despite the strict rules and regulations, many female students appreciate the sense of community and camaraderie that develops within the hostels. Girl's hostels also provide a sense of security and protection for female students who are away from home for the first time. In conclusion, girl's hostels in Gujarat are an affordable and safe accommodation option for female students who are pursuing higher education in the state. With the recent initiatives and policies by the government, the infrastructure and facilities of girl's hostels in Gujarat are improving, making it more comfortable and accessible for female students.

Management Structure of Private Girl's Hostel in Gujarat

The management structure of a private girl's hostel in Gujarat may vary depending on the specific hostel and the organization that operates it.

However, in general, a private girl's hostel would have the following management structure

Owner or Operator: The owner or operator of the hostel is responsible for the overall management and operation of the hostel, including financial management, maintenance, and administration. They are also responsible for ensuring that the hostel meets all relevant laws and regulations.

Manager: The manager is responsible for the day-to-day management and operation of the hostel. They may be responsible for supervising staff, overseeing maintenance and repairs, and managing the hostel's finances.

Assistant Manager: The assistant manager may assist the manager in the day-to-day management and operation of the hostel. They may also be responsible for overseeing the resident staff, managing the hostel's finances and maintaining the hostel's records.

Warden/Resident Advisor: The warden or resident advisor is responsible for the supervision and support of the residents. They may be responsible for enforcing the hostel's rules and regulations, providing assistance and support to residents, and addressing any issues or conflicts that may arise.

Security Staff: The hostel may have a security staff to ensure the safety and security of the residents, they may be responsible for monitoring the hostel's security systems, such as CCTV cameras, and responding to any security incidents.

Housekeeping Staff: Housekeeping staff may be responsible for maintaining the cleanliness and upkeep of the hostel's common areas and facilities.

Other Staff: Depending on the hostel, there may be other staff such as receptionist, cook, etc. In general, the management structure of a private girl's hostel in Gujarat is designed to ensure the safety and security of the residents, and to provide support and assistance to residents as needed. The management also enforces the rules and

regulations of the hostel, and works to resolve any conflicts or issues that may arise. The management also ensures that the hostel meets all relevant laws and regulations

Aryan Hostel

Aryan hostel is an ultra-modern and ultra luxurious PG home for girls. It provides a home away from home to girls who migrate from various cities not only from Gujarat but also from outside of Gujarat. All necessary amenities with safe and secure residential accommodation for girls are available here. As per current market situation many hostels available in Navrangpura, but Aryan hostel is at prime location from where well-known universities, banks, and corporate buildings are nearby.

They provide 24 hours female guardian to look after all girls as well as cook and helpers are females only. They try to give family like atmosphere where girls feel relax and can share problem freely. They have team of dedicated professionals where; they can make their clients feel like home in a hostel. There is female warden, who stays in campus and look after girls all the time, by this they can ensure safety and security of girls.

Apart from this they have trained and experienced and make savoury food for the students. Breakfast, lunch and dinner available in hostel mess. With that availability of tea & coffee with biscuits.

For maintenance of hostel, they have hired adequate staff of workers who does cleaning and maintain decorum of hostel. Their housekeeping is also managed by a professional well-known housekeeping team. Room floor, furniture, bathrooms are cleaned every day meticulously. The staff takes care of hygiene factor and cleanliness. Here the aim is to get rid of virus and infections which spreads because of dirt and dust. The hostel business is flourishing in India at mammoth rate. As youngsters are coming to other City for study or job so that is a huge need for accommodation. There is a massive market available for this

business, if one can provide excellent service and amenities to their customer. However, Hostel business may find many threads from their competitor. As many substitutes are available for hostel such as private hostels, government hostels, co-ed hostels, luxurious hostel, budget hostel, PG accommodation, homestay. It is identically challenging task for any company to survive in this competitive market.

Rules & Regulations

- All students must strictly abide by the rules and regulations, currently in force or as may be enforced from time to time.
- Vehicles Should be parked in proper manner in the parking area.
- Consumption of Alcohol, cigarette, tobacco is strictly prohibited in the premises and will be considered a breach of contract, if any student is found in possession of any such item.
- The administration will expel any student who is known to have grossly violated rules or whose presence is likely to disturb the peace and tranquillity of other students.
- Every student should stay in the room allotted to her. Mutual exchange of rooms after final allotment is not allowed unless written consent from administrators.
- The student should return to the PG by 10:30 PM. If any student is expected to be late, they should get it confirmed through her parents' mobile no register with us at the time of registration.
- Students shall not remain absent from their room during night without prior permission of the administrator and parents. i.e., Administrator must be informed by their Parents for the same. Same way, when a student is going home for one or few days administrator must get a call from parents for such leave.
- The student who leaves the campus without permission of the administration shall be deemed to be missing and parents, guardians and police authorities may be intimated in such cases.

- Students are prohibited from giving shelter to any other student or outsider in the rooms. In case if she gives any unauthorized shelter, the student will be liable for disciplinary action.
- The students are cautioned to be very careful about safety of their belongings. They are advised to keep their wardrobes properly locked when they leave the room even for short periods or when they are sleeping. The PG authority shall not be responsible for the loss of any such items due to theft or otherwise.
- The students are required to pay their rent in advance before the 5th of every month or penalty will be charged as applicable.
- In case of damage to any part of the building, furniture, apparatus or other property caused by the students the loss shall be recovered from the student, identified as responsible for such damage.
- Each student is responsible for their own wellbeing inside and outside the PG. The PG will not be held responsible for any kind of mishap, physical injury or loss of life due to natural calamities, accidents or self-harm.
- The management reserves the right to alter the rentals or other charges by giving prior notice.
- Fixed Amount of food will be provided in packed lunch (e.g., 5 rotis at max). However, there will be unlimited food when you take meal at hostel.
- No one is allowed to carry any eatables from dining area to the room. You must eat whatever you want at dining area only. Eating inside the library is strictly prohibited.
- Ignorance of rules will not be accepted as an excuse.
- Talking & standing with friends of opposite gender within 100 meters range of hostel is not allowed. We have nothing to do with your private life. But at and near the hostel, you should maintain the discipline. So that we should not get any complain from neighbors.

- Parents can come & talk with their daughters in the waiting area. Mother is allowed to go to her room but father or any male relative cannot go to the room.
- The student may cancel her booking by giving 30 days prior notice. This is must. If you give 30 days' notice before vacating the property and there is no other outstanding in your account, then your total deposit we be refunded.
- Management reserves the right to revise the rules and regulations from time to time.
- Subjected to Ahmedabad jurisdiction only.

Disciplinary Penalties

- May be issued written/verbal warning
- May be placed on conduct probation.
- May be asked to tender verbal/written public apology.
- May be asked to do community service.
- May be fined up to a sum of Rs. 25000/-.
- May be asked to call his/her parents.
- May be expelled from hostel temporarily or permanently.
- The case may be referred to Institutional Discipline Committee/Police.

It is bit costly compared to the competitors as they are trying to give a top-notch facility to their tenants such AC gym, AC library terrace garden, modern room and TV lounge etc. There are stringent rules for girls to ensure their security safety which sometimes lead to customer dissatisfaction, it was one reason for many tenants to leave the hostel. They are not providing adequate facilities and amenities, addressing security concerns and also not providing training to management and staff, these conflicts can be managed and resolved effectively. They do not have a clear and efficient system for residents to report and request maintenance and repairs, and ensure that maintenance staff is adequately trained and equipped to handle requests in a timely manner.

It is found that various problems in the Aryan hostel like no proper team work, no co-ordination between the management and workers in the hostel. There is significant concern of conflicts between management and students in girl's hostel. It has been observed that the Aryan girls hostel does not have a clear and transparent billing and payment system, and also they are not providing clear instructions and support for residents to make payments such as online payment, cheque, cash payment, to extended due dates for valid reason. Delay in solving problems, and no proper mode of communication. The hostel does not have clear policies and procedures for addressing and reporting incidents of harassment or abuse and the within the hostel. So, the hostel requires proper communication hierarchy for maintaining the flow of work and communication in the hostel which rise the issues like cleaning and maintenance of property as well as security of girls.

Questions

1. In your opinion how to achieve the efficiency of hostel which can enhance customer satisfaction?
2. How to make a better environment for girls to feel like home and smooth functioning of hostel?
3. How to establish clear and effective channel of communication with girls stays at hostel?

Student Contributors to the Case

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CHAPTER

3

**DADIDAADOSA: AN AUTHENTIC SOUTH
INDIAN RESTAURANT**

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Abstract

One of the food categories with the fastest global growth is fast food. In India, the fast food and restaurant industries are expanding quickly. It continues to grow and currently makes up about half of all restaurant revenues in developed nations. In India, the trend is drastically altering how people eat. India's fast food and restaurant industries are expanding rapidly due to favorable demographics, shifting consumer behavior, and rising disposable income. Other factors include exposure to western food, the increase in nuclear

families, and the rise in the number of working women. These factors also have a big influence on the nation's eating-out habits and the expansion of the fast food sector.

This trend illustrates India's globalization and the rise of previously unexplored markets for a country that is very picky about food and greatly enjoys fresh, home-cooked meals. The growing number of individuals dining out presents significant opportunities for industry participants to expand their customer base. Due to this trend, all of the major international food chains, including Pizza Hut, Dominos, McDonald's, and KFC, are making significant financial investments in an attempt to capture a portion of this extremely profitable market. The real south Indian restaurant Dadi Daa Dosa is the subject of this case. This case is about Dadi Daa Dosa, an authentic south Indian Restaurant.

History of Restaurant Business in India

Food is an important component of Indian culture. Indians and food have always shared a common bond, whether it's over a simple meal made with love for the family or unusual festive treats served during festivals. If there's one thing you should know about Indian cuisine, it's that it's a lavish, vast affair. In many households, a regular dinner consists of numerous staples such as rice, dal, chapatti, and curry, as well as accompaniments such as pickles, chutneys, papadums, salad, and raita. A classic Indian meal takes not only a lengthy time to make, but it is also savoured over a long period of time. The first mention of restaurants in India originates from early 250 BC, when hungry travellers were fed at taverns or inns. Food was also sold by street vendors and small stall owners in local marketplaces and most Indian towns and villages. Modern restaurants, on the other hand, are thought to have sprouted with the rise of colonialism, particularly with the growth of the Indian Railways and Civil Services. As individuals began

to travel around the country, there was an increase in the number of cafes that could provide them freshly cooked food.

The entry of foreign companies into India and the growth of quick service restaurants

The entry of the American fast food company McDonalds into India in 1996 was a watershed moment in India's restaurant landscape. McDonalds had the middle-class Indian eating out of its hand with its colourful mascot, affordable burgers, and consistent looking and tasting French fries. Until then, fast food in India was primarily limited to Udupi style dosa-idli-wada fare or local restaurants like Nirula's in Delhi, which served fast dishes like pizzas and burgers. McDonald's, on the other hand, revolutionised everything and paved the way for the introduction of many other fast-food companies such as Domino's, Pizza Hut, and KFC. Some of the specialist fast food restaurants such as Burger King, Dunkin Donuts, Taco Bell, and Krispy Kreme have all opened in the last two years. Starbucks and Costa Coffee have opened locations in a number of Indian cities. In India, the restaurant business is mostly driven by young people aged 15 to 44. With the world's largest youth population, India offers enormous chances for the quick service restaurant industry, which multinational fast-food brands have taken advantage of.

India's Fine Dining Scene is Maturing

The expanding restaurant industry in India is attributed to a number of factors, including changing lifestyles, the rise of the nuclear family, more women leaving their traditional roles to pursue careers, and increased urbanization. Enhanced familiarity with global cuisines and lifestyles is also advantageous. Indians are becoming more and more interested in a variety of cuisines, such as Mexican, Middle Eastern, Chinese, and Italian. A greater awareness of global cuisines and more disposable income have led many Indian consumers to seek out fine dining or experiential eating. Going out to eat is not the only aspect of

fine dining. A few things that improve customers' dining experiences are the ambiance, décor, food presentation, level of service, and usage of gourmet foods. Elegant or high-end dining is gradually becoming more popular in India. Indian customers, who are known for being frugal, are becoming more willing to spend extra on experiential dining, even though restaurants still prioritize serving excellent food and creating a memorable dining experience. New cooking methods are being experimented with in Indian restaurant kitchens, and many of them are asking foreign chefs to introduce Indian diners to authentic world cuisine.

According to a 2013 NRAI research on food services in India, fine dining is increasing at a healthy pace of 15% and is mostly dependent on the affluent client, according to hospitalitybizindia.com. According to the survey, the chain fine dine market in India is presently valued Rs. 500 crores and is expected to reach Rs. 1,010 crores by 2018, with roughly 50 operators operating 150-200 units across various cities. Many celebrity chefs have opened their own signature restaurants across the country as a result of this expanding trend. The extremely successful Yellow Chilli restaurant business is owned by Sanjeev Kapoor of Khan Khazana fame. In numerous places around the country, the restaurant providing contemporary Indian cuisine is thriving.

Food: Streets to Internet Space

A new type of diners has emerged in India as a result of rapid urbanization, increased disposable income, and other factors that have fueled the country's growing eating-out culture: those who order in or take-out. A low minimum order amount, a constrained delivery area, and orders that were misread or misplaced were among the disadvantages of ordering in the past; however, these have all changed with the emergence of food delivery aggregators like Food Panda and Zomato. It is now easier than ever for an Indian diner to order food from their favorite restaurant without worrying about whether the restaurant

delivers to their location or whether the person on the other end of the line has correctly heard their order and/or address thanks to these aggregators, which are also available as smartphone apps. Online ordering also has a number of benefits, like the freedom to peruse and select dishes

without having someone hover over them, the ability to double check orders before completing payment, and the availability of numerous payment options, such as credit/debit card, cash on delivery, and online wallets like Pay-tm and Mobi Kwik.

Food Varieties & State Wise Specialties

One of the most fascinating aspects of Indian cuisine is how diverse it is, reflecting the country's culture, geography, and demographics. As you travel from north to south or east to west, the cooking method changes dramatically. While most restaurants categorise Indian cuisine according to area, such as Gujarati, South Indian, Punjabi, Bengali, and so on, it's worth mentioning that each Indian state has its own regional flavour.

Here's a Rundown of Some of the State-Specific Specialties

Delhi - India's capital is also the birthplace of the world-famous Mughlai cuisine. This is a cooking technique popular during the Mughal era, and it is characterised by the use of whole and ground spices. Kebabs, Koftas, Pilafs, and Biryani are some of the hallmark Mughlai cuisine. Parathas, Chaats, and Kulfi are among of the city's most famous street foods.

Goa's cuisine is heavily inspired by the Hindu culture of the state. However, centuries of Portuguese control and rising international tourism have had an impact on the cuisine of the state. Seafood is the mainstay of Goan cuisine due to the state's coastal location, but other meats such as pork are also very popular. Goan cuisine is known for its use of coconut milk and strong, pungent spices.

Gujarat is one of India's few predominantly vegetarian states. The famed Gujarati Thali, which consists of dishes like as daal, kadhi, subzi, papad, and chaas (buttermilk) eaten with rice and roti, has made Gujarati cuisine famous. Gujarati cuisine is distinguished by the use of sweet, salty, and spicy elements all at the same time.

Aside from state-specific cuisines, India is home to a number of fusion cuisines that have emerged as a result of globalisation. As more Indians go abroad and more foreigners visit India, a new cooking style has arisen that combines Indian and Western cuisines.

About Dadi Daa Dosa

It's a known fact that Dadi Daa Dosa has its own value and brand in peoples' mind and now with the help of Dadi Daa Dosa they are looking to expand their business and give best service offerings to people. They are providing unlimited food with affordable price which can attract customers. They offer unlimited breakfast, lunch and dinner at affordable price. Dadi Daa Dosa is trying to expand their chain in traditional food also & with the help of Dadi Daa Dosa they starting their own way. They are offering different kinds of Dosa which a customer can customer & not only Dosa but also it provides the food which can be enjoyed by children like pasta, noodles etc. They are also providing Jain food so all regions people can enjoy the food. They want to target all people. In Dadi Daa Dosa the biggest advantage is that they serve to people of all age groups.

Sumit Sinha is the founder and promoter of 'Dadi Daa Dosa' with the vast experience of 19 years in the industry. With his great business acumen simplicity, honesty and visionary skills, he has expanded to 50 outlets of Dadi Daa Dosa in Gujarat. Dadi Daa Dosa is a Non-govt company, incorporated on 09 Jan, 2012. It's a private unlisted company and is classified as 'company limited by shares'.

Dadi Daa Dosa is majorly in trading business from last 8 years and currently, company operations are active. The Company is registered in Surat (Gujarat) Registrar Office.

Dadi Daa Dosa, one of the greatest pizza restaurants in Surat, India, serves delicious meals infused with the famous chef's signature magic. The most sold out pizza at Dadi Daa Dosa is the traditional Margherita Pizza, RP Special Pizza, Thin Crust Pizza, and Puff Pizza! Dadi Daa Dosa has swiftly built a great reputation as one of the most popular pizza delivery places. The most famous pizza is their customized alphabet pizza, which allows one to enjoy their favourite food! Their menu features a diverse selection of pizza variations, which leaves one spoilt for choice, especially due to the affordable rates and guaranteed quality.

Areas of Improvement at Dadi Daa Dosa

Conclusion

The food service industry is one of the largest industries in the world feeding millions of hungry customers worldwide.

From restaurants to fast food chains, the sector brings friends and families together, serving food from a wide variety of cultures.

As we look into the future, many challenges lie ahead for the food service sector due to this shift in technology.

The restaurant must focus on hygiene, menu, customer delight and customer loyalty, promotional offers etc.

Moreover Dadi Daa Dosa can enter new market segments, expand to new locations, introducing new menu items, utilize technology in serving the customers and can also collaborate with local businesses.

Questions

1. Explain the product mix of Daadi Daa Dosa.
2. If you were the owner of Daadi Daa Dosa, what would be the future areas of diversification?

**EXPLORING PERSONALITY TRAITS AND
MOTIVATIONS OF VOLUNTEERS IN AN NGO:
A CASE STUDY ON AASHRAY WELFARE
FOUNDATION**

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Abstract

The case delves into the multifaceted operations of Aashray Social Welfare Foundation, a non-governmental organization (NGO) deeply rooted in philanthropic values. Founded in 2006 and registered with the Charity Commissioner in Gujarat, Aashray has expanded its scope to encompass a diverse range of activities, including crafts, eco-friendly product development, market linkages, women's empowerment, access to clean water, animal husbandry, healthcare, and education. The organization's mission revolves

around empowering underserved rural communities through sustainable livelihood options, access to basic amenities, essential health and medical services, women's and youth empowerment, educational opportunities for children, environmental conservation, and community engagement. The study highlights the challenges faced by Aashray, such as limited adoption of digital methods, sustainability in funding sources, and volunteer recruitment and retention. It also explores the motivations of volunteers, emphasizing the significance of aligning volunteers with an organization's purpose and the influence of personality traits. The case study provides valuable insights into the operations of Indian NGOs, the motivations of volunteers, and the challenges and opportunities in the non-profit sector.

Keywords: NGO, Sustainable Livelihood, Motivation, Personality

Introduction

In 2021, India had a vast number of registered NGOs, totalling over 3.2 million in the country. This number may have changed since then. NGOs in India work on a wide range of issues, including education, healthcare, poverty alleviation, women's empowerment, environmental conservation, and human rights, among others. NGOs typically receive funding from various sources, including government grants, foreign donations, corporate social responsibility (CSR) funds, and individual donations. In India, Non-Governmental Organizations (NGOs) play a vital role in addressing various social, environmental, and humanitarian issues. These organizations are diverse, ranging from large, well-established groups to smaller grassroots initiatives. NGOs in India are engaged in a wide array of activities, including education, healthcare, poverty alleviation, women's empowerment, environmental conservation, and disaster relief. Volunteering with Indian NGOs typically involves a flexible commitment, with opportunities ranging from short-term projects to long-term engagements. Volunteers can contribute their skills, time, and passion to support these organizations' missions,

whether it's teaching underprivileged children, participating in healthcare outreach programs, or assisting in community development initiatives. Volunteering in India not only offers a chance to make a positive impact but also provides a rich cultural experience and an opportunity to engage with diverse communities. Indian NGOs encountered a range of challenges in their operations. Regulatory compliance was a significant concern, as navigating the complex legal and bureaucratic landscape was time-consuming and resource-intensive. Ensuring transparency and accountability was crucial, both to maintain public trust and to fulfill the requirements of various funding sources. Sustainability in terms of funding sources was another pressing issue. Many NGOs in India relied heavily on donor funding, making them vulnerable to shifts in donor priorities or economic fluctuations. Developing more sustainable income-generating models was a priority. Moreover, attracting and retaining dedicated volunteers was challenging, given the vast diversity of opportunities and interests among potential volunteers. Creating engaging and meaningful volunteer experiences was crucial to overcoming this challenge. Despite these obstacles, Indian NGOs continued to make a significant impact on society, driven by their dedication to addressing pressing issues and improving the lives of marginalized communities. Collaborative efforts from both NGOs and stakeholders were essential to addressing these challenges effectively.

Founded in the year 2006 and registered with the Charity Commissioner in Gujarat, Aashray Social Welfare Foundation was a non-governmental organization deeply entrenched in philanthropic values. Its central mission revolved around empowering underserved rural communities. With a dedicated team of 51-200 employees, Aashray focused on enhancing the lives of marginalized individuals, providing them with dignity, livelihood opportunities, and improved well-being.

From its inception, Aashray maintained a close connection with rural communities, collaborating to identify their varying levels of needs. Recognizing the urgency of certain necessities such as quality healthcare, clean water access, and sustainable livelihoods, the organization strategically directed its efforts towards bridging these critical gaps. Their journey had commenced with the Total Sanitation Campaign, and since then, they had expanded their scope to encompass a diverse range of activities, including crafts, eco-friendly product development, market linkages, women's empowerment, access to clean water, animal husbandry, healthcare, and education.

Their organization, driven by a vision of commitment, sought to provide essential amenities in underserved areas while acting as a catalyst for establishing sustainable livelihoods. Their mission encompassed a multifaceted approach: offering sustainable livelihood options, ensuring access to basic amenities, delivering essential health and medical services, empowering women and youth through education and training, providing educational opportunities for children, addressing pressing environmental issues, fostering a sense of ownership among beneficiaries, maintaining transparency in their operations, and actively engaging the community in their initiatives. This holistic vision and mission reflected their dedication to improving the lives of marginalized communities and making a meaningful impact on society.

Hence, guided by a vision of societal transformation and resilience, Aashray's mission had revolved around innovation, capacity building, and empowerment as the pathways to a brighter future. Their overarching goal had been to bring positive change to the underserved segments of the society. Their commitment towards sustainable development had underscored their dedication to fostering lasting improvements in the communities they served.

Problem Identification

Aashray, as a non-governmental organization, faced several challenges in its mission due to its emphasis on physical contact and traditional approaches. One notable issue was the limited adoption of digital methods in their operations. In an era where digital connectivity was prevalent, Aashray's reliance on physical interactions could limit its reach and efficiency. Additionally, being a regional NGO, Aashray encountered the obstacle of inadequate awareness beyond its immediate area. Often, people only acknowledged the visible changes brought about by the NGO but may not have taken the initiative to delve deeper into its objectives and activities. Furthermore, the modern, fast-paced lifestyle that many led hindered their ability to engage with organizations like Aashray, as individuals were preoccupied with their daily routines, leaving them with limited time and energy to connect with such important initiatives. Addressing these challenges could have helped Aashray expand its impact and raise greater awareness about its vital work.

Non-profit organizations stand apart from profit-driven entities through several key distinctions, with volunteer involvement being a prominent feature of their operations. Unlike profit organizations, non-profits rely significantly on volunteers who generously dedicate their time and efforts to contribute to the organization's functions. This preference for labour-intensive operations is influenced by the nature of the fields in which non-profits operate. While these organizations employ a mix of volunteers and paid staff, volunteerism remains the predominant mode of work within the non-profit sector.

The essential role of volunteers in the functioning of non-profits cannot be overstated; without their invaluable contributions, these organizations would struggle to sustain their operations. Moreover, the individuals and communities that non-profits serve would experience substantial hardships in the absence of volunteer support. Encouragingly, volunteerism is a widespread phenomenon, with

countless individuals generously offering their time to assist others. This movement is particularly prominent among emerging adults, including college students. This inclination could be attributed, in part, to the increasing number of educational institutions that incorporate community service as a requirement. Nonetheless, the act of volunteering has proven to enrich students' educational experiences, cultivate civic engagement, and bring about positive impacts within the broader community.

NGOs, being nonprofit entities, are inherently focused on their mission rather than commercial gain. However, they may generate revenue through the sale of goods and services, with these proceeds channeled back into their goals and objectives. The majority of nonprofit organizations heavily rely on volunteers as a pivotal means to fulfill their missions. Research findings underscore that organizations can significantly boost their performance and accrue various advantages by effectively engaging and retaining volunteers. Volunteers play a crucial role in supporting program implementation and covering operational expenses. Their contributions, encompassing time, effort, and resources, are indispensable for the optimal functioning of non-profit organizations.

In the past, the assumption was that NGOs would be staffed by dedicated volunteers motivated by a strong sense of service, and these volunteers were believed to not require any specific education or training. However, the current trend is that young individuals are pursuing professional education and are less interested in joining NGOs. Their aspirations have shifted to embrace urban lifestyles and professional careers, which they see as incompatible with working for NGOs in rural areas. Consequently, finding qualified personnel for NGOs is becoming progressively more challenging. Moreover, people's busy and monotonous daily routines left them with limited time to engage with such organizations.

Motivation and Personality

Engaging in volunteer work nurtures a range of positive qualities within individuals, notably altruism and a sense of purpose. Given the pivotal role of volunteerism in both individuals' personal growth and the organizations they serve, it's pertinent to explore how demographic characteristics and personality traits correlate with the motivation to dedicate time to non-profit organizations. By understanding the motivations behind volunteers' contributions, non-profit organizations can tailor their approaches to better attract and retain volunteers, thereby ensuring the continuation of their vital work.

The motivation behind volunteering had received significant attention in the past. The effectiveness of accomplishing an organization's mission and vision relied heavily on the motivation levels of its staff, a factor that was deeply influenced by their existing personality traits. The successful achievement of these objectives was inherently tied to the dedication and commitment of volunteers, whose motivations were frequently molded by their distinct personality traits.

The term "motivation" originates from the Latin word "motivus," which means a moving cause as per the meaning given in Encyclopedia Britannica. This concept can hold diverse interpretations depending on the perspective of the individual discussing it. In the context of the workplace, motivation may be linked to financial incentives for some, while others might associate it primarily with social factors. Motivation serves as the driving force that instills enthusiasm and persistence, compelling a particular course of action. It stands as a critical determinant of human behavior.

Motivation can be steered by either intrinsic or extrinsic factors. Intrinsic motivation involves a natural inclination toward mastery, curiosity, and exploration, constituting a fundamental source of enjoyment and vitality. Individuals driven by intrinsic motivation engage in tasks because they find them inherently interesting and derive satisfaction from the tasks themselves. This form of motivation emerges

from profound interests, active involvement in the work, the pleasure of exploration, or a personal sense of challenge. The dimensions along which intrinsic motivation is assessed include the desire for success, the need for mastery in the face of challenging tasks, and the sense of significance associated with task performance. When examining motivation in the workplace, where volunteers fulfill their roles, motivation can stem from either internal factors like an inherent interest or enjoyment in the task itself, in contrast to external factors such as rewards or the pursuit of recognition. These distinct influences represent intrinsic and extrinsic motivation, respectively.

Maslow's hierarchy of needs outlined a sequential progression of human needs, with each level needing fulfillment before higher-order needs could be pursued, influencing workplace behavior. Herzberg's Two Factor Theory differentiated between hygiene and motivation factors, asserting that hygiene factors prevent dissatisfaction but don't motivate, while motivation factors involve job enrichment to boost satisfaction. Vroom's Expectancy Theory focused on individuals' beliefs about effort, performance, and rewards, explaining motivation. The Job Characteristics Theory highlighted intrinsic job factors like skill variety and autonomy, influencing job satisfaction and performance through the Motivating Potential Score (MPS). These theories collectively offer valuable insights into understanding and motivating individuals in the workplace.

Personality has been defined as the collective amalgamation of an individual's responses and interactions with others. The Big Five Factor of personality stands as one of the most extensively embraced and comprehensive models of personality. This model encompasses five key traits: extraversion, agreeableness, openness to experience, conscientiousness, and neuroticism. Past research led to the conclusion that the Big Five personality factors significantly influence motivation. Their findings emphasized the substantial role played by these personality traits in motivating individuals.

Volunteerism has been identified as a distinctive form of altruistic behavior that shows correlations with various personality traits and attributes. Conscientiousness, openness, and extraversion are personality traits that have displayed positive associations with intrinsic motivation. Conversely, conscientiousness, extraversion, and neuroticism have exhibited positive links with extrinsic achievement motivation.

The Big Five personality traits, specifically agreeableness and extraversion, have consistently emerged as predictors of volunteerism. These traits are linked to various characteristics and states that reliably indicate an inclination toward volunteerism. These encompass: (a) Prosocial orientation, (b) Identification with the role of a volunteer and a sense of belonging to a community of like-minded individuals, (c) Empathy and the ability to take on the perspective of others, and (d) Distinct motivations that are oriented towards both self-fulfillment and the betterment of others. These motivations are individual-specific and may evolve over time with age and experiences.

NGOs provided an environment that exposed individuals to a wide array of personalities, cultural backgrounds, and communication styles. This exposure occasionally served as a valuable lesson on how people's responses to motivational efforts could vary significantly. Volunteers chose to engage with NGOs for a range of intricate reasons, often including altruism and personal significance among their motivations. When selecting projects, volunteers conducted comprehensive evaluations that went beyond altruism. Considerations such as workplace relationships, health benefits, and opportunities for gaining new knowledge and skills, and the anticipation of professionalism and well-organized operations influenced their decision-making process.

"While motivation for joining a company was often centered around economic considerations, individuals were drawn to NGOs due to their fundamental principles and pursued objectives."

At Aashray, one of the program officer had highlighted a pivotal aspect of volunteer motivation – the effective communication of the organization's purpose and the creation of favorable conditions for task execution. She had emphasized the significance of providing feedback after tasks were completed. She had pointed out that certain volunteers were entrusted with overseeing other volunteers within their respective groups. These individuals had held the responsibility of ensuring proper education and understanding among fellow volunteers. It was imperative that these leaders comprehended the NGO's ethos, enabling them to effectively convey it to others.

What Inspires Individuals to Become Volunteers for Aashray NGO?

In their pursuit of understanding volunteer motivation, a survey of the employees was conducted. The survey had aimed to uncover the reasons behind volunteers' dedication to the organization and the factors contributing to their motivation. Both volunteers and program officers, whom they had interviewed, had predominantly emphasized intrinsic motivational factors. These factors had resonated with their personal values and beliefs, reflecting their genuine commitment to the cause. The most common driving force for involvement in non-profit organizations had been the desire to contribute positively to the lives of others. The volunteers had derived intrinsic rewards such as personal fulfillment, social connections, and creative engagement from their efforts. Several volunteers had also shared that their commitment to a specific organization had stemmed from their awareness of its impact. They had found satisfaction in their meaningful contributions and had often recognized the tangible difference they were making.

This insight underscores the significance of aligning volunteers with an organization's purpose, allowing them to experience the intrinsic rewards that come from making a genuine impact. By fostering an environment that nurtures these motivations, non-profit organizations

like Aashray could continue to attract and retain dedicated volunteers who were truly invested in creating positive change.

Moreover, the Big Five Personality Dimensions, which include Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism, were studied in relation to volunteerism. They found that individuals with higher levels of Agreeableness and Extraversion were more inclined to engage in volunteer activities. Agreeable individuals were characterized by their altruistic and cooperative nature, which made them more likely to seek opportunities for helping others. Extraverts thrived in social interactions, making volunteer work in group settings particularly appealing to them. Conscientiousness also played a significant role, as people with this trait were often highly organized and reliable, making them dependable volunteers. While there was no conclusive evidence that Openness and Neuroticism directly correlated with volunteering, these personality dimensions may have influenced the types of causes or organizations individuals chose to support. Understanding the interplay between these personality traits and volunteerism helped Aashray to tailor their volunteer recruitment and management strategies to better engage individuals with diverse personality profiles.

Conclusion

For non-profit organizations, the reliance on volunteers is paramount. The availability of willing individuals who can fulfill the role of volunteers within a specific operational area is crucial. As such, the operation of non-profit organizations is inherently dependent on the presence and dedication of volunteers. Hence, non-profits cannot take volunteer participation for granted; they must be prepared for potential shortages in volunteers. Moreover, attracting and retaining volunteers remains a formidable challenge for non-profit organizations. Hence, the process requires significant effort and time investment. Consequently, the sustainability and efficacy of non-profit operations hinge on their

ability to engage and retain committed volunteers. This underscores the importance of creating an environment that is not only conducive to motivation but also conducive to building enduring relationships with those who contribute their time and effort.

Personality plays a significant role in motivating behavior, including the decision to volunteer. To motivate individuals to volunteer based on their personality, organizations can tailor volunteer roles to align with these traits. For extraverts, opportunities that involve public speaking, organizing events, or leading group activities may be appealing. Agreeable individuals might thrive in roles that involve one-on-one interactions or providing emotional support. Altruistic individuals can be motivated by emphasizing the direct impact their contributions will have on those in need. By recognizing and accommodating these personality traits, organizations can engage volunteers more effectively, ensuring they find their roles fulfilling and purposeful, ultimately encouraging long-term commitment to the cause.

In conclusion, the decision for individuals to work within the nonprofit sector, particularly at NGOs (Non-Governmental Organizations), is shaped by a complex interplay of factors, prominently including their personality traits and a multitude of intrinsic and extrinsic motivators inherent to the roles within these organizations. Many individuals are intrinsically motivated to pursue careers in NGOs due to their deep-seated passion for driving positive societal change and addressing critical global challenges. This intrinsic motivation is often rooted in their personal values, ethics, and a genuine desire to contribute to the betterment of society. Such individuals are drawn to the sector because they find profound fulfillment in the altruistic nature of the work, viewing it as an opportunity to make a meaningful and lasting impact on the lives of others. On the other hand, extrinsic motivators also play a vital role in attracting individuals to NGO careers. These may include financial rewards, job security, and opportunities for career advancement. While some may initially join the nonprofit sector

due to these external factors, they often find intrinsic satisfaction in the work itself as they become deeply immersed in the organization's mission and the tangible results they help achieve. To foster motivation within the NGO sector, it's essential to create an environment that effectively combines these intrinsic and extrinsic elements. This entails providing not only competitive compensation and benefits but also recognizing and celebrating the impact of the work being done. Acknowledging achievements and milestones can further enhance the sense of purpose and motivation among employees. In essence, the motivations for pursuing a career in NGOs are highly individualized, with some being primarily driven by their inherent passion for social causes and others initially enticed by the practical benefits of such work. Yet, as they immerse themselves in the meaningful work of NGOs, many find a fusion of these motivations, reinforcing their dedication to the nonprofit sector and its noble objectives. Ultimately, the nonprofit sector thrives on the diverse motivations and contributions of its dedicated workforce, collectively working towards creating a better world.

Discussion Questions

1. what motivates people to join Aashray NGO and work as volunteer?
2. Could you elaborate on the motivation theories that can be relevant to this scenario?
3. Are certain personality traits related to motivation? How personality motivates the behaviour?
4. Highlight the distinctions between extrinsic and intrinsic motivation?

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**HARVESTING HEALTH: AN ANALYSIS OF
THE ORGANIC FARM-TO-TABLE
EXPERIENCE**

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Abstract

India, the "Land of Agriculture," has a rich agricultural heritage, with two-thirds of households cultivating. Crop diversification, crop rotation, seed saving, and cow dung are traditional and organic agricultural methods. Composting, green manure, cover crops, biological pest management, non-GMOs, soil health, and water conservation are organic farming methods. The food, beverage, health, wellness, cosmetics, and textile industries in India have grown since 2000, as has the organic

business. An authentic organic business in Ahmedabad, VIKALP Organic and Naturals sells handicrafts, fabric, organic fruits and vegetables, jams, pickles, jaggery, and Indian sweets created from organic raw ingredients. A group of students analysed the store's difficulties and provided insights on the underlying causes of declining customer footfall.

Vikalp Organic and Naturals in Ahmedabad struggles with product awareness, retail promotions, and internet sales. A student team suggested labelling products, teaching buyers about organic food, developing graphic material, creating an Instagram handle, and starting online sales to address these challenges. The Indian organic food business is rising rapidly due to health awareness and government backing. Labelling merchandise and creating an Instagram handle were adopted by the store's owner. The store promotes organic farming and seasonal items on Instagram. The team proposes using Instagram to promote and explore online sales to grow its client base and revenue.

Keywords: Organic Products, Vikalp Organic, Ahmedabad, India

Introduction

India, recognised as the "Land of Agriculture," possesses a substantial and varied agricultural legacy that is intricately intertwined with its historical and cultural fabric. Agriculture holds a significant position in the Indian economy, as it involves the participation of about two-thirds of the country's people in farming and associated pursuits. The nation's fertile land produces a wide range of agricultural commodities, encompassing staple crops such as rice and wheat, as well as various spices, tea, cotton etc. The agricultural practices of India encompass a blend of traditional methods and contemporary advancements, resulting in a rich amalgamation of age-old techniques and state-of-the-art technology. The aforementioned industry serves as both a means of sustenance for a significant number of individuals and a representation of India's ability to endure and adjust to the demands of a burgeoning

populace. Agriculture in India is a dynamic and integral component of the country's developmental narrative, hence establishing its deep-rooted significance within the national character.

Traditional and Organic Farming

The agricultural practices in India encompass both traditional and organic farming systems, which have been deeply rooted in the country's history and persistently coexist with contemporary agricultural approaches. The aforementioned practices are deeply embedded in indigenous knowledge systems and sustainable agricultural methodologies that have been transmitted across successive generations.

Various Traditional Farming Techniques are as Follows:

Crop Diversity is a common technique to engage in the cultivation of multiple crops in conjunction, a method referred to as mixed cropping or intercropping. This practice aids in optimising land utilisation and mitigating the potential for crop failure.

Crop rotation is a farming technique employed by farmers to sustain soil fertility and mitigate the process of soil degradation. It is aimed at preventing nutrient depletion in the soil. This practise involves growing different crops in sequential seasons.

Seed saving is a technique commonly observed by traditional farmers, who engage in the preservation and sharing of seeds derived from their own harvests. This process serves to safeguard heirloom and indigenous crop varieties.

Traditional agricultural techniques involve the utilisation of organic substances such as cow dung, compost, and green manure as means to enhance soil fertility. The utilisation of cow dung is widely recognised and esteemed due to its significant contribution as a rich source of organic matter and essential minerals.

Biological pest control is a commonly employed technique in traditional agriculture, wherein the management of pests is achieved through the utilisation of natural predators, including birds and beneficial insects. The technique of companion planting, which involves the use of specific plants to repel pests, is widely employed.

human Farming Techniques entails the utilisation of human labour, such as hand ploughing and weeding, as a means to minimise reliance on mechanisation and chemical inputs.

Rainwater harvesting techniques have been employed by traditional agricultural societies to effectively preserve water for both irrigation and drinking purposes. These techniques include the construction of check dams and farm ponds.

Various Organic Farming Techniques are as Follows:

In India, the certification of organic agricultural practices is commonly carried out by reputable organisations such as the National Programme for Organic Production (NPOP) or other approved authorities. The process of certification guarantees compliance with organic requirements.

Organic farming adheres to a stringent prohibition on the utilisation of synthetic fertilisers, pesticides, herbicides, and Genetically Modified Organisms (GMOs). In contrast, the utilisation of natural and organic-approved inputs is employed.

Composting is a practice employed by organic farmers to produce compost using organic waste materials, including crop leftovers, kitchen scraps, and animal manure. Compost is utilised as a means to enhance soil fertility.

Green manure and cover crops are agricultural practises that involve the cultivation of specific crops, such as legumes, with the intention of afterwards incorporating them into the soil to improve its nutrient composition. Cover crops are strategically sown in the intercropping spaces to mitigate soil erosion and enhance soil quality.

Biological pest control is a fundamental component of organic farming, wherein the management of pests and illnesses is achieved through the utilisation of natural predators, biopesticides, and beneficial insects.

Organic farmers place a high emphasis on utilising non-Genetically Modified Organism (GMO) seeds and traditional varieties in order to uphold and preserve genetic diversity.

The concept of soil health is a central focus of organic farming, which prioritises the implementation of strategies such as minimising soil disturbance, augmenting organic matter levels, and fostering the proliferation of advantageous soil microbes.

Water conservation is a crucial aspect of organic farming, wherein water-efficient irrigation techniques like drip irrigation and rainwater harvesting are often employed. These approaches aim to effectively manage and preserve water resources.

The Development of India's Organic Industry

Initiative Phase (2000-2010): In the early 2000s, the market for organic products in India was only getting started. There were several specialised organic farms and shops serving a tiny population.

Growth Phase (2010-2015) During this time several organic startup companies appeared, and existing organic brands grew rapidly. The Organic Foods Certification Services (OF&CS) and the National Programme for Organic Production (NPOP) both did important work in gaining customers' trust.

Expansion Phase (2015–Present): During this time period, India's organic market expanded at an astounding rate. This growth was fueled by a number of reasons like

More people are becoming aware of the advantages of buying organic products as a result of rising health and environmental concerns.

Increased demand for organic goods can be attributed to the proliferation of online shopping portals.

To encourage more farmers to use organic methods, the Indian government has provided a number of subsidies and incentives specifically for this sector.

India was able to grow its exports as a result of the rising demand for its organic products around the world.

The food and beverage, health and wellness, cosmetics and personal care, and textile industries all have sizable organic markets in India. The organic food industry is experiencing the fastest growth, followed by the textile, cosmetics, and personal care industries.

To harness the opportunities available in the organic products market VIKALP organic and naturals is one of the oldest and the most authentic organic shop in Ahmedabad, which has a good collection of pulses, grain, khadi, fabric, cosmetics and edible oils.

It all started with a vision to bring back the benefits of using organic products not only to the health of people but also to nature the main problem with using chemical-based fertilizers is their regular use causes the soil to become infertile. With the aim to bring a long-lasting and efficient solution to the modern problem VIKALP organic & naturals was introduced by young minds well qualified and understood the current needs of people and problems faced due to the consumption of processed food and chemical-based fertilizers.

VIKALP organic and naturals offer products contain handicrafts (bamboo, clay products, clay utensils) Fabric Shopping items (Hand spun, hand woven, natural cotton fabric, khadi, natural dye khadi fabric, stoles, dupattas, handkerchief, napkins). Products offered in consumables majorly include organically grown fruits and vegetables. They also have jams, pickles, jaggery and various Indian sweets made using raw materials which are organically grown.

The store was doing good but since last one year, the owner of the store started observing problem of decreased customer footfall in the store. The situation started making the owner worried about how to address the problem.

A group of five students from a prestigious management institution in Ahmedabad approached the proprietor of the store, expressing their intention to investigate the organic products market as part of their academic research. Consequently, they expressed a desire to carry out the investigation within their store. Therefore, this is a significant opportunity for the owner to gain insight into the underlying cause of the issue.

The students initiated communication with the business owner and staff members in order to get insight into the nature of the products being sold, the sources from which these products are procured, the distribution channels employed, as well as the marketing methods employed by the store. Additionally, they engaged in interactions with customers who visited the store over a period of three months in order to get insights into customer awareness and perception of organic items, as well as their impressions of the store.

The students conducted an analysis of the diverse challenges encountered by the store and subsequently submitted their findings to the owner after the designated timeframe.

Store-Specific Problems

Lack of Product Awareness

There is a lack of awareness among the populace regarding the items that are being offered for sale within the shop. Organic products possess distinct ingredients or production methods that set them apart. The general public possesses knowledge regarding the organic nature of the products, nevertheless they lack awareness regarding the distinctive qualities and characteristics associated with those products.

Product Description

Consumers has to be informed about the organic nature of the products; nonetheless, they may exhibit scepticism and pose several inquiries in relation to this claim. It is imperative for either the store manager or the

salesman to personally acquaint customers with unique products and their respective specifications. This task requires a significant investment of time and effort.

Inadequate Store Publicity

The store possesses a solitary retail establishment located in Ahmedabad. The store's location is situated in a manner that renders it inconspicuous to individuals. Only individuals who are regular patrons or have received a recommendation from a credible source possess knowledge of this information. Additionally, it is worth noting that their social media accounts exhibit a state of inactivity, while their website is now undergoing construction. The store does not employ any digital or print media for its publication.

Absence of Online Facility

The store does not offer the facility of online sales. Neither they are selling their products through any other e-commerce platforms.

Based on the identified problems, the team of students presented some solutions to the owner. They are as follows:

Labelling the Products

Labelling organic items on their packaging is an important step in giving consumers with detailed information about the products they buy. It promotes transparency, creates trust, maintains regulatory compliance, educates customers, and assists them in making informed decisions that are consistent with their values and dietary needs. It also plays an important role in distinguishing organic products from conventional ones.

Educating the Customers

The best way to increase consumer knowledge, confidence, and support for organic products is to inform them about the advantages they can reap from using them. It not only assists individuals in making

educated decisions, but it also connects with the larger goals of encouraging health, sustainability, and ethical food production practices. Effective education about the benefits of organic products can help to develop the organic market and encourage more sustainable food choices. It can be achieved by distributing handouts and leaflets to the customers.

Visual Content to Create Awareness

Making videos that detail the production of organic products and posting them on social media is an effective and interesting strategy for increasing brand recognition and sales. Using video material to highlight the organic product manufacturing process on social media is a strong strategy for increasing brand awareness, educating customers, and establishing trust. It can engage the audience, share the brand's narrative, and emphasise the importance of organic and sustainable practises by effectively utilising this medium, ultimately generating customer awareness and loyalty.

Creating an Instagram Handle

The store can gradually increase its followers and cultivate a thriving community by posting valuable and engaging content regularly, interacting with its audience, and employing strategic tactics like hashtags and influencer partnerships.

Online Sales

In order to expand its consumer base nationwide, it is recommended that the company initiates online sales by establishing its own website and registering with many e-commerce platforms. This strategic approach would enable the store to attract customers from different parts in India.

Future Opportunities in the Sector

Currently, India is experiencing rapid expansion in the organic food business. The growing level of health consciousness in the nation is a key factor influencing the demand for organic food.

The nutrient content and quality of food have become increasingly important to Indian consumers, resulting in a growing demand for organic food.

Consumer spending on health and wellness items has greatly expanded, driven by factors like rapid economic expansion, urbanisation, and rising income levels.

The robust backing of the government is also serving as a catalyst for the increasing demand for organic food in India. The promotion of organic farming in India is being facilitated by the government through the provision of financial assistance to farmers who choose to adopt organic farming practises.

It is anticipated that the Indian organic food industry would see a Compound Annual Growth Rate (CAGR) of 20%, ultimately attaining a valuation of US\$ 2,091 Million by the year 2024.

The owner of the store expressed satisfaction with the evaluation conducted by the students and the recommendations they put forth. He promptly implemented several of the suggestions. The products are being labelled and an Instagram handle is being created. Currently, each item on the store's shelf is accompanied by a comprehensive descriptive label. The aforementioned factors include the promotion of transparency, establishment of trust, adherence to regulatory requirements, provision of customer education, and facilitation of informed decision-making aligned with individual values and dietary preferences. They consistently create posts on their Instagram account showcasing a wide range of available products. Additionally, the company utilises Instagram as a platform to advertise seasonal products that are available in-store for a limited duration. It helps in circulating the information to the customers quickly.

The owner will investigate the feasibility of alternative proposals, as these options necessitate a greater time investment and may be taken into consideration at a later date.

Questions

1. What suggestions would you give to the owner of Vikalp Organic and Naturals to increase customer footfall in the store?
2. What strategies would you make to increase the awareness of the people towards organic product?
3. Develop a promotional strategy using the Instagram handle for the store?
4. Can online selling of the products increase the customer base and revenue for the store?

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CHAPTER

6

**INDUSTRIAL BOILERS LTD.: A CASE STUDY
OF ENGINEERING EXCELLENCE IN THE
BOILER AND ENERGY INDUSTRY**

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Abstract

Industrial Boilers Ltd. (IBL) is a name synonymous with engineering excellence, innovation, and a legacy spanning generations in the boiler and energy industry. This case study explores the remarkable journey of IBL, tracing its roots to the Engineer family's early involvement in engineering during the 19th century. The case study begins with an exploration of the family's transition into boiler-

related businesses in Bombay, culminating in the founding of 'Empress Welding and Repairing Works.' In 1970, a pivotal moment marked the establishment of IBL in Vapi, Gujarat. IBL's early focus on Vertical Cross Tube Boilers transitioned into the production of Package Boilers, setting the stage for its pioneering role as India's first commercial Fluidised Bed (FBC) Boiler manufacturer in 1986. The case study highlights the game-changing developments, such as the 'Agropak,' the world's first Hybrid FBC Boiler, and the 'Brownian Motion Furnace' boiler, which could burn an array of bio and residue fuels. With a focus on quality, IBL has not only revolutionized the Indian boiler manufacturing landscape but also made a mark on the international stage, exporting its products to countries like Poland, Saudi Arabia, and Singapore. IBL's role in advancing Biomass Boilers and its reputation as a research powerhouse in the industry illuminates how IBL's rich history coupled with relentless innovation forms the bedrock of its success, ushering it into the 21st century as a major player in the boiler and energy sector.

Keywords: Boiler Manufacturing, Generational Legacy, Innovation, Quality

Introduction

Boilers are the heart of numerous industrial processes, providing the necessary steam and thermal energy to power machinery and facilitate production. The Indian industrial boiler industry has witnessed significant growth and transformation over the years. With the nation's burgeoning industrial and manufacturing sectors, the demand for reliable and efficient boiler systems has been on the rise. This growth is accentuated by the critical role played by industrial boilers in various sectors, including power generation, manufacturing, and agriculture. In the dynamic landscape of industrial engineering, few names resonate with as much historical significance and enduring impact as Industrial Boilers Ltd. (IBL). This case study explores IBL's remarkable journey,

highlighting its profound influence on the boiler and energy industry. This case study seeks to explore into the multifaceted aspects of IBL's legacy, innovations, and contributions. This case study offers valuable insights into the company's enduring impact and contributions to India's industrial and energy sectors.

A Brief Overview Industrial Boilers Ltd. (IBL)

IBL's historical significance transcends time and boundaries. It began as a modest endeavour rooted in engineering craftsmanship and technical expertise. Over the years, it evolved into a research-driven industrial organization specializing in a wide range of products, including process steam boilers, gas-fired boilers, power boilers, and more. IBL's contributions extend beyond India's borders, making it a globally recognized name. Today, IBL is a testament to the power of innovation, commitment to quality, and the tenacity of a family legacy. IBL has emerged as a pioneer in the boiler and energy industry.

Historical Background

This section highlights how the Engineer family's journey and early ventures laid the foundation for the eventual establishment of Industrial Boilers Ltd., a company that went on to make remarkable contributions to the Indian industrial boiler industry.

The historical roots of Industrial Boilers Ltd. (IBL) are deeply intertwined with the Engineer family's enduring legacy in the field of engineering. This section embarks on a journey back to the 19th century, tracing the origins of the Engineer family's involvement in engineering. Mr. Bomanshaw Homavazir's establishment of an engineering workshop in Hubli, now in Karnataka, India, marked the inception of their engineering prowess. Collaborating with his five sons, this family of skilled technicians earned a reputation as expert engineers, particularly for their expertise in repairing crankshafts of engines, a craft that earned them the moniker 'Engineer Saab' from all

who had the privilege of working with them. This early proficiency laid the groundwork for their lasting legacy.

As the family's reputation grew, their services were increasingly sought after, particularly in ginning factories where they became known for their adeptness at repairing crankshafts. This early success firmly established the Engineer family's name as formidable engineers and set the stage for their future endeavours. The transition to boiler-related businesses in Bombay marked a pivotal juncture in their journey. Three of the Engineer brothers relocated to Bombay (now Mumbai) and ventured into businesses associated with boilers. One of them, Naoroji Engineer, embarked on the establishment of 'Empress Welding and Repairing Works,' naming it after Her Highness, the Queen of England. The company's primary focus was the importation of boilers in knockdown condition from England and their subsequent installation and commissioning in Indian industries. This shift marked a significant foray into the burgeoning world of boilers and played a crucial role in shaping the Engineer family's trajectory.

'Empress Welding and Repairing Works' emerged as a key player in the nascent Indian boiler industry. Specializing in the importation, installation, and commissioning of boilers, the company contributed significantly to India's industrialization. With the advent of Indian Independence in 1959, Naoroji Engineer forged a partnership with the first Indian boiler manufacturing company, 'Nestler,' based in Love Lane, Byculla, Bombay. This collaboration provided riveting and manufacturing services, further solidifying the Engineer family's presence in the boiler sector.

The Birth of Industrial Boilers Ltd.

The inception of Industrial Boilers Ltd. (IBL) in 1970 marked a pivotal moment in the Indian industrial boiler industry. This section unravels the key milestones that led to the establishment of IBL, starting with the

significant year of 1970 and the entry of Rusi Engineer into the world of boiler manufacturing.

The Pivotal Year of 1970 and Rusi Engineer's Entry into Boiler Manufacturing

In the backdrop of India's industrialization and the growing need for reliable and efficient boiler systems, 1970 emerged as a landmark year. It was during this time that Rusi Engineer, the son of Naoroji Engineer, made his foray into the realm of boiler manufacturing. Rusi's entry marked a generational transition, carrying forward the family's engineering legacy into a new era of innovation.

The Acquisition of Land in Vapi (Gujarat) for the New Company

In 1974, an important decision was made to shape IBL's future trajectory. A substantial piece of land was acquired in Vapi, Gujarat, setting the stage for the establishment of a new company dedicated to boiler manufacturing. This strategic move to Vapi laid the groundwork for IBL's manufacturing endeavours, providing ample space and resources to embark on a transformative journey.

The Initial Focus on Vertical Cross Tube Boilers and the Shift to Package Boilers

IBL officially took flight in 1978, and its initial focus was on the production of Vertical Cross Tube Boilers. These boilers, known for their fully riveted design, represented IBL's commitment to quality and innovation. As the company gained momentum, it became apparent that adaptation and growth were essential. Consequently, IBL shifted its focus to Package Boilers, embracing welded design and expanding its product offerings. This shift reflected IBL's capacity for evolution and its readiness to meet the evolving needs of the Indian industrial boiler sector.

IBL's Pioneering Role in Fluidised Bed (FBC) Boiler Manufacturing

A ground-breaking moment in IBL's journey arrived in 1986 when the company achieved a significant milestone. IBL became India's first commercial Fluidised Bed (FBC) Boiler manufacturer, heralding a new era in boiler technology. This accomplishment demonstrated IBL's commitment to staying at the forefront of technological advancements in the Indian industrial boiler industry. The introduction of FBC boilers paved the way for advanced models and technologies, cementing IBL's reputation as an industry leader. The birth of Industrial Boilers Ltd. was not merely the establishment of a company but the dawn of a new era in India's industrial boiler landscape. Rusi Engineer's vision, coupled with the company's relentless pursuit of innovation, set the stage for IBL's remarkable journey of growth and transformation.

Technological Advancements and Innovations

Industrial Boilers Ltd. (IBL) carved its niche in the Indian industrial boiler industry through a series of pioneering technological advancements and innovations. This section delves into the key milestones that shaped IBL's reputation as a frontrunner in technological innovation.

The Development of the 'Agropak,' World's First Hybrid FBC Boiler, and Its Industry Impact

In the quest for innovation, IBL achieved a significant breakthrough with the development of the 'Agropak' in the early 1990s. This remarkable creation was the world's first Hybrid Fluidised Bed Combustion (FBC) Boiler, ingeniously combining a water wall tube furnace with a smoke tube shell. The introduction of the 'Agropak' sent ripples through the boiler industry, as it was hailed as possibly the best development in boiler technology in over a hundred years. Its unique design and versatility in fuel utilization set a new standard for efficiency and environmental responsibility.

The Revolutionary 'Brownian Motion Furnace' Boiler and Its Capabilities

In 1995, IBL shook the industry to its roots with the introduction of the 'Brownian Motion Furnace' boiler. This innovative creation possessed the extraordinary capability to burn almost all forms of bio and residue fuels with utmost ease. Suddenly, materials like Pith, Pattal, Bark, Roots, and even Cow dung found themselves branded as viable fuels. The 'Brownian Motion Furnace' revolutionized the concept of fuel diversity in the boiler industry, making IBL an industry trailblazer in sustainable and eco-friendly solutions.

Expansion into Small Power Generation Boilers Working on Biomass and Coal

Recognizing the deepening power crisis in India and the increasing demand for small power plants, IBL diversified into small power generation boilers. These boilers were engineered to operate on Biomass and Coal, addressing the nation's growing energy needs. This expansion showcased IBL's commitment to not only meet industrial requirements but also contribute to the critical power generation sector.

The Launch of IB Turbo for Steam Turbine Manufacturing

In 2002, IBL ventured into a new realm with the establishment of 'IB Turbo' for steam turbine manufacturing. This strategic move allowed IBL to cater to co-generation needs by launching five new turbine frames within a decade. The introduction of steam turbines added another dimension to IBL's comprehensive portfolio, solidifying its status as a one-stop solution provider for various industrial and power generation requirements. Technological advancements and innovations have been the lifeblood of IBL's journey. The 'Agropak,' 'Brownian Motion Furnace,' small power generation boilers, and the launch of IB Turbo stand as testaments to IBL's unwavering commitment to pushing

the boundaries of boiler technology and contributing to India's industrial and energy sectors.

Family Legacy and Leadership

At the heart of Industrial Boilers Ltd. (IBL) lies a remarkable family legacy and leadership that has been instrumental in shaping the company's identity and success. This section explores the role of the Engineer family, the dynamic leadership of Homai Engineer, and IBL's solid commitment to innovation and quality. Homai Engineer, as the Chairperson and Managing Director of IBL, has been the driving force behind the company's enduring success. Her dynamic leadership has guided IBL through decades of growth and transformation, ensuring its continued prominence in the industrial boiler industry. Homai's visionary approach and dedication to excellence have not only upheld the family legacy but have also propelled IBL to new heights.

Multiple Generations of the Engineer Family

IBL's journey is a testament to the enduring commitment of multiple generations of the Engineer family to the field of engineering and innovation. From its roots in the late 19th century with Bomanshaw Homavazir to the present day, where the fifth generation has joined the business, the Engineer family's involvement has been a consistent thread throughout the company's history. This multi-generational engagement underscores the family's deep-seated passion for engineering and their unwavering dedication to advancing the industrial boiler industry in India.

Continued Commitment to Innovation and Quality

IBL's success story is not only about its past but also about its ongoing commitment to innovation and quality. The company's rich history is a testament to its ability to adapt, innovate, and consistently deliver cutting-edge solutions to its customers. IBL's focus on research and development, staying ahead of technological trends by 5 to 10 years, has

allowed it to provide its customers with the latest advancements in boiler technology. This commitment to innovation and quality has cemented IBL's position as an industry leader. The family legacy of the Engineer family and the leadership of Homai Engineer have been pivotal in shaping IBL's identity. This legacy, combined with a dedication to innovation and a relentless pursuit of quality, continues to drive IBL's success and its standing as one of the foremost players in the Indian industrial boiler industry.

Contributions to the Boiler and Energy Industry

Industrial Boilers Ltd. (IBL) has an indelible mark through its significant contributions. IBL has played a critical role in advancing sustainable energy solutions in India. A standout achievement is the development of Biomass Boilers, which have proven to be environmentally friendly and efficient. IBL's dedication to Biomass Boilers has contributed to the reduction of carbon footprints and reliance on non-renewable resources, aligning with India's goals for a sustainable energy future. IBL's impact on the Indian boiler manufacturing landscape is substantial. The company's rich history, commitment to quality, and innovative approach have set high standards for the industry. With a diverse portfolio that includes steam boilers, power boilers, thermic fluid heaters, and more, IBL has consistently met the diverse needs of industries across the country.

Beyond its domestic success, IBL has made its presence felt on international fronts. The company's products, known for their quality and innovation, have been exported to countries such as Poland, Saudi Arabia, Singapore, Indonesia, Vietnam, Bangladesh, and more. IBL's expansion into global markets underscores its competitiveness and capability to cater to diverse international requirements. The company's research initiatives, often ahead of their time by 5 to 10 years, have allowed it to anticipate industry developments and provide customers with cutting-edge technology. This reputation has not only fuelled IBL's

growth but has also positioned it as an authority in boiler technology. IBL's contributions have solidified IBL's role as a key player in shaping the future of the industry.

Conclusion

IBL's journey has been studded with significant milestones that have redefined the Indian boiler and energy industry. From the inception of the 'Agropak,' the world's first Hybrid FBC Boiler, to the revolutionary 'Brownian Motion Furnace' boiler, and the expansion into small power generation boilers, IBL has consistently pushed the boundaries of boiler technology. Its global presence through IB Turbo's steam turbine manufacturing and exports to several countries further highlight its excellence. The Engineer family's generational legacy is an evidence to their enduring passion for engineering excellence. Beginning with Bomanshaw Homavazir's engineering workshop in the late 19th century, the family's journey has been marked by expertise and innovation. The transition from Engineer and Sons to 'Empress Welding and Repairing Works' and eventually founding IBL reflects their steadfast commitment to engineering innovation. IBL's contributions to the boiler and energy industry have been a trailblazer in sustainable energy solutions, particularly Biomass Boilers, aligning with global efforts for environmental responsibility. Its impact on the Indian boiler manufacturing landscape has set high industry standards, and its reputation as a research powerhouse in boilers is unassailable. In conclusion, IBL's legacy is not merely about the past but also about the promising path ahead—a path illuminated by a family's passion for engineering, a company's commitment to excellence, and a vision for a sustainable and innovative future in the boiler and energy sector.

Questions

1. How has the multi-generational involvement of the Engineer family influenced the Culture and success of Industrial Boilers ltd?

2. What are the challenges of such long-term family leadership in a business?
3. How can other Industrial sectors learn from IBL's approach to sustainable energy solutions?

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**PANNIPLASTICS: OVERCOMING
CHALLENGES AND DRIVING GROWTH
THROUGH STRATEGIC ADAPTATION IN
THE INDIAN MARKET**

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Abstract

In the sustainability era, decreasing the usage of plastics has been one of the most discussed options across international forums and discussions. However, the burgeoning plastic industry worldwide portrays a very opposing scenario. The global growth in the plastic industry also indicates a healthy market for plastics in the future. The case study begins with exploring the plastic industry in terms of the markets and the manufacturing outlook. It further discusses the tumultuous and transformative journey of a local plastic company which included

strategic transitions, diversification of product offerings, and an unyielding commitment to quality, contributing to the company's growth and enduring presence in the competitive Indian manufacturing sector. Further, the strategic adaptation recommendations for the company as a roadmap to the company's future initiatives have been suggested following a holistic analyses of the company's activities.

Keywords: Plastics, Strategic Transitions, Strategic Adaptation, Quality

Introduction

With sustainability becoming a global phenomenon, the nations' worldwide have been propagating lesser usage of plastic, replacing it with sustainable and reusable substitutes. However, industry statistics the world across indicate the growth of the plastic industry and the companies therein, reiterating that the plastic industry is here to stay for quite sometime and may not be so easily substituted. With this perspective about plastics, a few post graduate college students of the management discipline undertook a project to understand the plastic industry on the global and the national arena, the products and processes involved, and the potential this industry held for growth in the future. Also, with the globalization versus regionalization debate gaining momentum in the post Covid scenario, these students also planned to approach and study a local plastic firm, analyze its competencies and problems, and thereby gain a better understanding on running a regional firm in this dynamic business environment.

The Global Plastic Industry

With an estimated compounded annual growth rate of four percent by the end of the decade, the global plastic market was estimated to be at nearly USD 700 billion in the year 2022. The major drivers of this growth could be attributed to the realty, automobile and the electronic sectors involved in massive consumption of plastics in their products and processes. The regulations aimed at reducing vehicle weight to

enhance the fuel efficiency and curb carbon emissions were driving the usage of plastics as a substitute for metals in automotive manufacturing. Besides, the burgeoning construction sector in emerging markets such as Brazil, China, India, and Mexico also fostered the demand for plastics, aided by the increased foreign investments due to relaxed foreign direct investment norms and associated infrastructure requirements. This growth was a reflection of the US plastic market which also stood at approximately USD 90 billion in the year 2022 driven by the same sectors as automobiles, electronics and the huge contribution by the companies in the aerospace and defense portfolios. The stability in the US economic scenario and the related low risk perception triggered the growth of the realty sector there, cascading in term of increased potential and usage of plastics in the construction sector. In addition, the massive growth in urbanization propelled by the increasing population and the industrial onslaught in the South Asian growing economies like India and China have also contributed to the increased plastic demand and use especially in the construction sector. Stringent regulations, prompted by concerns over depleting resources and recyclability of traditional materials like metal and wood, are expected to boost the demand for plastics in construction in the future as well. Plastics offer advantages such as easy installation, aesthetic variety, and significant weight reduction (up to 80%) in automotive and construction, resulting in substantial cost savings for components. Furthermore, the ongoing impact of COVID-19 has increased the demand for plastics in medical devices due to their lightweight and versatile nature, especially in testing equipment, ventilators, gloves, syringes, surgical trays, and medical bags (<https://www.grandviewresearch.com/industry-analysis/global-plastics-market>).

The Regional Players: Asia Pacific, including China, emerged as a dominant force in the plastic market, contributing to more than 45% of the global revenue in the year 2022. The region's flourishing

manufacturing sector was expected to drive plastic demand in industries like automotive, construction, packaging, and electrical & electronics. India and China have experienced increased automotive production due to technology transfer from Western markets. Additionally, established manufacturing hubs in Taiwan, China, and South Korea for electrical & electronics are set to further boost the plastic industry. India's robust chemical manufacturing industry supports its plastic production, with rapid urbanization and economic improvement also contributing to the region's growth.

China stands as a significant plastic supplier and producer, driven by the automotive and electronics markets' expansion, leading to demand for lightweight components. This supports vehicle efficiency and reduced electronic component weight.

The global plastic market presents intense competition due to numerous players. It is highly fragmented, housing major players such as SABIC, BASF SE, Dow Inc., Evonik Industries, DuPont, Arkema, and Celanese Corporation, alongside smaller regional entities. Strategies like capacity expansion, partnerships, and new product development are widespread, including Lyondell Basell's acquisition of a plastic recycling joint venture with Veolia Belgium to meet sustainability demands (<https://www.statista.com/topics/6902/plastic-industry-in-india/#topicOverview>).

The Indian Plastic Industry

Established in 1957 with the production of polystyrene, India's plastic industry has rapidly expanded, becoming a major global player with over 20,000 processing units. This multi-billion dollar industry is vital to India's economy, employing four million individuals and exporting approximately 1.5 million metric tons of polymers in 2021. Over three decades (1990-2021), plastic consumption in India surged by 23 times to 21 million tons, raising per capita plastic consumption from 1 kg to 15 kg. India ranks as the world's third-largest plastic consumer at 6% of

global usage, trailing China and the US. Driven by economic growth and population expansion, projections suggest India's plastic consumption could exceed 160 million metric tons by 2060, doubling its current global share.

In 2022, India's demand for thermoplastics hit 19.3 million tons, with polypropylene (PP) leading at 32%, followed by high-density polyethylene (HDPE) and linear low-density polyethylene (LLDPE) at a combined 29%. Plastics are integral across sectors like household, automotive, packaging, and electronics. Polyethylene terephthalate (PET), notably used for rigid packaging like water bottles, stands out due to its durability, transparency, lightness, cost-efficiency, and recyclability.

Reliance Industries is a key player, contributing nearly 50% of India's polyolefins production. They have substantial capacities in polymers like PP and PET. Leading PET bottle companies include TPL Plastech and Hitech Corporation, with the latter valued at around four billion Indian Rupees in November 2022. Other significant plastic product manufacturers are Supreme Industries and Nikamal.

In summary, India's plastic industry, established in 1957, has flourished into a global powerhouse, boasting thousands of processing units and contributing significantly to the economy. As plastic consumption continues to surge, India ranks among the top global consumers. Forecasts point to potential doubling of its plastic consumption by 2060. Demand is particularly strong for polymers like PP and PET, serving diverse sectors. Major players like Reliance Industries and leading manufacturers emphasize the industry's importance in India's economic landscape (<https://www.statista.com/topics/6902/plastic-industry-in-india/#topicOverview>).

The Plastic Manufacturing Industry

The plastic manufacturing industry has played a vital role in various sectors of modern life, and it has seen substantial growth due to factors like demand for plastic products, technological advancements, and sustainable practices. The industry faces challenges such as plastic waste and regulations but presents opportunities through innovation and staying informed about trends.

The industry is global and diverse, with a wide range of companies producing plastics for applications like packaging, construction, and automotive. While growth has been driven by demand, technology, and cost efficiency, challenges include waste concerns and fluctuating material prices.

The Asia-Pacific region, particularly China, dominates the industry, driven by government policies and consumer markets. The packaging sector holds the largest share, followed by automotive and construction. Sustainability efforts include recycling and bioplastics, while digitalization and Industry 4.0 are enhancing efficiency (<https://www.deskera.com/blog/plastic-manufacturing-industry-analysis-trends-and->).

Plastic for Packaging: Polyethylene dominates the market with nearly 26% of the revenue in 2022, particularly in packaging applications encompassing containers, bottles, bags, films, and geomembranes. Different molecular weight variants, such as HDPE, LDPE, and LLDPE, serve various purposes, from lubricants to plastics industry usage. The demand for polyethylene is set to rise due to COVID-19-related preferences for packaged food, milk and juice containers, caps, and liquid food packaging.

Acrylonitrile butadiene styrene (ABS) stands out in the plastic market. Widely used in consumer goods and electronics, its advantages include rigidity, strength, and chemical resistance. ABS is tough, recyclable, and suitable for injection molding, but its low melting point limits high-heat applications. ABS finds application in LEGO toys, keyboards,

drain-waste-vent pipe systems, golf club heads, musical instruments, and more.

In 2022, packaging held the largest market share at almost 37% in terms of revenue. Plastic has been a crucial element in the packaging industry, and the emergence of bio-based plastics has amplified its role in sectors like food, pharmaceuticals, and beverages. Plastics like PET and PC are increasingly used for packaging beverages, consumer goods, appliances, toys, and apparel. The post-COVID era saw a rise in demand for healthcare, grocery, and e-commerce packaging, while luxury, industrial, and certain B2B transport packaging declined due to industrial slowdowns. Consumer packaging is predicted to shift towards food packaging due to restaurant closures and panic buying during the pandemic. This trend is further boosted by stockpiling and increased purchases of essential homecare items (<https://www.statista.com/topics/6902/plastic-industry-in-india/#topicOverview>).

Plastic Industry - Emerging Trends and Opportunities: The plastic manufacturing sector is undergoing significant changes with emerging trends and opportunities. Bioplastics, 3D printing, circular economy practices, smart plastics, and additive manufacturing are shaping the industry's future. However, the industry also faces challenges, including environmental concerns, regulatory pressures, raw material price volatility, technological disruptions, competition from other materials, and geopolitical risks.

Manufacturing processes and technologies are crucial components of the plastic manufacturing industry. Common processes include injection molding, extrusion, blow molding, thermoforming, rotational molding, and compression molding. These processes work alongside technologies such as 3D printing, smart plastics, and bioplastics to efficiently produce high-quality plastic products. Technologies like CAD, CAM, automation, and robotics enhance precision, quality control, and overall efficiency.

Ultimately, the integration of manufacturing processes and technologies ensures the production of plastic products that meet demand while optimizing costs and maintaining sustainability in the ever-evolving plastic manufacturing sector (<https://www.deskera.com/blog/plastic-manufacturing-industry-analysis-trends-and->).

The Local Approach

After a rigorous analysis and associated understanding of the plastic sector, the student team embarked on the journey to understand the functioning of a local plastic company, the problems therein and the probable solutions to the problems addressed to thereafter. With this intention the team approached several small-scale entities in the plastic sector in the city of Ahmedabad, located in the state of Gujarat, a prominent industrialized state in the western part of India. Many of these companies declined access to the project team, even though they acknowledged the existence of several problems within their organization. However, a breakthrough was achieved when one of the team members – through his family-based contacts was allowed access to the working of one such firm named Pannipla Plasitcs.

The Company: Pannipla Plasitcs, founded in 1998, is a company that prioritizes customer-centricity over profit-making motives. The company's growth is attributed to its founder's entrepreneurial spirit, which led him to move to Ahmedabad in 1994 due to dissatisfaction with his employment status. In 1998, he entered the chemical manufacturing sector, aligning with his personal interests and aspirations.

However, by 2008, changes in government regulations had led to losses in the chemical industry. To adapt, the company strategically pivoted its operations to plastic manufacturing, targeting the upper echelons of suppliers in Ahmedabad. The company's portfolio of products includes Plastic Equipment, Plastic Spoons, Plastic Caps, and Plastic Strainers, catering to wholesale suppliers. Its robust infrastructure, including three machinery units and a dedicated

workforce of eight to ten employees, allowed for efficient production management and bolstered its credibility through its status as a verified seller on Trade India.

One of Pannipla Plastics' hallmark features is its unwavering emphasis on quality. The company produces diverse products characterized by exceptional quality, such as PP bags derived from thermoplastic resin. This process involves extrusion of resin pellets through a circular die gap, creating a continuous plastic tube that undergoes transformations to achieve desired size and thickness. This commitment to quality underscores company's dedication to delivering excellence within the plastic manufacturing domain.

In summary, the company has experienced a transformative journey from its inception, guided by its founder's vision and determination. This trajectory included strategic transitions, diversification of product offerings, and an unyielding commitment to quality, contributing to the company's growth and enduring presence in the competitive Indian manufacturing sector.

Problem Identification: The project team involved a comprehensive analysis of the company's challenges, where in primary data was collected through personal interviews with the company owner and observations of the company's operations. Secondary data was sourced from competitor websites and the company's online presence.

The team identified four key areas of concern within the company : finance, marketing, human resources, and technology. The company faced significant challenges in finance due to the lack of suitable invoicing software, which hindered its financial operations and overall management. The company's visual identity was also a concern, as the existing logo was insufficient in capturing and retaining potential customers and stakeholders. Human resources faced a critical challenge in the absence of dedicated sales personnel, which hindered the company's ability to reach customers and cultivate new business opportunities. This gap in the human resources landscape was crucial for addressing the company's

growth and expansion objectives. Technology faced a significant issue in the absence of advanced technological infrastructure, which negatively impacted operational efficiency and competitiveness within the industry. The absence of modern tools and systems was seen as a barrier to achieving higher levels of productivity and innovation.

The initial discussions and scrutiny laid the groundwork for further analysis, where targeted solutions and recommendations were developed to address these specific challenges and foster the company's growth and development.

Problem Analysis: The in-depth analysis of the company revealed several critical insights that the project team discovered during their investigation. Firstly, the company heavily relied on Microsoft Excel for invoice creation, which was found to be inefficient and time-consuming. Storing and retrieving these invoices within the Excel framework proved to be a cumbersome task, raising concerns about the overall effectiveness of the billing process.

Secondly, the absence of a proper record-keeping system was identified as a significant issue, particularly for the company's Chartered Accountant, who had to update financial components such as cash flow statements, balance sheets, and profit/loss accounts. This deficiency jeopardized data integrity and accuracy, necessitating the implementation of dedicated accounting software to streamline financial management processes effectively.

Thirdly, the project team members lacked proficiency in accounting software like Tally, highlighting the need for hiring a qualified accountant with the necessary expertise to manage the company's financial affairs efficiently. A comparative analysis of the company's visual branding revealed a stark contrast with competitors, with the company's logo being deemed simplistic and lacking the visual allure observed in rival firms. This incongruity raised concerns about the company's brand identity and its ability to differentiate itself in a highly competitive market.

Furthermore, a detailed examination of the geographical distribution of the company's clientele revealed a concentration in Hyderabad and Delhi, with a single owner overseeing sales operations. This led to a clear demand for the recruitment of additional sales and marketing personnel to address the demands of these key regions and facilitate the expansion of the company's customer base.

Lastly, a comprehensive assessment of production output revealed a significant performance gap in comparison to competitors. The company's daily yield of 15,000 plastic bags fell considerably short of the 50,000 bags produced by rival firms, raising fundamental questions about the company's efficiency, scalability, and competitiveness within the industry.

In summary, the problem analysis phase of the academic study revealed a spectrum of multifaceted challenges encompassing billing processes, record-keeping practices, proficiency in accounting software, branding deficiencies, staffing requirements, and production capacity limitations. These critical insights served as the cornerstone upon which a series of strategic recommendations were crafted, with the overarching aim of addressing these pressing issues and propelling the company toward enhanced performance and competitiveness.

Project Based Recommendations and Implementation : The research process led to the formulation of specific recommendations to address core challenges within the company, namely finance, marketing, human resources, and technology. The first recommendation was the implementation of Tally ERP 9, a business management software, to streamline GST functionality and enhance financial management. However, due to the owner's limited knowledge and time constraints, an alternative approach was adopted, involving a customized direct billing software.

The second recommendation focused on creating a new company logo to elevate the company's visual identity. This was achieved in collaboration with a skilled graphic designer. The third recommendation involved recruiting personnel for sales and accounting roles to enhance workplace management. Two employees were hired for sales and marketing roles, each with a monthly salary of Rs. 30,000, contributing

to increased sales and alleviating the owner's burden of managing out-of-state deals.

The fourth recommendation focused on technology, specifically the incorporation of advanced machinery to bolster operational efficiency. The company decided to invest in one advanced machine at a cost of Rs. 10 lakh and plans to acquire another at a cost of Rs. 15 lakhs within six months.

The implementation phase saw the company adherence to the recommendations provided. In finance, the company integrated the new software, Tally ERP 9, selecting the Silver plan at a cost of approximately Rs. twenty thousand for a single user. In marketing, the company replaced its logo, recruited personnel for sales, marketing, and accounting roles, and initiated the acquisition of advanced machinery.

Conclusion

The investigation revealed several significant findings that impacted the company's operations and future prospects. The integration of cutting-edge software and advanced machinery significantly improved efficiency and competitiveness, leading to substantial savings in time, data, and financial resources. The introduction of a new logo aligned with the owner's visionary principles rebranded the company, reinforcing its identity and reputation. The owner's personal qualities, such as wearing white shirts symbolizing peace, were also commendable attributes, contributing to the company's success. Future recommendations for the company included expanding operations to Ahmedabad or other states, pursuing knowledge and certification in Tally accounting software, employing a Chartered Accountant for better account management, exploring retail sales opportunities, and investing in advanced machinery for increased productivity. The implementation of an invoicing solution improved operational efficiency and financial stability. The company's commitment to using recyclable, high-quality plastic products in compliance with government regulations enhanced its value proposition.

The newly designed logo, emphasizing simplicity and serenity, further enhanced the company's reputation. In conclusion, the investigation provided critical insights and recommendations that addressed various aspects of the company's operations, from technological integration and branding to financial management and sustainability. These recommendations collectively represented a comprehensive roadmap for the company's future endeavors and continued success.

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Questions

1. Discuss the key success factors for a plastic manufacturing company in the Indian market?
2. Explain how Pannipla Plasitcs can leverage its strengths to overcome the challenges identified in the problem analysis phase?
3. Discuss some potential risks associated with implementing the recommended strategic initiatives, and how can they be mitigated?
4. Discuss some potential future opportunities and threats that Pannipla Plasitcs should consider in its long-term strategic planning?

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CHAPTER

8

**SIP, SHARE, ENGAGE: UNVEILING THE ART
OF VIRAL CONTENT WITH OUR SOFT DRINK
CAMPAIGN**

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Abstract

This case study examines an intensive framework for a soft drinks' organization, the importance to further developing brand perceivability and connect with main interest groups successfully. It dives into the advancement of persuading people, incorporating blended media parts and underlining describing to make significant relationships with buyers. The methodology includes different computerized stages, like online entertainment, sites, and video channels, guaranteeing a steady brand message.

This study furnishes experiences in adjusting content creation to buyer inclinations, encouraging brand faithfulness, and driving business development. Consumer-generated content is integral, acknowledging the power of worldwide creativity and technology in allowing consumers to actively shape and amplify brand stories. Furthermore, Drink and Delight prioritizes a unified brand experience, ensuring coherence and accessibility while emphasizing content excellence over noise. By adhering to the 'Flowing' principle, the brand consistently aligns its narratives with business data and objectives, allowing proactive engagement and control over the brand's expression in the dynamic landscape of online content.

Keywords: Content Marketing, Brand Visibility, SEO Techniques, Consumer-Generated Content, Unified Brand Experience

Introduction

Drink and Delight Beverages, a dynamic and innovative soft drinks company, has etched its name in the heart of Ahmedabad's vibrant business landscape. With a history that mirrors the evolution of the city itself, Drink and Delight's journey began in 2000 when two visionary entrepreneurs, Mr. Rajesh Shah, and Mr. Anand Mathur, recognized the growing thirst for unique and locally inspired beverages.

Established as a modest startup in the heart of Ahmedabad, Drink, and Delight quickly gained a reputation for their commitment to quality and their dedication to infusing local flavors into their creations. The company's inception marked a turning point in the beverage industry of the city, introducing a range of carbonated delights that celebrated the rich culinary heritage and diverse culture of Ahmedabad.

From its humble beginnings, Drink and Delight navigated the challenges of the market with innovation and resilience. By embracing Ahmedabad's entrepreneurial spirit, the company launched iconic flavors such as "Mango Mania," a tribute to the region's famed mango

orchards, and "Sabarmati Spritz," a refreshing concoction inspired by the serene Sabarmati River that flows through the city.

Throughout the years, Drink and Delight's commitment to community engagement and sustainability has set it apart. Collaborations with local artists for vibrant packaging designs and sourcing natural ingredients from nearby farms have endeared the brand to the residents of Ahmedabad. Their unique content marketing strategies, rooted in Ahmedabad's culture and values, have solidified their presence in the hearts of both traditional and modern consumers.

Today, Drink and Delight Beverages stands tall as a symbol of Ahmedabad's progressive spirit and entrepreneurial vigour. With a history that intertwines with the city's narrative, Drink and Delight continues to refresh palates and spark joy, exemplifying the essence of Ahmedabad in every fizzy sip.

A Journey of Delightful Beginnings

Drink and Delight's story is one of passion, innovation, and an unwavering commitment to quality. Founded in 2000, the company's inception was fuelled by two visionary entrepreneurs who recognized the gap in the Indian beverage market for beverages that go beyond thirst-quenching to offer a symphony of flavours. From the very outset, Drink and Delight embarked on a mission to craft beverages that resonate with India's diverse population, catering to a wide range of tastes and preferences.

Values That Drink and Delight Lives By

At the heart of Drink and Delight's identity are its core values – values that are the guiding light for every aspect of the company's operations. From sourcing the finest ingredients to implementing sustainable practices, Drink and Delight remains committed to integrity, innovation, and inclusivity. With a focus on customer satisfaction, the company

relentlessly pursues excellence while maintaining a strong sense of social responsibility, contributing positively to the communities it serves.

Bubbling Creativity: A Plethora of Flavors

Drink and Delight takes pride in its impressive array of flavours that cater to India's diverse palate. From timeless classics like Mango Mania, Sabarmati Spritz, Bubbly Cola, Tangy Orange, Minty Mint, and Slimy Lime to exotic creations inspired by regional ingredients, Drink and Delight's product line is a testament to its commitment to innovation. Drawing inspiration from India's rich cultural heritage, Drink, and Delight introduces unique blends that celebrate local spices, fruits, and herbs, creating an unforgettable taste experience that resonates with every sip.

Craftsmanship in Every Bubble

Behind every fizz and pop lies Drink and Delight's unwavering dedication to quality craftsmanship. From the moment ingredients are sourced to the final packaging, every step is meticulously executed to ensure that each bottle of Drink and Delight is a testament to excellence. The company adheres to strict quality control measures, maintaining the highest hygiene standards and employing cutting-edge production technologies to create beverages that are not only refreshing but also safe for consumption.

Drink and Delight's Vision: Redefining Refreshment

Drink and Delight's vision extends beyond the realm of beverages. The company envisions a future where refreshment transcends its conventional boundaries, becoming a holistic experience that nourishes the body, mind, and soul. With a firm belief in continuous innovation, Drink and Delight strives to introduce products that not only tantalize taste buds but also contribute positively to individuals' well-being. The company envisions a world where its beverages are a source of joy, a

catalyst for meaningful connections, and a symbol of the evolving Indian taste.

Community and Sustainability

Drink and Delight's commitment to the community is as strong as its dedication to crafting remarkable beverages. The company actively engages in initiatives that uplift local communities, supporting education, health, and environmental causes. Drink and Delight recognizes its responsibility to the environment and actively seeks sustainable solutions in its operations. From eco-friendly packaging to responsible sourcing, the company strives to minimize its ecological footprint, ensuring that its products not only refresh but also contribute to a healthier planet.

Modern-Day Digital Marketing Challenges

With 25 years of marketing experience, Mr. Anand Mathur, Chief Marketing Officer at Drink and Delight, was reflecting on this unexpected shift in the marketing environment. He had been using conventional marketing communication channels to connect with customers for years, but now he felt threatened by a so-called digital channel that had completely revolutionized marketing communication.

Although the adage "content is king" has been used in various contexts for some time, it has only been in the last few years that Content Marketing Strategy has become a recognized field in its own right. However, defining content marketing strategy can be challenging, with some practitioners concentrating more on the function it serves in information architecture and others thinking it should be taken into account campaign by campaign.

Mr. Anand Mathur recognized that content marketing had become a potent tool for soft drink companies to engage their audience, foster brand loyalty, and increase sales in the dynamic environment of India's soft drink industry, where taste preferences were changing and

consumer behaviours were shifting. His team of ten which comprised of 2 junior executives, 2 content writers, 2 graphics designers, and 4 senior executives needed to be prepared for the repercussions though, as this tactic has its own set of difficulties that needed cautious manoeuvring and creative solutions.

His team of 10, whom he fondly addressed as @10 were briefed on the following 8 challenging situations.

Cultural Diversity and Regional Preferences

A treasure mine of tastes and preferences can be found in India's diverse culture. Making content that appeals to various cultures, languages, and taste profiles is a problem for soft drink producers. It's crucial to develop a message that resonates with everyone while taking into account geographical differences. The ideal balance can be achieved by using a "glocal" strategy, which involves creating global content with localized elements

Health and Wellness Concerns

Consumers are getting more selective about their beverages as health consciousness grows. Companies that make soft drinks frequently struggle with how to handle consumer health worries about drinks with added sugar. Highlighting lower-sugar or sugar-free options, showing natural ingredients, and communicating the brand's dedication to well-being without sacrificing flavor should be the main goals of content marketing.

Evolving Digital Landscape

India's digital landscape is quickly changing due to the country's large social media user base and the movement in content consumption to mobile devices. To ensure unified user experiences across devices, soft drink companies must adapt their content to suit multiple digital platforms and formats. To stay relevant, it's essential to keep up with new platforms and trends.

Authenticity and Transparency

Today's consumers favor brands that are transparent and real. Due to uncertainties regarding the ingredients, sourcing, and manufacturing procedures, soft drink firms may encounter distrust. Transparently explaining the brand's ideals, sourcing methods, and quality control procedures should be the main focus of content marketing. Customers can be more easily engaged through narratives that humanize the brand and its journey.

Fierce Competition

India's soft drink market is extremely competitive, with both long-standing firms and recent newcomers competing for consumers' attention. Effective content strategy must be innovative to stand out in this crowd. Businesses should concentrate on differentiating their goods, utilizing their unique selling propositions, and developing engaging tales that appeal to their target market.

Regulatory Challenges

Advertising is subject to strict laws in India, particularly when it comes to promoting food and drink. To prevent legal problems, soft drink makers must make sure that their content complies with certain rules. To maintain compliance while delivering useful content, staying up to date on legal developments and collaborating closely with legal professionals are crucial.

Social and Environmental Responsibility

Consumers today demand from brands a real commitment to social and environmental responsibility. Soft drink businesses must honestly convey through their content their commitment to sustainability and community projects. Conscious customers may be attracted by efforts that help local communities, encourage recycling, and use less plastic.

Data Privacy and Consumer Trust

Globally, there is growing concern about data privacy. Companies that make soft drinks must responsibly collect and use customer data. The most important thing is to develop and keep consumer trust. In order to increase consumer engagement without jeopardizing privacy, content marketing should prioritize privacy, properly express data usage policies, and deliver personalized experiences.

Challenge Identified

Drink and Delight thought of developing a content strategy in order to double sales by 2024 and redefine their business.

The Problem

The Drink and Delight Company supplies beverages all around the world. Even though the company is well-known throughout the world and is very profitable, it has set a goal to double its business by 2024. Additionally, it highlighted two significant market changes: consumers were producing a growing volume of brand content, and technology had given them unprecedented power to mould the brand. Drink and Delight made the decision that to engage customers, it would need to leverage the potential of content marketing.

The Solution

After many restless nights, endless cups of coffee, arguments, and discussions, @10 and Mr. Anand Mathur concluded that Drink and Delight needed to develop a multifaceted content strategy based on two important content pillars: 'Fluid and Flowing' if they were to achieve their goal of doubling the size of their business by 2024.

'Fluid' embodies the notion that their networked and connected world enables ideas to spread rapidly – Fluid ideas are those that capture the imagination and cannot be controlled once they are put out in the world. While Fluid ideas are creative, they are grounded in a Flowing strategy. 'Flowing' makes sure that ideas are always centred on the core brand

story and experience – in other words, Fluid ideas must reflect positively on the Drink and Delight brand. It also means that all the brand channels should be coherent and unified.

The Outcome

To achieve its very objectives, Drink and Delight choose to focus on a worldwide content strategy rather than traditional advertising. It was noted that audiences are now mainly in charge of the company and that having an honest dialogue with them is more vital than blasting them with advertisements.

Drink and Delight's Content Marketing Plan is based on Three Core Elements Storytelling

As part of the Fluid principle, Drink and Delight have recognized the power of storytelling. Stories create an emotional connection, connect people, and spread ideas, which leads to conversations. In dynamic storytelling, a brand idea is released to the audience and picked up in various conversations and channels. One of Drink and Delight's key brand stories is 'living positively' and showing how the brand makes the world a better place. This content idea also forms part of the company values, showing the importance of aligning business and content objectives. Each sub-brand has a big-picture content plan that outlines key elements of the story and how they will be disseminated.

Consumer-Generated Content

Consumer-generated content forms a cornerstone of the content strategy. Brand stories encourage consumer reactions and engagement (and are often created by the consumers themselves). The worldwide distribution of creativity and technology means that consumers have greater power than ever before to create and drive brand stories, which leads to emotional connections. Drink and Delight actively encourages fans to 'act and react' to the stories.

Unified Brand Experience

Finally, Drink and Delight puts a lot of emphasis on creating a unified, coherent, and accessible brand experience. While there are many stories to be told about the brand, it is still necessary to filter and edit these to ensure that they speak to the brand's key values. By focusing on content excellence, Drink and Delight is creating value and engagement, not merely noise. Maintaining this means that the brand must communicate effectively with staff around the world. In keeping with the 'Flowing' principle, these ideas will always be Flowing to business data and business objectives to solve problems.

Whether a company is participating or not, online content will spread, but Drink and Delight have realized that they can control the narrative. The ultimate strength of content marketing lies in enabling consumers to sway the discourse in their favor through proactive engagement, the creation of compelling, viral brand tales, and the provision of some degree of control over how the brand is expressed.

The Bigger Picture

Content is a significant component of many digital marketing disciplines. When creating content, one should always keep the principles of writing for the web in mind.

Since most individuals experience email fatigue, they will only stop to read emails that they are confident are of high quality and that deliver exceptional information. Email marketing depends on great content.

Sharing pertinent and worthwhile material with social media followers is essential for effective social media marketing. While your brand promise may have drawn them to your social media page, a steady supply of high-quality material will compel them to engage and share, thereby promoting your business.

The calibre, regularity, and importance of content have a significant impact on search engine optimization. In addition to search engines favouring your website, other people may decide to connect to it, giving

your brand a significant referrer. A completely new method of creating content is video marketing.

You must also take into account the particular needs of your target audiences while using mobile marketing across a number of gadgets. You can create content that best meets the needs of your audience if you comprehend the function that each gadget performs in a user's life and purchasing cycle.

Instead of a push mechanism, content marketing offers the marketer a pull one. For the purpose of developing specialized and worthwhile brand content that achieves strategic goals, brands must take into account both their brand identity and the market they are attempting to reach. Content marketing strategy examines how your organization is structured to produce content as well as how you match particular types of content and methods of delivery for accomplishing strategic goals. It's about more than just producing content. Instead of simply existing across a variety of media in which they are delivered, these ideas need to strike a chord with people.

Fizzing Ahead: A Glimpse into the Future

The future promises great possibilities as Drink and Delight continue to create advances in India's soft drink market. The brand wants to reach more people by sharing its distinctive flavours and ideals with affluent customers throughout the world as well as within India. Drink and Delight, which continuously surprises and delights its clients with refreshing experiences that capture the very spirit of India's rich culture, is positioned to continue to lead the beverage industry.

In conclusion, Drink and Delight is a monument to the strength of creativity, perseverance, and an in-depth knowledge of Indian cuisine. Drink & Delight is more than a soft drink company; it is a representation of India's dynamic spirit and the epitome of refreshing joys. It has an incredible selection of flavors, a dedication to quality, and a vision that goes beyond conventional refreshments. One thing is clear

as the business travels forward: Drink and Delight's bubbly appeal is here to enchant taste buds and hearts alike, one sip at a time.

Case Study Questions

1. What is Drink and Delight's overarching goal? Why is this significant?
2. What is brand storytelling?
3. What is content marketing strategy? Is it a process you would undertake?
4. Why is the customer journey or buying cycle relevant to content marketing strategy?

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**STITCHING SUCCESS: A CASE STUDY ON
REVAAKURTIES' MANUFACTURING
TRIUMPH****Dr. LUCKY MISHRA***Assistant Professor**Som Lalit Institute of Management Studies***Abstract**

Under colonial rule, India's once-proud fashion heritage—based on a wide variety of indigenous garments—fell into disrepair. The expansion of the clothing industry followed the post-independence emphasis on economic growth. Because of influential people like Gandhi, the revival of the handloom weaving process gained steam. The garment industry in India was a beneficiary of globalization's focus on efficiency and economy in the 1990s. The study develops with the focus on manufacturing and different

styles of ladies kurties as this segment of apparel industry is growing and having its own importance in India. Further it develops with the impact of COVID 19 on this sector including Raj Laxmi Fashion. Successor Reva Kurtis of Raj Laxmi Fashion, who was hit hard by falling sales, turned to the "MASTER MIND" research group for help. In response to concerns raised by the group, including an inadequate online presence, a narrow selection of products, and antiquated procedures, the group proposed e-commerce registration, diversification, and an increase in manpower. The company's sales increased by 10% after implementation, and they successfully extended their product offerings and entered the B2C market.

Keywords: Globalisation, Apparel Industry, COVID 19.

India has a long history of fashion, with several areas each having their own distinctive traditional attire. Climate, socioeconomic standing, and cultural customs all have an impact on clothing. India was well-known around the world for its fine handicrafts and textiles. Silk, cotton, and wool textiles were made using elaborate patterns and processes, and they became popular throughout trade routes. Because raw materials were exported and finished goods were imported during the colonial era, local textile production decreased. Both the apparel industry and traditional artisans suffered as a result.

Post Independence Era

India concentrated on manufacturing and economic growth after achieving independence in 1947. The creation of garment factories and mills as a result of modernization initiatives contributed to the expansion of the clothing sector. An effort was made to resurrect the handloom industry in the middle of the 20th century. Leaders like Mahatma Gandhi supported this movement and underlined the significance of khadi (hand-spun and -woven textile) as a representation of independence and cultural identity.

Globalization and Economic Liberalization

Globalization and economic liberalization in the 1990s created new opportunities for the Indian clothing sector. Capitalizing on its cost-effectiveness and talented labor, the nation developed and became a center for garment production.

India became a significant player in the global apparel business, sending a variety of clothing to nations all over the world. The industry's expansion produced considerable gains in employment and foreign exchange revenues. The sector has struggled with issues including sustainable environmental practices, fair pay, and labor conditions. Adopting ethical behaviors and using sustainable manufacturing techniques is becoming increasingly important. The expansion of the fashion retail industry in India has been fueled by the emergence of e-commerce platforms and shifting customer tastes. There has been a trend in the market toward branded and designer apparel.

Women's Kurti Manufacturing

An important and growing segment of India's textile and apparel industry is the stitching and production of women's kurtis. In India, kurtis are a common type of traditional and modern attire for women. They are a mainstay in many women's wardrobes because of the combination of comfort, elegance, and variety they offer.

From the initial design to the finished product, there are various steps in the manufacture of women's kurtis. Based on prevailing trends and consumer preferences, designers develop patterns and styles. Quality, comfort, and aesthetic appeal are considered while choosing fabrics. Cotton, silk, georgette, chiffon, and synthetic mixes are among the materials frequently utilized. Based on the selected design, patterns are produced. The cloth is cut using these patterns as templates. Patterns are used to cut the fabric. To guarantee that the parts fit together perfectly during sewing, precision cutting is essential. The kurti is made by stitching the cut fabric pieces together by skilled craftsmen

or sewing machine operators. Depending on the pattern and kind of cloth, several stitching techniques are employed. To improve the kurti's visual attractiveness, decorations like embroidery, beading, sequins, and other things are applied. Both handiwork and machine embroidery are popular methods. To make sure that the stitching, fitting, and decorations adhere to the necessary requirements, each kurti is put through quality inspections. To give it a finished appearance, finishing touches like tucking in stray threads and pressing the kurti are applied.

A Vast Assortment of Kurtis

A vast selection of styles, from classic to contemporary, are available in the kurti market. These include high-low kurtis, A-line kurtis, straight-cut kurtis, Anarkalikurtis, and more. Customers may select fabrics, colors, and decorations from a variety of producers in accordance with their tastes. The sector is impacted by shifting global and domestic fashion trends. To satisfy changing customer demands, manufacturers must keep current with the newest fashions.

Selling of Kurtis

Kurtis are sold through a variety of outlets, including boutiques, e-commerce sites, and physical shops. The reach of the industry has been considerably influenced by the growth of online shopping. Due to the widespread appeal of Indian ethnic apparel, the kurti industry in India not only meets home demand but also exports to foreign markets. In order to produce distinctive and enticing kurtis that stand out in the market, manufacturers are continually experimenting with patterns, materials, and manufacturing methods. The stitching and production of women's kurtis is an example of how tradition and modernity have coexisted in Indian fashion. It supports the creation of jobs, export revenue, and the promotion of India's textile history.

Impact of COVID 19

The COVID-19 epidemic significantly impacted several global sectors, including the production of women's kurtis in India. The supply chain was hampered by the rigorous lockdowns and regulations put in place to stop the virus's spread. Many production facilities had to temporarily close, which caused delays in the delivery of completed goods and the acquisition of raw materials. Due to employment losses and health issues, the pandemic resulted in a large-scale movement of laborers from cities to rural areas. This reduced production capacity and caused manpower shortages in manufacturing facilities. Consumer expenditure on non-essential products like clothes, notably women's kurtis, drastically reduced as a result of lockdowns, social isolation policies, and economic uncertainty. Revenue for manufacturers was harmed by this decline in demand.

International trade and logistics were disrupted as a result of the pandemic's worldwide reach. As a result of decreased consumer spending and transportation issues, export orders were canceled or delayed.

Online shopping became more popular when traditional establishments closed or saw decreased foot traffic. By enhancing their online presence and contacting clients through e-commerce channels, manufacturers had to respond to this shift. Following safety procedures became crucial in production facilities, which resulted in more money being spent on social isolation, sanitization, and other preventative measures. Overall operational effectiveness was hampered by this.

To meet the unexpected increase in demand, several manufacturers switched to creating PPE like masks and face shields. By doing so, they were able to make use of their industrial skills while aiding with pandemic relief.

Due to decreased orders and operational issues, small and medium-sized manufacturers had financial difficulties. Many people had trouble paying for fixed expenses such as rent, utilities, and staff wages. The

inability of manufacturers to get timely payments from customers as a result of economic uncertainty and reduced cash flow created cash flow problems. The epidemic brought to light the dangers of relying excessively on one supplier for industrial inputs or raw materials. To lessen exposure to upcoming disruptions, some firms investigated diversifying their supply chain. Manufacturers had to adjusted to customers' shifting demands. Some companies moved their emphasis from creating kurtis that were in-vogue to creating more relaxed, comfy styles that were appropriate for "work from home" settings.

"RAJ LAXMI FASHION" was one of those companies which was adversely affected by pandemic. Mr. Gautam Dhariwal was the sole proprietor of the primary business, Raj Laxmi Fashion, which was subsumed by the following three additional firms:

1. Revaa Kurtis
2. Lakiro

B2 Life Style

These businesses were owned by his son, Mr. Hrithik Dhariwal. Their entire family was involved in textile industry for many long. The grandfather of Mr Hrithik used to deal in men's raw undergarments wholesale. His father was into ladies' clothing. He established everything and applied to register the trade mark for the product called "Lakiro," which was for kid's clothing. The company demonstrated a significant growth in textile industry for women's and kid's clothing.

Small competitors had a greater impact than big companies did, they were more concerned about them. They did not have a primary supplier; raw materials were bought in accordance with product demand. Most of their suppliers were situated in Rajasthan- in Balotra, Jodhpur and Surat in Gujarat. They had number of suppliers accessible across India, giving them considerable negotiating leverage with their supplier, so they aimed to purchase their raw materials as economical as they can.

If there is a sudden increase in product's demand, they outsource the overburdened production from their one office in Raipur Darwaja and get the production facility from there. They also have a Bangalore location, and have two other offices there to serve south Indian market, and majority of clients belong to that area.

Everything was going smoothly. They were steadily expanding their profits over time, but as Stephen Covey famously observed, "If there's one thing that's certain in business, it's uncertainty." As a result, Mr. Hrithik Dhariwal began to worry greatly in the beginning of the year 2022 when he witnessed a slow fall in the sales and profit margin of Revaakurtis. He reasoned that this might just be a short-term situation and things would eventually work simultaneously with the time. Even after a few months of waiting, the situation remained unchanged, so he ultimately made the decision to consider this issue seriously else it would have been difficult to continue the business. After significant deliberation and seeking his father's counsel, he finally decided to form a research team called "MASTER MIND", with five members, and each one of them were expertise in different field of management knowledge. Their task was to identify the issues causing a decline in sales and profit margin of Reva kurtis. They analyzed the whole scenario and suggested the most appropriate solutions.

The research team started hunting for all the sections of Reva kurtis in the month of September 2022. Customer satisfaction levels, perceptions of the company's ability to provide outcomes, and other factors were frequently discussed with customers by the research team. When necessary, they even had essential discussions with their employees and owners about pertinent subjects. The Research Team started studying the current market trend by reviewing their rivals and the comments they obtained from clients of alternative goods after analyzing and acquiring the essential information about the firm from various stakeholders.

After three months of constant research, the team discovered several significant issues with Reva Kurtis that might be affecting the company's profitability. The issues were as follows:

The company was lacking a digital presence, though it is true that having a presence online is essential for generating leads and boosting sales in the modern world.

Reeva kurtis were not offered on any of the online shopping sites like Amazon, Flipkart, etc. There are several advantages to registering business items on an e-commerce platform, including:

- A quicker purchasing procedure.
- Making a store and product listings.
- Cost cutting.
- Marketing and advertising at reasonable prices.

They did not have a wide selection of the product. They must to cope with kurtis of varied sizes. They were disregarding the modest size, leading to the wrong situation.

They were dealing with conventional kurtis and were not keeping up with demand or new trends, which was hurting their sales and was an area they needed to concentrate on.

Only three employees and all of them were involved in operations, were employed by the business; all other management was carried out by the proprietors themselves.

The company had 100–125 merchants from across India and were dealing with 35–40 wholesalers.

Due to trust concerns, the corporation was exclusively doing the transactions in cash with new wholesalers and retailers, and was offering credit to their regular customers.

After putting all these problems in front of the owner, he realized that these all should really be taken care of but due to a busy schedule he avoided and did not give much attention to it. Then he realized though past cannot be changed but all the potential lies in future. After an extensive work, the research team presented some of the solutions

which could be implemented. The suggestions given by them are as follows:

Research Team suggested the importance of registering on all e-commerce platforms, as:

- Amazon
- Flipkart
- Meesho, etc.

To reach its target population, a company might use digital marketing by establishing a presence on websites like Instagram, Facebook, etc. To encourage sales, it might also run paid advertisements. The research team assisted them in creating the page and updated all the pertinent data.

- Facebook url: <https://www.facebook.com/profile.php?id=100009993665455>
- Instagram url: https://www.instagram.com/b2life_style/?igshid=NDk5N2NlZjQ%3D
- Instagram url: <https://www.instagram.com/revaaakurti/?igshid=NDk5N2NlZjQ%3D>

The company should diversify its product offering because it currently only sells one item, the kurti. This severely restricts the company's potential market. Dealing with just one product line has various drawbacks, including:

- Greater pressure
- Strong reach;
- no cross-selling

Currently, the company only produces kurtis in large sizes and sizes larger than those up to XXXL. According to their research, there is a significant market for kurtis in small and medium sizes. Teenage girls and women between the ages of 20 and 40 who need small and medium sizes can be their target market. As a result, they recommended that they should start producing product in smaller sizes, such as XS, S, and M.

There are just 3 employees in the business who are involved in operations; all other management tasks are carried out by the proprietors themselves. They recommended that the business should engage more individuals with sales experience, who could aid value in increasing sales and the number of retailers as well in digital marketing.

It was suggested that they raise the number of retailers to 175-200 in order to boost sales and profit margins.

Suggestions were deliberated by the research team and there was an emphasis that what all were feasible or applicable must be applied in the business. The owner started thinking about the implementation of the suggestions, and he was so grateful for the solutions and suggestions given by the research team.

After some time, the research team again visited Revaa Kurtis for follow ups and with sanguinities that they must have implemented their suggestions. They had a discussion with the owner, who was very happy and satisfied as results were more than the expectations, especially for being online. It was the result of their suggestions that they could have made themselves registered on various e-commerce platforms. Their presence was on Amazon, Flipkart, and Meesho, and they started considering other platforms also and simultaneously analysis was initiated regarding the logistics and net profits. It was also being calculated that registering on e-commerce will generate significant returns or not.

The research team got successful on convincing the owner on the presence and importance of social media, he himself accepted the fact that the present era is of technology. All the generations are gradually adopting the uses of technology in numerous ways. Their market segment is today's generation who spend a good time on social media. They started actively working on it by regularly updating Instagram pages and Facebook. Moreover, they have started making strategies towards running the commercials on Google.

The next query of the research team was regarding the different sizes of kurtis. They conducted a workable study and found that producing smaller kurtis results into more wastage than producing larger kurtis. However, they advised producing medium-sized kurtis rather than smaller ones because the waste involved in producing smaller kurtis was huge and there was no practical solution to utilize the waste.

The next concern of the research team was on the number of employees. The owner realized the need to recruit a team who can handle digital marketing and social media. The team must be effective to control all tasks associated with their e-commerce platform.

Hence, ultimately Research Team assisted the Company to avail following benefits for which the owner of the business was also grateful.

Increased credibility of business with the help of Web listing and Search Engine Optimization (SEO).

Their overall sales increased by 10% after the implementations of the suggestions of the research team, which was a big number since the company was dealing with wholesalers in large quantities.

They started entering into B2C business and this strategy had a significant impact on profits.

They increased their product assortment and started dealing with various sizes of kurtis.

They entered into e-commerce business and as a result started getting orders.

Questions

1. What suggestions you would have given if you were in place of research team?
2. If you were the owner, Which suggestions you would have implemented?
3. Which suggestion you like the most, given by research team? Why?

4. Do You feel social presence or presence on e-commerce platform is necessary now a days for business in order to expand business. Justify your answer.
5. Company basically provides credit facility to old wholesalers and not the new one due to trust issues. Is this practice of company right or not – justify your answer.

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**SMART LOCKS FOR SMART INDIA?
THE FUTURE STRATEGY OF RIDDHI
ELECTRICALS PVT. LTD.****KHUSHBOO VACHHANI TALATI***Assistant Professor**Som Lalit Institute of Management Studies***Abstract**

Riddhi Electricals Pvt. Ltd., headquartered in Ahmedabad, India, is boldly venturing into the future with the introduction of smart locks in a market that has yet to fully embrace this cutting-edge technology. Despite its traditional name, the company is actively embracing the rapidly evolving technological landscape. The case study intricately examines the pervasive impact of technology on our lives, delving into how smart locks are influencing individuals. Riddhi Electricals positions itself as a quality-conscious entity, providing a cost-effective solution

in a market still in the nascent stages of adopting such innovations. The narrative underscores the company's dedication to quality and affordability, emphasizing its strategic positioning to cater to the evolving needs of consumers. Despite challenges in raising awareness in Ahmedabad, Riddhi Electricals maintains an optimistic outlook, envisioning the long-term benefits of smart locks. Their emphasis on potential cost-effectiveness demonstrates a profound understanding of the factors propelling success in the dynamic technological landscape. In essence, Riddhi Electricals emerges as a forward-thinking entity navigating the uncharted territory of smart locks, prioritizing quality, affordability, and harboring a vision for future success in an increasingly technology-driven world.

Keywords: Smart Locks, Cost-Effectiveness, Quality, Technology, Innovation

Introduction

The influence of technology on our daily lives is unmistakable, particularly with the widespread adoption of Internet-of-Things (IoT) devices, seamlessly integrating into our routines for enhanced convenience. This transformative wave has impacted businesses, government operations, and households alike, with smart home appliances such as smart locks playing a pivotal role in redefining our approach to security. These modern locks, known for their user-friendly design, cost-effectiveness, and efficacy in addressing escalating security concerns, have gradually supplanted traditional locks.

Amid this technological shift, Riddhi Devi Electricals Private Limited has emerged as a visionary initiative founded by Mr. Kirit Patel and Mr. Devinabhen Patel in Ahmedabad, Gujarat. Established on May 18th, 2016, and registered as an MCA provider company with an authorized share capital of ₹100,000, the company reflects the entrepreneurial prowess of its founders. With a distinctive ability to discern often

overlooked opportunities, Riddhi Devi Electricals has become a reputable player in the domain of smart lock applications.

The core philosophy of the company revolves around delivering top-quality products that not only ensure customer satisfaction but also elevate security standards. Despite their success, a notable challenge lies in expanding sales through both online and offline channels to harness the substantial growth potential within the smart lock market. This challenge underscores the company's ongoing commitment to staying ahead in technological advancements while providing innovative security solutions for the modern era. As Riddhi Devi Electricals navigates this landscape, it continues to shape the narrative of smart lock applications with a forward-thinking approach.

Industry of IoT

Industry Overview

As of 2021, the global smart lock market has already achieved a substantial valuation of INR 121.3 billion. Looking ahead, experts anticipate a robust compound annual growth rate (CAGR) of 19.5% from 2022 to 2030, underpinned by the rapid emergence of transformative technologies such as the Internet of Things (IoT), Artificial Intelligence (AI), and Machine Learning (ML). These cutting-edge technologies are poised to significantly enhance the adoption of smart locks throughout the forecast period.

The surge in demand for smart locks is attributed to heightened consumer awareness regarding the convenience and advantages offered by these innovative security solutions. This trend is particularly prominent within the accommodations and hospitality sectors on a global scale. The increasing popularity of smart homes, coupled with a continuous influx of companies offering innovative home automation technologies, is propelling the demand for smart locks on a notable upward trajectory. Industry players are actively involved in developing and providing commercially viable products tailored to modern needs.

These offerings often encompass features such as remote locking/unlocking for doors and windows. Additionally, the integration of smart lock systems with voice assistants, increasingly integral in households, introduces an additional layer of convenience for users. These innovations are expected to further elevate consumer interest, as individuals increasingly seek sophisticated yet user-friendly locking solutions.

This growing demand is driven by the imperative to secure various property types, including individual residences, hotels, commercial establishments, banks, financial institutions, and corporate buildings. The convergence of advanced technologies and consumer preferences for sophisticated and intuitive security solutions positions smart locks as a pivotal element in addressing the evolving needs of property owners across diverse sectors. As the smart lock market continues its upward trajectory, the industry is poised for sustained growth, propelled by the convergence of technology and a growing emphasis on user-friendly, secure, and innovative locking solutions.

Market Size and Segmentation

Looking at the market projections, the anticipated smart lock market size for the year 2022 is estimated to be around INR 145.5 billion. This value is expected to rise significantly, reaching INR 607.9 billion by the year 2030. The projected CAGR of 19.5% between 2022 and 2030 underscores the sustained growth momentum of the global smart lock market. The market segmentation includes Residential, Hospitality, Enterprise, Critical Infrastructure, and other categories.

The hospitality segment is expected to witness the highest growth rate, with a CAGR exceeding 24.2% from 2022 to 2030.

Among the various lock types, lever handle locks are projected to experience the highest CAGR of 22.4% during the same period.

In terms of market share, the residential segment held the largest portion, accounting for 63.9% in 2021. However, the adoption of smart

locks within the hospitality sector is predicted to achieve the highest CAGR of 24.2% throughout the forecast period.

Smart Lock Market in India

In India, several key factors are driving the growth of the smart door lock market. A growing population coupled with rising crime rates has led a significant portion of the populace to prioritize enhanced security systems. The convergence of heightened security concerns and continuous technological advancements within the smart door lock industry is catalyzing the shift from conventional mechanical locks to more advanced electromechanical alternatives. Furthermore, the ongoing process of urbanization, increasing disposable income, and substantial growth within the real estate sector are all contributing to the expansion of the India smart door lock market. This market is projected to achieve a notable CAGR of 36.15% between the years 2016 and 2023.

Fuelled by rapid infrastructure development and the expansion of the corporate sector, the smart door locks market in India is experiencing remarkable growth. This growth trajectory is projected to lead the market to a value of INR 48.5 billion by 2023, representing a significant increase from its worth of INR 5.6 billion in 2016. The demand for smart door locks is also being propelled by private real estate developers and housing companies, particularly in major metro cities like Delhi, Kolkata, and Bangalore. The adoption of smart security systems and the increasing demand for home automation solutions to enhance residential security further reinforce the anticipated growth of the India smart door locks market during the forecast period.

Smart Locks: The What?

A smart lock is an advanced electromechanical solution designed for door locking and unlocking. It responds to electronic signals from sources like keypads, biometric sensors, access cards, Bluetooth, or Wi-

Fi, initiated by authorized mobile devices. These locks integrate cutting-edge technology and online connectivity for convenient access and increased security. Key components include the physical locking mechanism, a key (digital credentials, encrypted data, or virtual keys for keyless entry), secure Bluetooth or Wi-Fi linkage, and a dedicated mobile app for control. Smart locks monitor access events and provide alerts for device status changes, contributing to home automation.

Typically retrofitted onto existing locks, smart locks enhance traditional systems. Recently, smart locking controllers offer additional choices. They rely on a dual foundation: the lock mechanism and the key mechanism, where the key is a smartphone, key fob, or digital key card. A key feature is the ability to grant access to third parties through virtual keys. Some models integrate Wi-Fi for features like access notifications and cameras. They may align with smart doorbell systems for visual validation of visitors. Smart locks evolve with biometric elements, like fingerprint sensors, enhancing their functionality.

Product Line at Riddhi Electricals Pvt. Ltd.

Smart locks play a pivotal role in modern security systems, serving as a cornerstone in home automation. Leveraging wireless protocols like Bluetooth and Wi-Fi, these electromechanical devices offer a seamless and sophisticated locking experience, prioritizing security and flexibility with an easy setup.

Compared to traditional locks, smart locks stand out with three sought-after features for contemporary users. Remote locking control allows users to manage security from a distance, keyless entry eliminates the need for traditional keys, and streamlined access authorization provides precise control over who enters a space. Beyond these core features, smart locks offer additional benefits contributing to their popularity. Remote door lock status confirmation enhances peace of mind with real-time security information. Diverse unlocking methods, such as biometrics and mobile apps, cater to user preferences. An

automatic locking feature adds convenience, ensuring seamless security without manual intervention.

In conclusion, the integration of smart locks into home automation represents a paradigm shift, providing a comprehensive and user-centric approach to modern security needs. The features and benefits of smart locks not only meet but exceed user expectations, positioning them as a transformative element in the evolving landscape of security and convenience.

The Autumn Winter Collection

Designed to resonate with the latest aesthetics, the Autumn Winter Collection introduces a new era of meticulously fashioned door handles. Infused with innovation and crafted to the highest standards, this Collection presents a novel perspective on the realm of door handle design dynamics.

The Spring Summer Collection

Spring marks the onset of new opportunities. The Spring Summer Collection showcases innovative angles in handle design. Rooted in Italian aesthetics, this collection introduces refreshing interpretations that extend through the summer and beyond.

All-time Favourites

Introducing a compilation focused on design classics that transcend trends. Discover mortise handle designs that have weathered time's challenges, embodying enduring classics that hold just as much significance today as they always have.

The Architects' Choice

Selected by India's premier architects, this assemblage of sophisticated mortise handles encompasses designs that bring a touch of style to even the most refined home environments.

Grandeur Series

Envisioned for timeless longevity, the mortise handles featured in the Grandeur Series achieve enduring excellence through their distinctive PVD finish. This finish, commonly found on premium watches and surgical instruments, bestows extraordinary durability upon their aesthetic charm. Thus, it's hardly a surprise that these handles are accompanied by an impressive 15-year warranty, underscoring their exceptional quality.

Exquisite Collection

Celebrating the opulent design heritage of Indian art, architecture, and culture, the Exquisite Collection proudly presents one-of-a-kind ornamental designs, derived from intricate Indian motifs and themes.

SWOT Analysis for Riddhi Electricals Pvt. Ltd.

Strengths

Good Reputation: Established positive market reputation fosters customer trust and loyalty.

Well-Trained Staff: Proficient and well-trained workforce ensures high-quality products and services.

Innovative Product Line: Commitment to innovation, especially in smart locks, showcases technological expertise.

Weaknesses

High Production Costs: Complex smart lock technology hinders cost reduction in manufacturing.

Employee Insurance Expenses: Rising costs due to workplace risks contribute to financial strain.

Online Traffic Shortfall: Suboptimal online presence results in lower-than-expected online traffic.

Opportunities

High-End Market Targeting: Consultants can assist in targeting high-end users, tapping into a lucrative market.

Streamlined Product Catalogue: Focused product options can better cater to specific consumer preferences.

Growing Smart Lock Market: Significant growth in the global smart lock market provides expansion opportunities.

Threats

Intense Market Competition: High competition in the smart lock market poses a threat to market position.

Rising Consumer Expectations: Evolving consumer demands for sophisticated locking solutions present challenges.

Regulatory Challenges: Adherence to evolving industry regulations may impact operations.

Technological Advancements: Rapid tech advancements require continuous innovation for competitiveness.

Challenges at Riddhi Electricals Pvt. Ltd.

Riddhi Electricals Pvt. Ltd. is going through some tough challenges right now. The main issue is that making smart locks is complicated and expensive, which is putting a strain on the company's finances. On top of that, they have to spend more on insurance for their employees because of the risks involved in the work. This is not only hurting the company's money situation but is also affecting how much customers are buying. Balancing the costs and keeping customers interested is a big challenge.

There's also a conflict because not making the locks within the company goes against the "Make in India" idea. To deal with this, the company hired consultants to come up with a plan. The plan is to focus on making locks for high-end customers, hoping this will help with the cost problem. They also want to simplify the list of products, focusing on what high-end customers like. At the same time, the company is

struggling to get enough attention online. They expected more people to visit their website, but that's not happening. So, they're asking for help from experts to figure out how to do better online.

To deal with these problems, the company is trying a few things. They're talking to experts, making sure their products are in the right place in the market, and working to get more attention online. This shows that the company is determined to adapt and succeed, even when things are tough in the market for smart locks.

Conclusion and Learning Outcomes

Marketers play a big role in telling people about smart locks and why they're great for security and convenience. The main goal is to make people aware and feel confident about buying them.

People decide to buy things based on factors like price, security, availability, variety, and functionality. The case suggests that security features, cool technology, and caring about the environment are important factors influencing people's decisions. There's a change happening where people care more about the overall "smart" idea in smart locks rather than just the physical lock itself. This makes it tricky for marketers, who need to create messages that really connect with what people want.

The case also talks about showing a future where smart locks make life easier and safer. If marketers talk about smart locks in ways that match what people expect, it can make them more interested. In short, the case shows that the cool idea of "smart" is often more important than just the details of the lock. It suggests that marketers need to change how they talk about smart locks, focusing on how they can make life smarter, safer, and more convenient.

Discussion Questions

1. If you were engaged as a consultant for Riddhi Electricals Pvt. Ltd., how would you assess the potential of smart locks? What strategies

- would you recommend to capitalize on the significant growth in the global market, considering factors like innovation, affordability, and the high-end market segment?
2. Develop a comprehensive promotional strategy for Riddhi Electricals Pvt. Ltd. using a social media platform, such as Instagram. How would you create visually engaging content to showcase the innovative features of smart locks, highlight seasonal collections, and build a brand narrative?
 3. In a market where the notion of "smart" often outweighs the specific product, how can marketers align their strategies with consumer needs? What approaches would you recommend for presenting compelling value propositions that go beyond technical specifications, emphasizing the transformative benefits of smart locks in enhancing daily life and providing a more secure lifestyle?

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CHAPTER

11

**SUSTAINABLE FASHION AT
“ECOSTYLE APPAREL”**

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Abstract

The fast fashion industry's adverse impacts on the environment and society led to the emergence of sustainable fashion. This case study focuses on "Eco-style," a leading sustainable fashion brand that has shown how tactical moves, cutting-edge methods, and consumer education can lead to good change in the fashion sector. Ecostyle has established itself as a leader in sustainable fashion, impacting both industry practices and customer behavior thanks to its dedication to eco-friendly materials, ethical production, circular economy concepts, and stakeholder engagement.

Introduction

"EcoStyle Apparel" is an Ahmedabad-based clothing brand that has gained substantial devotion for its commitment to sustainable fashion practices. This case study explores EcoStyle Apparel's strategies and programs for achieving sustainability across its full value chain. To give customers apparel options that are both fashionable and considerate of the environment, EcoStyle Apparel was established in 2015. Each item is expertly created using materials obtained from the earth. They only work with the cleanest materials, such as 100 percent cotton, silk created from plant enzymes, water reed grass from Manipur, and coconut shell buttons. As they take it from the ground, everything returns to it.

What is Sustainable Fashion?

The term "sustainable fashion," sometimes known as "eco-fashion," refers to products, practices, activities, and individuals (consumers, corporations, and policymakers) that seek to establish a carbon-neutral fashion industry founded on the principles of social justice, equality, ecological integrity, and animal welfare. Sustainable fashion does not only refer to fashion textiles or items; it also tackles the entire process of manufacturing, utilizing, and discarding clothing. The movement seeks to counteract the substantial carbon footprint that the fast fashion industry has created by reducing environmental effects such as air pollution, water pollution, and climate change.

It was revealed in 2020 that large corporations' voluntary, self-directed efforts to change the supply chains for the textile industry to have a smaller negative impact on the environment had largely failed. Policies for the development and implementation of standardized certificates, along with accompanying import limits, subsidies, (Niu, Baozhuang; Chen, Lei; Zhang, Jie,2017), and interventions like eco-tariffs, are necessary for measures to change fashion production beyond greenwashing. (Dahl, Richard,2010). In its most basic definition,

sustainable fashion refers to clothing and accessories that are created, sourced, and/or worn in a way that respects the environment and society. Today, eco-friendly clothing is a necessity, not a choice, and India, the world's second-largest textile producer, is in charge of creating them. India's young should concentrate on using these environmentally friendly and sustainable resources because by implementing a sustainable strategy, we can protect the environment.

Eco-friendly business tactics are employed by sustainable clothing firms to minimize their environmental impact. For example, several eco-friendly apparel companies use recycled materials for all shipping packaging, make their goods locally in India, only use renewable energy to power their facilities and produce as little waste as possible (such as fabric, water, etc.)

Current Scenario of Sustainable Fashion in India

It is no secret that the fashion industry is a major contributor to pollution, even though India's textile and apparel sector only accounts for 5% of the country's GDP. The production and disposal of clothing generate significant amounts of waste and emissions, which have a detrimental impact on the environment and public health. However, the market for sustainable clothing in India has been growing steadily in recent years, even though it is still in its early stages.

To address these concerns, numerous Indian businesses and designers have implemented sustainable practices in recent years. According to a report by ResearchAndMarkets.com, the sustainable fashion market in India is projected to rise at a CAGR of 10.6% between 2021 and 2026. The report contends that the availability of sustainable materials, government initiatives, and improved consumer awareness will all contribute to the market's expansion.

Key Benefits of Sustainable Fashion

Sustainable Fashion Saves Natural Resources

A recent study found that only 3% of the materials used in clothing production are recycled, while the remaining 97% are fresh resources. This results in an annual intake of 98 million metric tons of resources, including fertilizers for cotton growth, oil for synthetic fibers, and chemicals for dyeing and polishing fabrics. Recycled fibers are a much more environmentally friendly alternative as they reduce the strain on virgin resources and address the growing waste management issue.

The fashion industry is a significant contributor to global warming, releasing a significant amount of greenhouse gases each year. One of the main causes is the use of petroleum and fossil fuels in the production of popular materials such as polyester, acrylic, and nylon. The energy required to produce these materials is much higher than that needed for natural or recycled fibers.

Sustainable Fashion can Help Reduce the Carbon Footprint of the Industry

Environmentally friendly manufacturers often use natural or recycled fabrics that require minimal chemical processing, water, energy, fertilizers, or pesticides to grow. Many organic materials, such as TENCEL™ (made from sustainable wood pulp), linen, hemp, and organic cotton, are also biodegradable. These sustainable options are great for the environment and a wise choice to make

Sustainable Fashion Saves Animal Lives

Over 430 million animals are thought to be killed and slaughtered annually by the leather industry alone. There is a cruelty-free alternative for almost every fashion material, thanks to sustainable fashion brands. Examples include polyester made from ocean trash (sounds familiar, doesn't it?), bags made from recycled seatbelts, plant-based compostable trainers, silk made from yeast, and bio-fabricated

vegan wool. However, one of the most popular leather substitutes nowadays is made from pineapples. The fabric is made from the pineapple leaves that are used as byproduct waste during the harvesting process.

Sustainable Fashion Requires Less Water

For the fashion industry, water plays a crucial role. It is used in almost every step of the dyeing and finishing process for clothing. Shockingly, it takes about 2,700 gallons of water to produce just one T-shirt. Cotton, which is a primary material used for clothing, is highly dependent on water and is often grown in hot and dry climates where water is already scarce."

Organic cotton uses 91% less water than conventional cotton. Despite this, only 1% of cotton produced worldwide is organic. This is mostly because organic growers use non-GMO seeds which are much more expensive and require additional investments in materials and equipment. If you're looking for more environmentally friendly materials, consider options like linen, hemp and recycled fibers like recycled cotton

Sustainable Fashion Supports Fairer and Safer Working Condition

It is important to acknowledge that contemporary slavery does exist, especially in the fast fashion industry. Garment workers in this industry often earn minimum wage, if any at all, work long hours without end, and face appalling health and safety conditions. To make matters worse, it is common practice in many areas of the industry to verbally and physically abuse workers. On the other hand, eco-ethical companies prioritize their employees' welfare by offering them fair compensation, good health benefits, and compassionate working conditions. These companies also pay their workers above-average wages and demonstrate a greater goal of ending poverty by providing economic possibilities for individuals in need.

Sustainable Fashion is also a Healthier Option for People and the Planet

Fast fashion items undergo a long and intense chemical process involving around 8,000 different synthetic chemicals used to dye, bleach, and wet-process garments. These chemicals cause diseases or even deaths among farmers and inflict serious birth defects on their children. Moreover, some of these chemicals pose a real danger to our health as our skin absorbs anything we put on it, including the chemicals in our clothes.

The Model Adopted by “Ecostyle Appealers”

Ecostyle has implemented the circular economy model to reduce waste, minimize environmental impact, and promote ethical consumption and production within the fashion industry. Traditional linear fashion practices of producing, distributing, using, and disposing of clothing have a significant negative impact on the environment and deplete resources. In contrast, a circular fashion economy aims to extend the lifespan of products and materials by recovering and renewing them at the end of their useful lives.

The Fashion Industry can Adopt a Circular Economy Model by Focusing on the Following Key Elements

Design for Longevity: Fashion designers should prioritize creating timeless and durable clothing that can withstand wear and tear, both physically and stylistically. This approach reduces the need for frequent replacements and encourages customers to cherish their garments for longer.

Eco-Friendly and Sustainable Materials: The use of environmentally friendly and sustainable materials such as organic cotton, recycled fabrics, and alternative materials like Tencel or Piutex (made from pineapple fibers) should be emphasized. Harmful products that damage the environment or people should be avoided.

Product Life Extension: Consumers should be encouraged to repair, modify, or upcycle their garments to extend their lifespan. Brands can provide repair services or partner with local tailors to make repairs more accessible.

Responsible Consumption: Consumers should be encouraged to practice conscious consumption by avoiding fast fashion trends and investing in high-quality, versatile clothing items that they need and enjoy.

Renting and Sharing: Websites can be created where people can rent and exchange clothes, providing customers with a wider selection of apparel for special events without having to purchase them.

Recycling and Upcycling: Investing in recycling and upcycling technologies can transform used clothes into new ones or other textile goods. Brands can work with recycling facilities to ensure that clothing materials are recovered effectively

Transparency: To promote ethical and sustainable practices in the fashion industry, it's important to prioritize transparency and traceability. This means disclosing details about the locations and methods of apparel production, which can help foster moral and sustainable behavior and assist consumers in making informed decisions.

Packaging: In addition, sustainable packing is crucial in reducing waste from packaging and shipping. Brands should consider using eco-friendly materials and designs to achieve this goal.

Education and Information: Education and information are also key in promoting a circular fashion economy and raising awareness of the negative effects that the fashion sector can have on the environment.

It's important to inform consumers, industry participants, and politicians about these issues. Collaboration is essential for the successful implementation of these guidelines. Fashion brands, governments, NGOs, and consumers must work together to create a more sustainable and circular economy.

By following these guidelines, EcoStyle can reduce its impact on the environment, encourage responsible spending, and contribute to a more sustainable future.

Key Initiatives and Strategies Adopted by “EcoStyle Apparels”:
Materials Sourcing and Design: Eco Style Apparel places a high priority on using eco-friendly materials such as Tencel, an organic fabric made from wood pulp, organic cotton, recycled polyester, and recycled polyester. They focus on creating classic pieces that last for years and reduce the need for frequent replacements.

Supply Chain Transparency: To maintain transparency, the company discloses details about its suppliers, production procedures, and material sources. They conduct routine audits to ensure compliance with fair labor practices and environmental standards.

Local Production: To reduce carbon emissions, EcoStyle Apparel has established local production facilities in areas where its products are in high demand. This strategy helps local economies and further reduces emissions

Practices of the Circular Economy: EcoStyle, the company, advocates and implements the practices of the circular economy by providing a take-back program for worn clothing. Customers are encouraged to return their used EcoStyle clothes, which are then either recycled or upcycled into new products. This approach reduces textile waste and promotes the reuse of resources.

Energy Saving Technology: EcoStyle Apparel invested in energy-saving technology, uses renewables, and improved production processes.

Minimal Packaging: Minimal packaging waste is reduced through eco-friendly materials, smaller packaging, and urging customers to reuse or recycle.

Consumer education: EcoStyle Apparel educates clients on the environmental impact of their choices. They promote sustainable fashion and offer guidance on prolonging garment life through their website, social media, and marketing.

Cost Consideration: The cost of natural materials used sustainably, such as cotton, silk, and synthetic fibers, has gone up in recent years. Moreover, the price of processing raw materials to create new fabrics and design lines has also increased. Ecosystem encountered a significant challenge in striking a balance between consumer affordability and sustainability goals because sustainable practices can be more expensive initially.

Market Penetration: The Indian market for sustainable fashion has obstacles when it comes to market penetration. The marketing of sustainable fashion products typically targets a certain market segment, restricting their market penetration and creating challenges in expanding their reach. Brands that promote sustainable fashion must figure out how to sell their goods to a larger market and explain the benefits of sustainable fashion. They can also look for ways to lower the cost of their products without sacrificing sustainability. Even though EcoStyle Apparel has been very effective in educating consumers, there is still work to be done to change consumer behavior away from fast fashion, as there are relatively few customers in India.

Price and Accessibility: Due to the higher cost of sustainable clothing, some customers may be deterred, but balancing affordability and ethical production is crucial.

Scaling of Business at Larger Scale: Customers may be deterred by the higher cost of sustainable clothing, so balancing affordability and ethical production is crucial.

Conclusion

The sustainable fashion industry has a great example in "Eco Style Apparel". The brand has proved that fashion can be fashionable and environmentally friendly at the same time, by prioritizing responsible materials, transparent practices, circular economy ideas, and consumer education. The success of Eco Style Apparel is a reminder of the fashion industry's ability to positively impact the global sustainability landscape.

Customers may be deterred by the higher cost of sustainable clothing, so balancing affordability and ethical production is crucial.

Questions

1. Explain Various challenges faced by Ecostyle Apparel and design Strategies to overcome the challenges faced by Ecostyle Apparel.
2. Define Sustainable fashion and enumerate various benefits of Ecostyle Apparel.
3. Explain the future scope of the Sustainable fashion industry.

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CHAPTER

12

WEAVING DENIM STORY

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Abstract

Fabrics have become symbols of joy, evolving beyond mere materials to transform into clothing brought to life by skilled hands. The global team involved in the textile industry works together, weaving countries' strengths through innovation and competition. From importing to distributing to retailing, the industry has transcended borders, connecting raw and refined countries, fantasies, and realities. Denim, one of the most widely recognized textile items, has evolved from ancient textile practices to become an emblem of American culture and fashion. The Indian textile

industry, with a history dating back to British rule, has also witnessed significant growth and evolution.

The article discusses the rise of Ahmedabad and Surat as denim production hubs in India, with over half a dozen companies generating over half of India's denim output. Ahmedabad's success is attributed to its historical significance and natural resources, while Surat's rise is recent but rapid. The article also highlights the growth of VKS Fashion, a sole proprietorship that specializes in high-quality denim clothes for boys aged 5 to 15. The company's aim is to provide not just fashionable designs but also comfort, authenticity, and quality. However, the production process for denim items is lengthy and requires several processes, which can slow down the production cycle. Additionally, the company faces inventory management issues due to mass production.

Introduction

Textiles represented ageless creativity and togetherness in a world where trade bound nations together. The textile sector shined as a transformative force in the global commerce tapestry. It all began with raw ingredients, like dreams in the making. They progressed through the factory's heart, spun into yarns, and sewn into the spirit of future garments.

The factory was abuzz with the harmonious sounds of knitting and weaving, bringing to life beautiful works of art from raw materials. This process was more than just mechanical; it was a journey of transformation, turning plain fabrics into vibrant stories. Here, alchemical vats infused the cloth with brightness and purity, dyeing it with a full spectrum of colors and imprinting tales onto its very fibers.

Fabrics have evolved beyond mere materials and have become symbols of joy. Their ultimate purpose is to transform into clothing, brought to life by the skilled hands of seamstresses and tailors. Dresses flow gracefully, bed linens soothe dreams, and drapes move elegantly.

But the story of fabrics extends far beyond the walls of the factory. From importing to distributing to retailing, a global team comes together. Countries' strengths are woven together through innovation and competition. Fabrics born in one place travel across oceans as fashion ambassadors, uniting civilizations. Designs originating from one country find a home in another, resulting in a diverse marketplace. This story has no limits. Garments find new homes across mountains and oceans, and retailing has transcended borders. Local issues have taken center stage on a global scale. Ultimately, the textile tale connects raw and refined, distant countries, fantasies, and realities. It is a tribute to human intellect and partnership. The strands of business create a global cultural commerce tapestry.

Evolution of Denim

R. Paul (2015) discusses the evolution of denim in his book. No other fabric has attained as widespread recognition among textile items as denim. It has been widely utilized by individuals of various ages, social groups, and genders. While most people associate denim with rugged blue jeans, its roots go back to ancient textile practices and have evolved over time to become an emblem of American culture and fashion. Denim is a tough and long-lasting warp-faced 3/1 twill cotton fabric woven using Indigo colored warp and white filler yarns and weighing 14.5 ounces per square yard. It is regarded as a hardworking cloth, a symbol of youthful disobedience, and a favorite among American cowboys. It has been employed in the apparel business for over a century, particularly in the creation of dungarees and pants for hard employment, which has proved durability, making denim jeans immensely popular for leisure wear as well.

Denim's evolution is a fascinating history that spans centuries and includes numerous major advancements. The history of denim begins with the ancient textile traditions of the Nîmes region in France and the city of Genoa in Italy. Nîmes produced a fabric called "serge de Nîmes,"

which was a durable twill fabric. On the other hand, Genoa produced a fabric called "jean" or "bleu de Gênes," known for its blue color and ruggedness. These two fabrics laid the foundation for what would become denim.

Levi Strauss and the Riveted Jeans: Levi Strauss, a Bavarian immigrant to the United States, was responsible for the genuine breakthrough in denim history. Strauss moved to San Francisco mid-1800s and founded a dry goods store. In 1873, a tailor named Jacob Davis contacted Strauss with the concept of using metal rivets to strengthen the pockets and seams of labor trousers for enhanced durability. This invention was patented by Strauss and Davis, and the blue jeans we know today were born.

Denim is still a global fashion craze, strongly ingrained in diverse cultures throughout the world. Denim's growth reflects the confluence of centuries-old textile traditions, advances in weaving and dyeing processes, and the pioneering spirit of characters like as Levi Strauss and Jacob Davis. Denim's persistent appeal emphasizes its continued popularity, having demonstrated its endurance throughout history as well as its enduring effect on the worlds of fashion and culture in the present day.

N Chandran (2023) in his article gave a brief of evolution Indian textile Industry. The origins of the Indian textile industry may be traced back to British rule spanning more than two centuries when the first modern factory opened in what was then Bombay in the 1800s. Prior to colonial forces seizing control of our agricultural and industrial realms, this industry supplied nearly a quarter of global demand. However, as foreign rulers amassed money at the expense of the nation, the sector experienced a setback, with worldwide exports dropping to a fraction of what they were when India attained independence in 1947.

The notion of Swadesi textiles, which also functioned as a vital symbol of resolute opposition to imperial dominance, gradually restored its pre-independence prominence. The indigenous government

recognized the promise of this lucrative and labor-intensive business, and by 1982, the number of active spindles had increased to 22 million.

By 2023, the industry has considerably boosted the economy, accounting for around 4% of the global textile and apparel trade, 2% of GDP (equal to approximately \$70 billion), and 7% of industrial value production. As India aspires towards self-sufficiency (Atmnirbhar), the textile sector assumes more significance in facilitating the country's international presence and realizing the Make in India objective on a global scale. It's no surprise that it's dubbed "the quiet cash generator."

According to the latest annual report by Ministry of Textile Govt of India (2022-23), the Indian textile industry is the world's second-largest producer of Man-Made Fiber (MMF), after only China. India is renowned for being the world's third-largest exporter of textiles and apparel. The textile and garment sector in India is an important part of the country's economy. Notably, textile and apparel (T&A), including handicrafts, accounted for a sizable 10.5% of India's total product exports in 2021-22. Furthermore, India provides 4.6% of the global textile and apparel trade.

The United States, the European Union, and the United Kingdom are key markets for Indian textile and clothing exports, accounting for about half of the country's textile and apparel export volume. Beyond economic metrics, this sector is critical for job creation, providing both direct and indirect livelihood chances for millions of people, including a sizable number of women and rural populations. Surprisingly, the industry overlaps with major government goals such as Make in India, Skill India, Women Empowerment, and Rural Youth Employment.

Notably, India is the world's third-largest exporter of textiles and apparel, with this industry serving as a backbone of the national economy. During the fiscal year 2021-22, a substantial portion of India's goods exports, notably T&A and handicrafts, accounted for a considerable 10.5%. India's global impact encompasses 4.6% of the textile and garment trade.

Cotton, a treasured cash crop, plays a critical part in this story. It accounts for approximately 21% of global fibre output and is tightly intertwined in the raw material consumption spectrum of the Indian textile industry. Cotton accounts for around 60% of total raw material use, with approximately 316 lakh bales used each year, each weighing 170 kg. India's cotton acreage domination is unquestioned, with an astonishing 119.10 lakh hectares dedicated to cotton cultivation, accounting for almost 36% of the world cotton cultivation area of 326.36 lakh hectares. India's cotton productivity increased to roughly 445 kg per hectare in 2021-22, consolidating its position as the world's biggest producer, consumer, and exporter of cotton.

The fact that India is the world's second-largest producer of man-made fibres behind China adds to the fascination. This voyage takes place along a vertically integrated man-made fibre value chain, which includes everything from raw materials to finished items. While the global environment favors MMF (Man-Made Fibre) consumption, India's historical reliance on cotton textiles necessitates a strategic adjustment. Balancing both man-made and cotton textiles has become critical in the nation's ascension towards a more prominent global MMF footprint, expanding on the country's historic textile tradition.

Gujarat textile industry in for major transformation, September 1, 2013 The textile magazine

By Naishadh Parikh,

A discussion with Naishadh Parikh, Chairman, CII Regional Sub-Committee on Economic Affairs, and Chairman & Managing Director, Equinox Solutions Ltd (2013) was published by The Textile Magazine where he talks about Gujarat textile industry. Gujarat's textile industry has a long history that dates back to antiquity, with a strong legacy of weaving, dyeing, printing, and embroidery. Since the Indus Valley Civilization, the state has been a textile centre, and it has seen substantial changes throughout the colonial period. The introduction of new technology and techniques by the British resulted in a fall in

traditional weaving practices. Following independence, Gujarat's government implemented growth-promoting policies including financial aid, research and development centres, and tax breaks. In addition, the state has been at the forefront of implementing new technologies and techniques, such as synthetic fibres and computer-aided design. Gujarat is presently India's leading cotton producer, accounting for more than one-third of total output. It is also the largest maker of man-made and filament fabric and the second largest manufacturer of cotton fabric, having a one billion metre capacity in denim production. The state accounts for more than one-fourth of the country's technical textile output.

Reported by an article “Gujarat: Nurturing a rich textile culture” published by “The Textile Journal” (2022), Gujarat, in the heart of India, has weaved a tapestry of rich history and economic strength via its strong textile legacy. Its impact on both cultural and economic levels is remarkable. Let us untangle the strands that highlight the importance of Gujarat's textile domain:

The Threads of History: Gujarat's textile journey resonates across time, weaving together its historical greatness and an unwavering acceptance of cultural heritage. This commitment to its heritage has earned it the prestigious title of "Textile State of India."

Material Kaleidoscope: The backbone of Gujarat's textile universe is a treasure trove of various raw materials, with a spectacular profusion of cotton at its centre. Cotton dominance in the state provides a consistent supply of this critical resource.

Excellence in Craftsmanship: Within its borders are craft institutes that train talented artisans and professionals. This rush of skilled personnel has weaved an attractive fabric, drawing investors into the looms of the textile and apparel sectors.

Interwoven Infrastructure: Gujarat is a trade hub that combines efficient logistics with seamless air and marine connectivity. Its

extensive coastline and interconnecting roadways make it a haven for worldwide export businesses.

Titans of Textiles: Icons such as Arvind Mills, Welspun, and Vardhman Group dominate the stage, highlighting Gujarat's textile refuge as a magnet for both national and international investment.

The government acts as the warp: Initiatives like as the "Gujarat Garment and Apparel Policy 2017" demonstrate the government's commitment to textile expansion. These initiatives canvas is painted with job creation, export expansion, and investor allure.

Gujarat has embroidered not only textiles but also innovation into its narrative. Its expertise in technological textiles and textile machines drives it to an industry leadership position.

Global Threads: Winds bring Gujarat's textile exports to distant continents such as Europe, the United States, Australia, and New Zealand, creating a broad demand mosaic that frees the state from dependency on a single market.

Weaving for the Future: South Gujarat's big integrated textile complex looms on the horizon, a tribute to Gujarat's never-ending ambitions. This business has the potential to propel Gujarat's textile capabilities to new heights and entice more investment.

Gujarat's textile odyssey is intertwined with history, resources, trained hands, supporting policies, solid infrastructure, and a growing worldwide desire for its textile gems. The state's drive for innovation and prosperity deftly weaves its story into the fabric of textile glory.

Gujarat sews its fate with every stitch: A booming textile sector is only one part of the symphony formed by its historical resonance, resource availability, expert workmanship, legislative backing, solid foundations, and the world's insatiable need for its textile wonders. Gujarat's constant commitment to development and improvement prepares the loom for a lasting story of victory in the textile industry.

Performance of Gujarat Textile Industry in 2022:

- Cotton
- Fibre
- Fabric
- Fashion
- Foreign
- 37% of India's cotton produce
- 50% of India's man-made fibre production
- Largest producer of synthetic fabric in India
- 90% of weaving machinery manufacturers are established in Gujarat
- 30% of India's export in cotton fabrics and made-ups
- 60% of India's cotton exports in terms of value
- Million established spindles in the state
- 30% of India's woven fabric production
- 25% of India's technical textile output
- 3 operational Apparel Park
- Source: Invest Promotion Organisation – Government of Gujarat
- Ahmedabad and Surat Creates a Denim Dynasty
- Swati Bhardwaj Chand's Investigation, January 2006

A story develops in the heart of India in a world where style meets substance. Ahmedabad, formerly known as the 'Manchester of the East,' has risen once more to claim the famous title of "Denim Capital." This city has embroidered the global denim industry with threads of brilliance, weaving a story of invention, abundance, and ambition.

Denim Renaissance in Ahmedabad: From Fabrics to Legends

Ahmedabad became the world's denim paradise in less than two decades. Arvind Mills Ltd played the first chord of diversification in the fabric symphony, expanding into denim in 1987-88. Their crescendo reverberated far and wide, propelling them to third-largest denim maker in the world. Today, the air is thick with denim stories, as this city

weaves over 230 million metres of denim every year - a fabric strand that, if laid end to end, leaving the earth's circumference behind around 40,000 Km.

Cotton, the foundation of denim, grows abundantly in Gujarat's topography. This natural wealth provides the "Denim Capital" with a raw material as old as weaving itself. And therein lies the city's success secret: cheaper input costs that caress each pair of jeans, nurturing a competitive advantage. Over half a dozen virtuosos perform their parts in this denim symphony: Arvind, Aarvee Denims, Ashima, Soma, Blue Blends, Modern, and emerging stars like Nandan Exim and Jindal Denims. Together, they generate more than half of India's denim output, a whopping 450 million metres each year.

The Surat Symphony: Where Denim Threads Meet

Surat appears as a new chapter in the denim narrative in this environment of textile expertise. Already the country's top hub for man-made fabrics, it has risen to become the country's second-largest denim hub in a matter of months. Denim plants blossom inside its embrace, led by R&B Denims' first location in Palsana in 2012. The song of development resonates as capacity exceeds 30 million meters per year, an investment of Rs 500 crore spread over several years.

Export becomes a soaring stanza in Surat's denim tale. Over 45% of the denim textiles produced here are exported. They adorn the runways of the United States, Bangladesh, Egypt, Latin America, and the United Kingdom, entwining themselves in the tapestry of world fashion. The rest floats effortlessly into the hands of domestic connoisseurs, adding threads of refinement to branded jeans and shirts.

A vast tapestry emerges when denim strands interweave throughout these towns. Ahmedabad, with its historical significance and cotton resources, is the "Denim Capital," while Surat's development reflects its transformation into a thriving denim centre. Their story resonates on

the world fashion stage, a story in which ambition weaves alongside fabric and threads combine to produce a legacy of denim excellence.

VKS Fashion

VKS Fashion stands out as a light of creativity and quality in the ever-changing world of fashion, specializing in making high-quality denim clothes for boys aged 5 to 15. VKS Fashion, a sole proprietorship, has been creating new milestones in the domain of Kids' designer brands since its inception in 2018, proudly launching its distinctive range of 'LAY-BOY' clothes. This forward-thinking enterprise aspires to be the ideal one-stop shop for parents navigating the challenges of our fast-paced world, providing not just fashionable designs but also a genuine dedication to comfort, authenticity, and exceptional quality. VKS Fashion is closer every day to becoming the preferred choice for parents who understand their children's ever-changing daily style needs.

Their aim goes beyond simply supplying apparel; they want to be a part of and shape both parents and children's fashion experiences, crafting stories that resonate with every thread. Every garment that leaves their factory is a monument to their love and ingenuity, depicting a journey as fresh and fascinating as the youngsters who wear them. VKS Fashion is uncompromising in its commitment to producing real denim items that speak to the heart of uniqueness, with the basic qualities of dependability, quality, and authenticity at the center of its concept.

VKS Fashion is a monument to the eternal qualities of honesty and creativity, where "Denim Intelligence" is not just a concept but a way of life firmly established in their thinking, and is led by the visionary Mr. XYZ, who handles the day-to-day financial and commercial operations.

Problem Identification

Material Selection, Dyeing, Cutting, Sewing, Stitching, Finishing, Ironing, and Packaging: The production process for VKS Fashion's

denim items is lengthy, requiring several processes such as material selection, dyeing, cutting, sewing, stitching, finishing, ironing, and packaging. This long process has the potential to slow down the production cycle.

Inventory Management Issues: Because of mass production, the organization confronts inventory management issues. Material losses, inconsistencies in final product quantities, and difficulty determining the cause of losses are among the obstacles.

Delays in Transportation: Despite pre-planned transportation timetables, there are times when urgent deliveries are necessary. Transport delays might make it difficult for the organization to satisfy urgent requests, especially if manufacturing does not follow the established timetables.

Job Work Data Management: Because job work such as dyeing, labeling, and detailing is outsourced, it is difficult to keep precise records of expenses and work accomplished. This absence of sufficient paperwork makes precise expense tracking impossible.

VKS Fashion occasionally experiences defective products as a result of large-scale production, including severe concerns like poor material quality and apparent damages, as well as subtle ones such as size mismatches and undetectable faults.

Design Selection: Choosing the best designs for manufacturing is an important decision. It entails market trend analysis, consumer choice evaluation, and design implementation. Incorrect design decisions can waste time and resources.

The proposed remedies include a thorough strategy to improving VKS Fashion's operations. These ideas include reducing production time for their jeans by optimizing the manufacturing process through optimization and possibly automation. To improve inventory management, the organization should implement a sophisticated tracking system that allows for real-time monitoring across all phases of production to more effectively pinpoint sources of material losses.

Implementing emergency transport protocols is critical for meeting urgent needs, requiring flawless alignment between production timetables and transit timeframes to avoid last-minute logistical issues.

Furthermore, strengthening job task expenditure documentation in partnership with outsourcing partners through standardized record-keeping practices would assist in cost monitoring and work efficiency. Stringent quality control methods, including rigorous material inspections and robust final product assessments, should be used to assure product quality. Finally, rigorous market research and the validation of design choices through prototypes and early client feedback will allow VKS Fashion to make educated decisions, resulting in smoother and more successful manufacturing processes.

Teaching Notes

The case study is on VKS Fashion, a kids' bottom wear company that specialises in high-quality denim clothes for boys aged 5 to 15. VKS Fashion launched its 'LAY-BOY' apparel line in 2018, hoping to become a one-stop fashion shop for parents while adhering to basic ideals of dependability, quality, and authenticity. A lengthy manufacturing process, inventory management concerns, transportation delays, job work data management difficulties, the manufacture of damaged items, and the need for precise design choices are all identified in the case. Among the suggested remedies include optimizing the production process, improving inventory monitoring, developing emergency transport protocols, strengthening job work record-keeping, applying quality control measures, and performing market research to make educated design decisions.

The Following are the Primary Learning Objectives

Understanding Fashion Business Operations: Students will get an understanding of the complexity of running a fashion business,

especially one focused on children's clothes. They will comprehend the many stages of manufacturing and the difficulties connected with each.

Inventory Management: The necessity of proper inventory management in a manufacturing organization is highlighted in this scenario. Students will learn about the difficulties of inventory management in a large manufacturing scenario.

Logistics and Transportation: The example emphasizes the importance of timely transportation in satisfying customer needs as well as potential supply chain bottlenecks.

Outsourcing and Record-Keeping: Students will investigate the complexities of outsourcing certain areas of manufacturing, as well as the significance of keeping correct records for cost tracking and quality control.

Quality Control: The case emphasizes the importance of stringent quality control procedures in order to assure the manufacturing of high-quality items while reducing the occurrence of damaged products.

Market Research and Design Selection: Students will discover the value of market research and consumer input in making informed design decisions, lowering the risk of wasting resources.

Discussion Questions

1. What are the main challenges faced by VKS Fashion in its manufacturing and operational processes?
2. How does VKS Fashion's commitment to authenticity and quality align with its brand identity and business philosophy?
3. What are the proposed solutions to address the identified problems? Do you think these solutions are feasible and effective?
4. How can VKS Fashion streamline its manufacturing process to reduce production time?
5. What quality control measures can VKS Fashion implement to minimize the production of damaged products?

6. How can market research and design validation contribute to more informed and successful design choices?

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CASE LETS

CASE 1 - INTERNATIONALIZATION**CRISTINA MIGUENS***Aveiro University, Portugal***Introduction and general facts and figures**

Manuela Medeiros embarked on her entrepreneurial journey at the age of 42 in 1994 when she established the first Parfois store on Rua de Santa Catarina in Porto, Portugal. Over a span of 25 years, Parfois evolved into the most internationally renowned Portuguese fashion and accessories brand, boasting a significant milestone in 2019 with the inauguration of its 1,000th store on 86 Rue de Rivoli in Paris, strategically situated near the Louvre and the River Seine.

Medeiros' vision for Parfois emerged during her global travels in the early 1990s, where she encountered fashion accessory concepts that were lacking in Portugal at the time. This led her to create a brand dedicated to democratizing fashion access for Portuguese women, emphasizing accessibility for all. Today, she remains the company's leading shareholder.

Parfois is distinct in its approach, designing all its collection pieces internally, in Portugal, although most production takes place in Asian facilities. These Asian suppliers are carefully chosen, and factories manufacture samples according to Parfois' specifications. The company maintains stringent control over the entire production cycle, from raw material selection to quality control at Asian factories, and manages logistics and distribution centrally from Portugal. The brand's turnover reached €350 million and surpassed €400 million in 2019, consistently recording double-digit growth since 2010, until the pandemic hit in 2020. However, sales are now in full recovery.

Parfois' international expansion began in the early 2000s, primarily through franchising, allowing rapid entry into new markets. With a presence in over 70 countries, it opened more than 100 stores annually prior to the pandemic. In 2022, the company plans to open 75 new locations, focusing on markets like Saudi Arabia, Switzerland, Mexico, and Israel.

Parfois has made a significant impact in foreign markets, emphasizing the need for quality, a solid financial foundation, and understanding local consumer behavior when taking a Portuguese concept abroad. Over 80% of its business now occurs in international markets, with Spain, France, and Italy being the most prominent.

Initially recognized for its fashion accessories, Parfois has expanded its portfolio over the past decade to include footwear, clothing, silver and steel pieces, and home textiles with customization options available online. This diversification reflects the brand's commitment to catering to confident, independent, and modern women.

Questions

1. What is the international expansion model adopted by Parfois? What other models do you know?
2. Identify advantages of Parfois' international expansion model over other alternatives.

CHAPTER

2

CASE 2 - LOGISTICS & DIGITAL STRATEGY

CRISTINA MIGUENS

Aveiro University, Portugal

Logistics and Distribution

Parfois, the fashion accessories brand founded in 1994, has achieved significant growth over the years. The company boasts over 3,000 direct employees, excluding those involved in the franchising model. Of these, approximately 1,200 work in Portugal, with 350 specifically dedicated to logistics and transportation.

In May 2021, the brand's leadership shifted to Susana Sánchez, who previously gained valuable experience in companies like DayaDay, Bimba y Lola, and Profrand. Her mission is to further consolidate and develop Parfois' international expansion.

To honor its vision of being "the best fashion accessories brand wherever PARFOIS decides to operate," Parfois has consistently invested in its growth. In 2019, the company committed €30 million to expand its commercial network, renovate existing stores, enhance logistics capabilities, and construct new headquarters and offices. This led to the relocation of the operational center from Gondomar to Gaia.

The distribution and logistics center in Porto covers 45,000 square meters, and the company operates three more centers in Portugal (Gondomar, Santa Maria da Feira, and Vila Nova de Gaia) and two outside the country (Poland and China). These facilities are responsible for supplying fashion products, accessories, and store furniture, as well as handling reverse logistics, ensuring timely deliveries to physical and online stores, often within 72 hours.

In December 2020, Parfois invested €4 million in a new sorting system for the Porto distribution center, the largest in the group, serving over a thousand brand stores across 70+ countries. This system can sort up to 7,200 units per hour, significantly enhancing efficiency and capacity, achieving a maximum separation rate of 21,600 units per hour. The upgraded facilities not only increase productivity but also contribute to more efficient energy consumption and lighting.

The company is forward-looking, acknowledging the necessity for continued investment in its logistics infrastructure due to its expanding business. It recognizes the suitability of the existing infrastructure to support future growth, citing the availability of suitable airport, maritime, and land routes for their operational volume projections in the coming years. Parfois is also committed to sustainability, as evidenced by its practice of reusing 55% of the packaging materials received for product shipments.

Also see: <https://www.youtube.com/watch?v=ZuouFiMhvp0>

Digital Strategy

Parfois, the Portuguese retailer, has placed a strong emphasis on e-commerce as a key growth area. Recognizing its potential, the company has made expanding its omnichannel strategy to more online markets a priority. This strategy involves not only their own online store but also partnerships with major marketplaces like Amazon, Zalando, Wehkamp, Answear, and the Chinese platform Tmall Global, increasing its global digital footprint.

In April 2019, Parfois bolstered its digital presence by launching a mobile app for both Android and iOS users. The app not only facilitates shopping for bags, clothing, jewelry, footwear, and accessories but also provides access to the latest catalogs and allows customers to create lists of favorite products.

In 2022, Parfois reinforced its digital focus by appointing Jesús Salceda as Chief Technology Officer, leveraging his 18 years of experience, including roles at Inditex and Clarks. He's responsible for IT, data science, and technological development in the online channel.

As part of their digital strategy and in a post-pandemic environment where gatherings are resuming, Parfois organized a corporate event in July 2022 that brought together influencers from Portugal, Spain, and France. Set along the Douro River, the event aimed to reconnect participants with nature, themselves, others, and the brand. The influencers were treated to a memorable experience, including a stay at the Hotel Six Senses Douro Valley, complete with personalized Parfois pajamas and clothing from the brand's new collection. The event featured moments of bonding, outdoor activities, and a farewell rabelo boat ride decorated with items from Parfois' Home collection.

Parallel to its digital endeavors, Parfois introduced a new generation of physical stores in 2022. These stores feature a refreshed image, larger spaces, and minimalist aesthetics. The debut of this concept took place in Barcelona, marking its flagship store in the brand's main foreign market.

Despite the challenges posed by the COVID-19 pandemic, including temporary store closures and stringent health measures, Parfois remains ambitious and resilient in its pursuit of success in the global fashion and accessories market.

Questions

1. What impact, in your opinion, will there be on the investment undertaken in terms of logistics?
2. What role does the company's digital strategy have in its success?

CHAPTER

3

CASE 3: PORT WINE

CRISTINA MIGUENS

Aveiro University, Portugal

SHITAL JAYANTILAL

Dominic Symington sits at the wooden counter, at a table in the tasting room that resembles an exquisite British pub. It's a house of Port wine, and one wouldn't need to glance at the bottles of Graham's, Dow's, or Cockburn's to understand that. The dark wood and soft lighting of the room call for a glass of Port and a good conversation. They talk about how to annually send 80 million euros worth of Port wine to over eighty countries or how to employ 480 people, manage 26 estates, and over 2240 hectares of vineyards.

The Symington family's connection to Port wine began shortly after Andrew James Symington came to Portugal in 1882 when he married Beatrice Leitão de Carvalhosa, the granddaughter of a Port wine producer and exporter. Later, Dominic Symington's great-grandfather would become a partner in Warre's and Porto Dow's. In 1970, Graham's was purchased, and in 2011, Cockburn's.

In the beginning, the company's exports were mainly destined for the United Kingdom and Portugal's former colonies, but after World War II, expansion into various markets occurred.

That's when the major growth happened. Today, we export directly from Vila Nova de Gaia to over 80 countries.

Western Europe is the largest buyer, with the United Kingdom being an extremely important market, as well as the Netherlands, Belgium, France, Denmark, and Germany.

The company now has a sales team with 15 market managers who are constantly traveling. "We don't expect someone to come knocking on our door asking if they can represent our wines in global markets," says Symington's administrator. And every trip requires good preparation. "We never attend a wine fair without a fully booked agenda because it's not worth paying for a stand and going to a fair without pre-arranged meetings. Doing your homework is absolutely crucial."

In addition to thorough preparation and a focus on quality, Dominic Symington also offers another piece of advice for achieving success in international markets, which is to leverage what is unique about the Portuguese terroir and vineyards. "Our trump card is the variety and selection of native Portuguese grape varieties; there, no one can copy us. Therefore, our terroir, our land, and our grape varieties are the differentiating factor compared to other countries."

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<https://www.portugalexporta.pt>

Questions

1. What are the key challenges when developing an internationalization process? How does this relate to the advice Mr. Symington has shared?
2. The Port Wine is present in India but this presence is still very low. What would you suggest to boost the firm's presence in this country? Visit <https://www.symington.com/> for more information on the group.

**CASE STUDY 4 - SUSTAINABILITY AND
CIRCULAR ECONOMY – JINJA CASE**

MÓNICA MONTEIRO

Portucalense University, Portugal

SHITAL JAYANTILAL

Jinja designs and produces a wide variety of original products, made 100% by hand by reusing textile waste. It was founded in 2012 with the aim of transforming and improving the environment in a sustainable way. Respect for nature determines its entire eco-design creative process. In its collection, it already has the partnership of Australian designer Tom Allen, who helped create Jinja's business model and marketing strategy and design the drink coolers.

The company was born out of a desire to start a project in the field of product design, the basic training of Norma Silva, a Portuguese designer. Her aim was to do something that would make her work by hand and also reflect her ideals of respect for nature and eco-design. The starting point was the choice of material - waste from the textile industry and its reuse. The products that resulted came from experimenting and creating a technique with textile threads, which is continually being explored. There were several challenges encountered during the development of the project. Particularly important was the creation and communication of the brand. "Publicising the brand and reaching out to people. Developing the project on my own, it's difficult to have a hand in all the tasks, creating and developing new products, producing and marketing the brand."

The main objective of the founder and the brand is to demonstrate that it is possible to produce new products with quality by reusing materials. "We already use too many of our planet's resources and we need to reduce consumption, as well as thinking about the entire life cycle of products, from their creation to the end of their use when they are thrown away (how and what they are made of, what they are used for, how they will decompose) so that they are as sustainable as possible. It is in this process that I believe the product designer has a fundamental role to play in changing consumer awareness and behaviour."

In 2012, the market wasn't ready for this type of product and although they showed interest, they ended up not buying. The brand's presence online and in physical shops has also helped it reach the market, but the change in attitudes has been fundamental, such as the emergence of various trends towards sustainable and more ecological living, as well as the demand for organic food, organic products and a zero-waste lifestyle. The market is starting to want to know more about the products it buys, prioritising quality.

The brand continues to grow in the market, always following the concept of eco-design and sustainability.

Consult: <https://jinjaritual.com/>

1. In your view, why did Norma Silva, launch this entrepreneurial initiative, Jinja? What motivated this?
2. How can you link this with what you know regarding the sustainability challenged connected to the textile industry?
3. Taking what Jinja does, suggest an idea/action for another industry, of your choice, to aid the challenge of sustainable products.

Consult

1. <https://www.unep.org/explore-topics/resource-efficiency/what-we-do/sustainable-and-circular-textiles>
2. https://single-market-economy.ec.europa.eu/sectors/textiles-ecosystem/strategy-textiles_en
3. <https://www.genevaenvironmentnetwork.org/resources/updates/sustainable-fashion/>



About SOM LALIT INSTITUTE OF MANAGEMENT STUDIES

Founded in 1996, Som Lalit has been one of the pioneer institutes in the area of management education. With the preeminent advisory committee, the program structure and the pedagogy have been focused on holistic learning and out-of-the-box thinking and have evolved with the demands of the industry to develop critical and analytical thinking abilities in their students. Located in Gujarat's industrial hub-Ahmedabad, SLIMS is close to some of the city's leading industries and industry experts. The campus, located at the center of the city, offers a two-year post-graduation degree in Master in Business Administration (MBA) in affiliation with Gujarat Technological University. With the few institutes in the city that offer PG degrees with specializations in Marketing, Financial Management, and Information Technology, the mission of the institute focuses on metamorphosing their students into exemplary leaders in their respective fields. In the ethos of management, the institute conducts an assemblage of academic pursuits such as teaching, research, training, as well as consulting to ameliorate the management education system. With the assistance of their unflagging faculties, education aims to aid students in the perspective of inculcating the culture of teamwork, creativity, and becoming responsible citizens.



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