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Established more than 25 years ago, Som Lalit Institute of Management Studies (SLIMS) is renowned for its academic excellence and industry-relevant curriculum. SLIMS has earned a reputation as a leader in management education and is amongst the very few management institutes in Gujarat accredited by the National Board of Accreditation (NBA). The NBA accreditation emphasizes the institute's adherence to high academic standards and best practices. The institute offers a range of specialized MBA programs, including the general MBA, MBA in Financial Management and MBA in Information Technology (MBA-IT). SLIMS has been a leader in management education for over two decades, consistently updating its curriculum to meet the demands of the dynamic business world. Its legacy includes a strong focus on academic rigor, faculty development, and real-world industry exposure through internships, corporate training, and guest lectures. The institute offers modern infrastructure and also provides access to e-learning resources and a comprehensive library to enhance the learning experience. SLIMS boasts strong industry linkages and an active placement cell, helping students secure internships and jobs with leading corporates. The institute's faculty comprises highly qualified professionals with both academic and industry experience, ensuring students receive the latest knowledge and practical insights. With a mission to foster intellectual growth, critical thinking, and social responsibility, SLIMS continues to produce graduates who excel in the global business environment, making it a top choice for aspiring management professionals in Gujarat.



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WRITER'S CORNER A COMPILATION OF CASE STUDIES

3rd EDITION



SOM- LALIT INSTITUTE OF
MANAGEMENT STUDIES
presents

WRITER'S CORNER A COMPILATION OF CASE STUDIES

Dr. NEHA PATEL | Dr. SUPRIYA BHUTIANI
Dr. SARMISTHA SARMA | Dr. SHITAL JAYANTILAL

WRITER'S CORNER – A COMPILATION OF CASE STUDIES

3rd Edition



NBA ACCREDITED INSTITUTE

WRITER'S CORNER – A COMPILATION OF CASE STUDIES

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



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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.

MISSION

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.

PEOs

PEO1: To develop individuals to accomplish managerial and or leadership positions in their chosen fields.

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 a moment of great pride to present Writer's Corner 3.0, the third edition of our case book series, focusing on Micro, Small, and Medium Enterprises (MSMEs). This edition marks another milestone in our commitment to fostering practical learning, industry relevance, and global collaboration.

MSMEs are the driving force behind economic growth, contributing significantly to employment, innovation, and entrepreneurship. However, they often face unique operational and strategic challenges that require insightful solutions. Writer's Corner 3.0 addresses these complexities by bringing together real-world business cases, strategic analyses, and innovative solutions to support students, academicians, and business practitioners.

A significant highlight of this edition is its continued global perspective. For the second year in a row, we are privileged to have a co-editor from Portugal, along with case contributions from Portuguese institutions. This reinforces our institute's dedication to international academic collaboration, providing readers with a broader understanding of MSME challenges and strategies in different economic and cultural contexts.

This case book is more than just an academic resource; it is a reflection of our continuous efforts to bridge the gap between theory and practice. By engaging with these cases, readers will develop critical thinking skills and practical business acumen, preparing them to address real-world business complexities effectively.

I extend my sincere appreciation to the editorial team, faculty members, student contributors, and international collaborators who have worked tirelessly to make this publication possible. We hope Writer's Corner 3.0 will continue to serve as a vital resource for learning, research, and industry engagement.

Warm regards,

Mr. PRAGNESH SHASTRI

Managing Trustee

Som Lalit Education and Research Foundation

Editors' Message,

Dear Readers,

We are pleased to present the third edition of our case study book, an invaluable tool for delving into the complex realm of business management. A wide range of cases that give depth and breadth across many industries and business difficulties are included in this compilation.

Rich, real-world examples that illustrate the complexities of strategic thinking, decision-making, and innovation in fast-paced commercial settings can be found within these pages. One such instance explores the fine line that must be drawn between tradition and digital innovation when a second-generation business owner takes over a family-run imitation jewelry company. In another instance, you follow an Indian retiree as he works through the challenges of using fixed-income investments to secure his financial future.

The diversity of industries and situations covered is truly remarkable. Every scenario illustrates the intricate decision-making processes involved in today's business environment, from the inspirational conversion of a corporate employee into a prosperous organic farmer to the strategic difficulties encountered by an insurance company doing business in India. Additionally, you will come across scenarios that explore the difficulties faced by a modern organic goods store, a newcomer to Ahmedabad's real estate market, and the particular dynamics of a courier business.

Two Portugal based case studies that examine the difficulties faced by a family-run winery and the globalization tactics of a ceramic company both represent international viewpoints.

These case studies are full of practical applications that professionals, business students, and anybody else interested in the constantly changing field of management may benefit from. We believe that you will have a better grasp of the problems and opportunities that influence the modern business environment after reading these articles.

Happy reading!

Best Regards

Dr. NEHA PATEL

Director and Professor (SLIMS)

Dr. SUPRIYA BHUTIANI

Additional Director (SLIMS)

CO-EDITOR'S MESSAGE

Dear Readers,

The ever-evolving world of business management demands a deep understanding of strategic decision-making, leadership challenges, and operational efficiencies. In this fast-paced landscape, case-based learning serves as an invaluable tool, allowing students and professionals to analyze real-world business situations, understand key managerial concepts, and apply theoretical frameworks to practical challenges. *The Case Book: Writer's Corner – A Compilation of Cases on Business Management*, brought out by Som Lalit Institute of Management Studies, is a step towards fostering such experiential learning through critical case analysis.

This compilation presents a diverse array of case studies spanning crucial domains such as corporate strategy, financial management, marketing innovations, human resource management, entrepreneurship, and business ethics. Each case study has been carefully curated and analyzed to provide readers with a well-rounded understanding of contemporary business practices, industry disruptions, and leadership dilemmas. The insights contained in these pages reflect not only academic rigor but also practical wisdom, drawn from real-world business experiences across industries.

Som Lalit Institute of Management Studies, believes in nurturing a problem-solving mindset among future business leaders. By engaging with case studies, students are encouraged to develop analytical reasoning, decision-making skills, and a strategic outlook toward business challenges. This book aims to bridge the gap between theoretical learning and practical application, equipping readers with the tools to critically evaluate business scenarios and formulate effective managerial solutions.

I extend my sincere gratitude to all the contributors who have enriched this compilation with their in-depth analyses and perspectives. Special appreciation is due to the faculty, industry experts, and academic peers whose insights and guidance have shaped this initiative. It is my hope that *The Case Book: Writer's Corner* serves as a valuable resource for students, researchers, and professionals, inspiring them to approach business management with curiosity, innovation, and strategic acumen.

Dr. SARMISTHA SARMA

Professor of Marketing

And IQAC Head at

Asian Business School, NOIDA, India

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, exports, and 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 with Habilitation, at Portucalense University 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 with Habilitation

Universidade Portucalense (Porto, Portugal)

EDITOR'S PROFILE



Dr. NEHA PATEL

Dr. Neha Patel is an accomplished academician, researcher, and consultant with over 28 years of experience spanning teaching, research, industry consultancy, and corporate leadership. She specializes in Integrated Marketing Communications, Strategic Brand Management, Consumer Behavior, and Advertising Research.

As the Professor and Director, Dr. Patel has played a transformative role in academic leadership, administration, and student development. She successfully led the institute to achieve 3 years of accreditation (NBA) in 2024, demonstrating her commitment to academic excellence and institutional growth. Additionally, she has introduced student-focused initiatives such as Social Outreach Programs, Industry Interaction Seminars, Student Clubs, new industry relevant courses and Faculty Development Programs, fostering a dynamic and industry-relevant learning environment.

Dr. Patel is actively engaged in research, with multiple publications in international and national journals, along with book chapters in the areas of tourism management, semiotic advertising research, and marketing strategy. She has also won awards in conferences. She is currently guiding three doctoral students at Gujarat Technological University (GTU) and co-supervising three at Silver Oak University, with two students having been awarded a Ph.D. under her co-guidance.

She is also a member of the Academic Council of Gujarat Technological University (GTU) and has been a distinguished panelist at national and international conferences, seminars, and workshops on Education, Advertising, and Branding. In addition, she has undertaken consultancy projects in training, retail mapping, and communication strategy, bridging the gap between academia and industry.

Prior to academia, she had a successful corporate career with Mudra Communications Ltd. and Triton Communications Ltd., followed by a strategic role in an IT start-up, where she led marketing strategy and business development across Southeast Asia.

Through her leadership, Som-Lalit Institute of Management Studies continues to evolve as a center for academic excellence, industry collaboration, and student empowerment

EDITOR'S PROFILE



Dr. SUPRIYA BHUTIANI

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 experience spanning 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 Pavagadh 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 books.

EDITOR'S PROFILE



Dr. SARMISTHA SARMA

Dr. Sarmistha Sarma is a distinguished marketing professor with over two decades of experience in academia, research, and corporate engagement. Currently serving as a Professor at Asian Business School, Noida, she is actively involved in academic administration, research, and curriculum development. She leads the Internal Quality Assurance Cell (IQAC), ensuring institutional compliance with academic standards and regulatory requirements. A prolific researcher, she has published extensively in Scopus-indexed and other reputed journals, with expertise in consumer behavior, digital marketing, and market research. She has authored and edited multiple books on Consumer Behavior, Marketing Research, and Service Marketing, contributing significantly to the academic landscape. Dr. Sarma holds a Ph.D. in Management from Fakir Mohan University with a research focus on customer delight in the banking sector. She completed her MBA in Finance & Marketing from Gauhati University and B.Com in Accountancy from Gauhati Commerce College. Over the years, she has played a key role in government and industry collaborations, working as a Subject Matter Expert for institutions like IGNOU, TCS iON, and NCERT, and was recently appointed as a NAAC Assessor (2024). Her contributions extend beyond academia, as she actively participates in policy-making, accreditation, and teacher education projects under the Ministry of Education and the Ministry of Small Scale Industry, Government of India.

Apart from her academic pursuits, Dr. Sarma is an editorial board member and reviewer for prestigious journals, serving as the Managing Editor of the Opinion International Journal of Business Management and a reviewer for international publications. She has been a mentor and PhD guide at Jagannath University and AIMA-AMU PhD programs, shaping the next generation of researchers and industry professionals. Her expertise in curriculum development, accreditation (NAAC, NBA), and digital marketing strategies has made her a sought-after speaker at national and international conferences. She has been associated as a distinguished speaker for University of Northumbria UK and City University, Malaysia.

Her passion for education, policy development, and mentorship continues to make a significant impact in the field of marketing and business education.

EDITOR'S PROFILE



SHITAL JAYANTILAL, PHD

Shital Jayantilal is an Associate Professor with Habilitation, 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 and 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!

Contributor's Information



Dr. Twinkle Trivedi is an associate professor at Som-Lalit Institute of Management Studies. She has over 19 years of experience in academics and industry. She has completed her doctorate in Management from Indus University. Her research interests are in the area of human resource management, consumer behaviour and organizational behaviour specifically, she likes to work on topics related to change management, personality, strategic human resource practices, and online shopping behaviour.



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Prof. Rani is actively involved in SLIMS's Placement and Accreditation Committees. In addition to teaching, mentoring, and guiding student projects, she engages in collaborative research and serves as an industry consultant. She teaches courses in the Finance and Accounting domain, such as Corporate Finance, Financial Derivatives, FinTech & Financial Analytics, and Cost & Management Accounting.



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Dr. Nili Shah is faculty of finance with rich experience of 9 years in academics and 1 year in corporate. She is teaching subjects of finance, accountancy, insurance, banking and taxation and production and operations management. In past she has been part of various prestigious universities naming Nirma University, IIM Ahmedabad, BK school of business management and Amity university. Throughout the journey she has got hold and expertise in various subjects and its linkage with practical world.



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She has presented papers at several conferences, including those at the Indian Institute of Science (IISc) Bengaluru and the Indian Institute of Management Ahmedabad (IIMA). She has authored more than two dozen research papers and book chapters. Dr. Joshi is a Doctoral Progress Committee member at GTU. She regularly undertakes corporate training assignments.



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Dr. Sikh has authored 35 research papers published in various national and international journals, listed in ABDC, Web of Science, Scopus Index, etc. He is a research guide for doctoral research scholars at GLS University. He is skilled in using software programs like IBM SPSS, AMOS, EXCEL, R Software, SMART PLSM EVIEWS, GRETL, NVIVO, STATA, Power Bi, and Tableau.



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Dr. Roshni Rawal, an Associate Professor at the Adani Institute of Digital Technology Management, holds Ph.D. MBA in Finance and Marketing with over 12 years of teaching experience and 2 years in the industry, she has an impressive track record. She is a PhD guide . She is a certified trainer under the Erasmus+ program by the European Union and a certified IELTS trainer accredited by the British Council. Her innovative teaching methods empower students to explore new dimensions within the management and soft skills domain. Dr. Rawal's commitment to capacity building is evident in her extensive training sessions, having imparted knowledge to over 200 students and 150 faculties. She has also contributed significantly to academia with published more than 18 papers and presentations at national and international conferences and in various reputed journals. Notably, she has been honored with the 'Best Paper Award' for her research. Additionally, Dr. Rawal has authored 08 books on Management and Communication. She actively participates in institutional committees and academic governance.



Ms. Khushboo Vachhani Talati is an Assistant Professor at Som Lalit Institute of Management Studies, Ahmedabad. She has over four years of teaching experience in management. She holds an M.Phil in Management and an MBA in Family Business & Entrepreneurship (FB&E). Her areas of interest include Entrepreneurship, Communication, and Marketing. She has presented research papers at national and international conferences and is actively involved in collaborative research. She also has a few management case studies to her credit.

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1

BALANCING TRADITION AND INNOVATION: UNDERSTANDING THE ROLE OF PERSONALITY IN DECISION-MAKING

Dr. TWINKLE TRIVEDI

Associate Professor

Som-Lalit Institute of Management Studies

Abstract

This case study explores the decision-making process of a second-generation entrepreneur managing the transition of a family imitation jewellery business, balancing traditional practices with the need for digital innovation. Driven by his extroverted, innovative, and adaptable personality traits, the entrepreneur faces the challenge of modernizing the business through digital marketing while maintaining the personal, local connections that have been central to its success. The case highlights the complexities of decision-making in family businesses and emphasizes the significant role personality plays in shaping leadership and strategic choices.

Keywords: Decision-Making, Family Business, Personality.

Introduction

Mr. Jeet*, is the grandson of Mr Ramsukh*, a visionary entrepreneur who founded a successful family business in Junagadh, Gujarat, in 1965. Gujarat, known for its enterprising spirit and a history of business-minded people, had long been a hub for trade, particularly in the jewellery sector. Mr. Ramsukh's business, which began with two stores and a wholesale venture—quickly gained recognition for offering high-quality imitation jewellery. Both stores capitalized in the bustling market in Junagadh, a well-known location for imitation jewellery trade. Through hard work and a deep commitment to quality, Mr Ramsukh built a loyal customer base, not only in Junagadh but in the surrounding regions of Gujarat.

In 2020, as Jeet took over the family business, he was determined to build upon his grandfather's legacy while navigating the modern business world. Unlike his grandfather, Mr. Jeet was outgoing, dynamic, and innovative, with a forward-thinking mindset that encouraged change. Growing up learning the fundamentals of business from his father and grandfather, Mr. Jeet understood the importance of adaptation in the rapidly changing commerce world. His extroverted personality and passion for new ideas led him to believe that digital transformation was crucial for the business's future.

In India, imitation jewellery turned heads and changed the game. The imitation jewellery market was forecast to grow by USD 904.34 million at a CAGR of 10.02% between 2024 and 2028. What was once seen as a budget-friendly alternative became a booming trend and a dynamic market with enormous potential, driven by the rise of e-commerce. The Indian imitation jewellery market experienced significant growth post pandemic due to various factors, including the affordability and accessibility of these products. The key factors driving market growth included the affordable pricing of costume jewellery and the increased demand from millennials. One of the primary drivers was the affordable pricing of imitation jewellery, making it an accessible

luxury for consumers. Another key trend was the rising demand from millennials, who valued unique and fashionable accessories. However, the market also faced challenges, including the low durability of imitation jewellery, which could limit repeat purchases. Retail sales of costume jewellery continued to thrive in India, with retail shops and concept stores being the primary sales channels. The increasing internet penetration and consumption led to a surge in online sales through e-commerce sites. Western brands also entered the Indian market, offering a wider range of choices and styles to consumers. Retail sales in this sector flourished in retail shops and concept stores, while online sales via e-commerce sites experienced notable growth.

Problem Identification

The jewellery market in Gujarat, particularly in imitation jewellery, was becoming increasingly competitive. Reputed jewellery brands were expanding into this market, posing a threat to smaller, local businesses like Mr. Jeet's. To differentiate his family's business from these larger players, he knew modernization was necessary, but it also had to be balanced with the authenticity and craftsmanship that had defined his grandfather's legacy. The growing digital landscape provided opportunities, especially for reaching younger, tech-savvy customers. Platforms like Instagram offered a space to share the story of the family business and its unique offerings. Yet, venturing into digital marketing was unfamiliar ground for Mr. Jeet, requiring not only substantial financial and time investment but also a complete shift in mindset. While traditional methods such as word-of-mouth referrals and in-store experiences had worked for decades, the question remained: Should he fully embrace digital marketing or maintain the traditional business practices?

Mr. Jeet found himself in a dilemma. On one hand, digital marketing promised growth by reaching broader and more diverse markets, even globally. On the other hand, it came with risks, including substantial

investments and the possibility of losing the personal touch and deep-rooted local connections. Should he adopt a digital-first strategy, potentially propelling the business forward? Or should he preserve the core values of the family business by sticking to time-tested, traditional practices? A middle ground, a balanced approach, seemed possible, but the question remained: How could it be effectively executed without sacrificing either tradition or innovation?

This dilemma was emblematic of the challenges many second-generation leaders face as they navigate family businesses. Mr. Jeet's ambition to modernize while honouring the legacy of his grandfather reflected a broader issue faced by family businesses: how to evolve without losing the foundational values that made the business successful in the first place. His decision would shape the future of the business and his legacy as a leader in an ever-changing market.

An important factor in Mr. Jeet's decision-making process was his personality, particularly his extroverted and innovative nature. His strong belief in the power of change and modernization pushed him to explore digital marketing as a key strategy for the future. However, this reliance on individual decision-making also had its challenges. In a family-run business, where leadership was passed down through generations, the pressure to make decisions independently could isolate him from valuable input from other family members or long-term employees who had a more traditional approach to the business. While his natural drive and confidence enabled him to take bold actions and quickly implement changes, it also increased the risk of overlooking important details or creating friction with others who were invested in the long-established methods.

Personality and Decision Making

Decision-making has always been complex and integral to daily life, influenced by various factors, including individual personality traits. People have exhibited different decision-making styles, which have been

seen as habitual patterns of response when faced with choices or dilemmas. These styles have ranged from rational, where decisions are based on logical analysis, to more intuitive or spontaneous approaches. Personality traits have played a significant role in shaping these styles, with traits such as conscientiousness, neuroticism, and extroversion influencing how individuals process information and approach decisions. For example, individuals with high conscientiousness have tended to prefer rational decision-making, while those with high neuroticism may lean towards more intuitive or dependent styles. Other traits, such as openness to experience and agreeableness, have also affected whether a person makes decisions in a structured manner or relies more on gut feelings. Ultimately, the relationship between personality and decision-making has been dynamic, as personal tendencies have interacted with situational contexts to shape how decisions are made.

Mr. Jeet's personality traits specifically his extroversion, intuition, thinking, and perceiving preferences shaped his approach to decision-making. His extroversion meant he was outwardly focused, enjoying interaction and thriving in environments that allowed him to share his ideas. His intuitive preference pushed him to think about future possibilities and opportunities, rather than focusing solely on present realities. His thinking style, marked by a logical approach to decision-making, helped him assess the practical implications of adopting digital marketing. Finally, his perceiving nature meant he was adaptable, open to new ideas, and flexible when it came to changing directions quickly. These traits led him to consider digital marketing as a necessary step forward but also made him hesitant to abandon the traditions that had been successful for his family's business for decades.

While Mr. Jeet's decisiveness allowed him to move swiftly, it also risked isolating him from important insights and opinions within the family or the business. The business had long thrived on personal connections, and a shift toward digital marketing might jeopardize these

relationships, especially if the transition was perceived as abrupt or disconnected from the company's roots. Furthermore, Mr. Jeet's drive for quick results could result in impulsive decisions, which might overlook the complexities of the digital landscape, especially since it was an area unfamiliar to him.

Mr. Jeet's challenge, therefore, was to balance the desire to modernize with the need to preserve the family values that had been integral to the business. By integrating digital marketing, he could broaden the business's reach, but it had to be done in a way that did not alienate the loyal customer base or compromise the family legacy. How he approached this dilemma would be key to his success and define his leadership as he steered the business into a new era of growth and transformation.

Conclusion

Decision-making as a multifaceted process has been shaped by a variety of factors, with personality traits playing a central role in determining how individuals approach decisions. The interaction between personality characteristics such as conscientiousness, neuroticism, and extroversion, alongside situational influences, results in diverse decision-making styles, ranging from rational and structured to intuitive and spontaneous. Understanding this relationship helps to explain why people react differently to the same decision-making challenges and highlights the importance of considering personality in both personal and professional contexts. Ultimately, the complexity of decision-making reflects the dynamic interplay between individual tendencies and external factors, making it a continuously evolving and personal experience.

* Names changed for the case study

Discussion Questions

- How did Mr. Jeet's extroverted and innovative personality shape his decision to either embrace or resist the adoption of digital marketing in the family business?
- Using the MBTI framework, how did Mr. Jeet's personality traits—extroversion, intuition, thinking, and perceiving—affect his approach to decision-making in the family business, especially when trying to balance traditional practices with the need for innovation?
- How do different personality types impact the level of risk individuals are willing to take when making business decisions?
- “Understanding a person's decision-making style improve team dynamics and problem-solving within a workplace”
Discuss

Student Contributors to the Case

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CORPORATE BONDS: COMPLEXITY BEYOND THE SIMPLISTIC VIEW

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Introduction to the Topic

Corporate bonds are often perceived as straightforward financial instruments, with their pricing and risk profile appearing relatively uncomplicated compared to other investment options. However, this oversimplified view belies the inherent complexities that investors must navigate when evaluating and selecting corporate bond investments.

Abstract

This case study examines the journey of Mr. Javed, a retiree seeking to secure his financial future through fixed-income investments in India. Upon retirement from his long tenure at Asian Ceramics, Javed intended to invest his provident fund and gratuity in a safe and reliable manner. However, despite his experience with equity investing, Javed lacked knowledge about fixed-income securities like bonds. Encouraged by his friend Mr. Naved, who had investment experience, Javed sought guidance from Wealth Max, a well-established wealth management firm known for its expertise in fixed-income investments. Despite facing challenges such as declining interest rates and increasing demand for fixed-income products, Wealth Max's bond portfolio remained globally competitive.

Wealth Max responded proactively, arranging a detailed consultation with one of their bond trading experts, Mr. Ravi, who was tasked with educating Javed and his peers about corporate bonds, risks, and potential returns on bonds. The goal was not only to provide tailored advice for Javed's retirement fund but also to expand WealthMax's client base by offering educational sessions for individuals over 55 with similar concerns. Through clear explanations, real-world examples, and visual aids, Ravi successfully clarified complex investment concepts, addressing client queries and instilling confidence in the group.

The session strengthened the relationship between Javed and Wealth Max, equipping him with the knowledge to make informed investment decisions. This case highlights the importance of education and trust-building in financial advisory services, positioning Wealth Max as a trusted partner for long-term financial success.

Keywords: Corporate bond, bond valuation, yield, risk and return on bonds, perpetual, perp, bonds, rating, YTM

The Story

Upon retiring from his long career at Asian Ceramics, Mr. Javed anticipated receiving a substantial sum from his provident fund and gratuity. With the intention of securing his financial future, Javed planned to invest his newfound wealth in fixed-income investments within India. He sought guidance on how best to manage and grow his funds in a safe and reliable manner. His close friend, Mr. Naved, who had experience in the investment world, recommended that Javed consult a professional financial advisor for expert advice.

Wealth Max was a well-established investment services firm that had earned a strong reputation for its wealth management expertise. With eight branches across the state of Gujarat and several international locations, Wealth Max had garnered trust and credibility among its clients. Their bond portfolio was ranked among the top 10% globally, thanks to their top-tier research team, dedicated customer support, and strong relationships with clients. However, the firm was currently facing some challenges, including a prolonged decline in interest rates, which had affected their performance, and a constant increase in demand for fixed-income investments.

Javed, though knowledgeable about equity investing, realized through his conversations with Naved that he lacked the same level of understanding when it came to fixed-income investing. Recognizing the importance of making informed decisions, Javed decided to follow his friend's advice and consult Wealth Max. He reached out to the firm to schedule a meeting with one of their bond trading experts.

Wealth Max immediately took action, knowing that Javed's retirement fund represented a significant financial milestone. Mr. Naved worked closely with the firm to arrange a detailed consultation meeting with Javed, during which an advisor would explain the nuances of fixed-income investments. The meeting was designed not just to build trust with Javed, but also to help him understand the potential returns from investing in corporate bonds. A significant portion of the meeting

was also dedicated to educating Javed and his colleagues, many of whom were over the age of 55, on the finer details of bond investments, including the terminology, risks, and features associated with them.

The goal of Wealth Max was clear: to ensure that Javed and his colleagues could make well-informed, confident decisions about their investments. Given the firm's expertise in the area of fixed-income securities, the meeting was framed as a comprehensive educational experience. Wealth Max saw this as an opportunity not only to grow their relationship with Javed but also to expand their fixed-income business by attracting more clients who shared his concerns and financial goals.

To deliver on this promise, Wealth Max assigned one of their seasoned advisors, Mr. Ravi, to conduct the presentation. Ravi was a highly skilled professional with years of experience in the bond market. He prepared a thorough presentation that covered both the basic and advanced aspects of fixed-income investments. With a focus on clarity and simplicity, Ravi explained how corporate bonds work, the risks involved, and the types of returns investors could expect.

During the presentation, some clients in the room raised questions about corporate bonds and their suitability as an investment option. Ravi patiently addressed each query, offering clear, concise explanations and real-world examples to help everyone grasp the concepts more easily. He used a well-organized table to visually represent key information, making the concepts even easier to understand.

By the end of the session, Javed and his colleagues felt much more confident in their understanding of fixed-income investments. They appreciated Wealth Max's commitment to transparency and their educational approach. Javed, in particular, felt reassured about making informed decisions regarding his retirement savings and was eager to start working with Wealth Max to secure his financial future. The firm had successfully built trust, answered key questions, and educated potential clients on how to navigate the complex world of bonds, all

while fostering a relationship that would likely lead to long-term success.

Table 1 Rates of bond from BSE India as on 16th January 2025.

Name of the Security	Coupon	Rating	Maturity / CALL DATE	Market Price (RS)	YTM/YTC/ MMY	Interest Payment date	Face Value (Rs)
8.28% GOI 2032	8.28%	SOVEREIGN	15-Feb-32	108.75	6.83%	15/02,15/08	₹ 100
6.90% KA SDL 2031	6.90%	SOVEREIGN	17-Nov-31	99.30	7.15%	17/05,17/11	₹ 100
8.85% REC 2029	8.85%	AAA	16-Apr-29	105.25	7.36%	16/04	₹ 10,00,000
8.83% IRFC 2035	8.83%	AAA	14-May-35	111.65	7.34%	15/04,15/10	₹ 10,00,000
8.31% ADITYA BIRLA 2034 (SUBDEBT)	8.31%	AAA	11-Jul-34	100.85	8.16%	11/07	₹ 1,00,000
10.40% NAVI FINSERVE 2026	10.40%	A	13-Nov-26	99.5	11.24%	13TH OF EVERY MONTH	₹ 1,00,000
10.75% SPANDANA SPMOORTY FIN LTD 2026	10.75%	A+	04-Sep-26	98.75	11.51%	04/09	₹ 1,00,000
9.75% SAMMAAN CAP LTD 2029	9.75%	AA	23-Jul-29	93	11.78%	23/07	₹ 1,00,000
10.05% MUTHOOT FINCORP LTD 2029	10.05%	AA-	31-May-29	100.45	10.39%	MONTHLY	₹ 1,00,000
9.75% TATA MOTOR FINANCE LTD 2030 (PERP)	9.75%	A+	03-12-1930 (call)	105.50	8.52%	03/12	₹ 10,00,000

During the discussion, the clients asked following questions:

1. Why is there such significant variation in the coupon rates and prices of different bonds?

What factors contribute to the wide differences in coupon rates and the market prices of various bonds? Can you explain why some bonds offer higher or lower coupon rates than others, and how do factors like the issuer's creditworthiness, bond maturity, and prevailing interest rates affect these variations?

2. How is the corporate bond rating determined, and why do these ratings change over time?

Can you explain the process by which corporate bonds are rated and who is responsible for assigning these ratings? What criteria are used to assess the bond issuer's ability to meet its obligations? Additionally, why do bond ratings fluctuate over time, and what factors influence these changes?

3. Why are some bonds trading at a discount, while others are trading at a premium? Are the bonds priced at a discount being offered for sale, and is it advisable to buy these cheaper bonds?

What are the reasons behind some bonds being sold at a lower price than their face value (at a discount) while others are priced higher (at a premium)? Is there a specific market condition or investor sentiment driving these price differences? Also, does purchasing discounted bonds represent a good investment opportunity, or are there risks involved with buying bonds below face value?

4. A client asked to clarify the term 'yield to maturity' and how it impacts investment decisions.

Could you provide a detailed explanation of what 'yield to maturity' means and how it helps investors assess a bond's potential return? How is this figure calculated, and why is it an important factor for investors when making decisions about which bonds to buy?

5. A client requested that you rank all the bonds based on the level of risk associated with each one.

One of the clients wants to understand how to assess the relative risk levels of different bonds. Can you rank various bonds according to the risks they carry, such as credit risk, interest rate risk, and other factors that might impact their safety or potential return? How can investors use this risk ranking to guide their investment choices?

Answers

1. Why is there such significant variation in the coupon rates and prices of different bonds?

Below is a detailed explanation of how these factors contribute to the differences in bond coupon rates and prices:

- a) **Issuer's Creditworthiness:** The creditworthiness of the bond issuer plays a major role in determining the bond's coupon rate. Governments are called sovereign bond which are considered as risk free (no risk) bonds. Issuers with higher credit ratings are perceived as less risky, meaning they are less likely to default on their debt obligations. These issuers can offer bonds with lower coupon rates because investors are willing to accept a lower return in exchange for the lower risk. Conversely, issuers with lower credit ratings such as perpetual (AT1 bonds) are considered riskier, so these issuers must offer higher coupon rates to attract investors, compensating them for the higher risk of default.
- b) **Bond Maturity:** The length of time until a bond matures also affects its coupon rate. Longer-term bonds generally have higher coupon rates than shorter-term bonds to compensate for the increased risk associated with longer periods of time.
- c) **Prevailing Interest Rates:** The level of prevailing interest rates in the market significantly impacts the coupon rates of newly issued bonds. When interest rates are high, new bonds are issued with higher coupon rates to remain attractive to investors compared to existing bonds.
- d) **Inflation Expectations:** When inflation is expected to rise, investors demand higher coupon rates to compensate for the reduced purchasing power of future interest payments. In times of low inflation, issuers can offer bonds with lower coupon rates since the real value of the payments is less likely to erode.

- e) **Market Liquidity and Demand:** Bonds that are highly liquid, or those issued by well-known, reputable entities, tend to have lower coupon rates, as investors are willing to accept lower yields in exchange for easy tradability.

2. How is the corporate bond rating determined, and why do these ratings change over time?

Corporate bond ratings are determined through a detailed evaluation of various factors. Key among these are the issuer's financial health, including its profitability, debt levels, cash flow, and overall ability to generate revenue (Fabozzi, 2013). Credit rating agencies also assess the company's industry position, management quality, and economic conditions, as these influence the likelihood of the company's ability to service its debt (S&P, 2020). For example, highly rated corporations (e.g., AAA or Aaa) are typically financially strong with low risk of default, while lower ratings (e.g., BB or below) suggest higher risk. These agencies use a combination of quantitative analysis, such as reviewing financial statements, and qualitative factors, like management strategy and market conditions, to arrive at a rating (Fitch, 2020).

The variation in coupon rates and prices of bonds arises primarily from differences in risk, time to maturity, and market conditions. Issuers with high credit ratings, like sovereign bonds, can offer lower coupon rates because investors perceive them as low risk (Fabozzi & Mann, 2013). In contrast, issuers with lower credit ratings must offer higher coupon rates to compensate investors for the additional risk of default (Fabozzi & Mann, 2013).

Market demand and investor preferences can cause variations in coupon rates, as bonds from well-established entities may command lower rates due to strong demand (Hull, 2017). Finally, all these factors combined result in a wide range of bond prices and coupon rates, reflecting the diversity of risk and investment opportunities in the market (Fabozzi & Mann, 2013).

3. Why are some bonds trading at a discount, while others are trading at a premium? Are the bonds priced at a discount being offered for sale, and is it advisable to buy these cheaper bonds?

Like all other marketable securities, all above mentioned bonds are traded on BSE. The price is determined by demand and supply only. The factors that affect demand and supply of bond are important to study.

Bonds on the Bombay Stock Exchange (BSE) can trade at a discount or premium based on several factors, including interest rates, bond maturity, and the issuer's creditworthiness. A bond trades at a **premium** when its market price is above its face value, typically because its coupon rate is higher than the prevailing interest rates in the market. Conversely, a bond trades at a **discount** when its market price is below its face value, usually because its coupon rate is lower than the current market interest rates (Fabozzi, 2013).

Bonds trading at a discount are typically offered for sale by current bondholders who wish to liquidate their positions. That means that there are more sellers than buyer, which may indicate risk for potential buyers.

Whether it is advisable to buy discounted bonds depends on various factors, such as the investor's risk tolerance, the issuer's financial health, and the bond's maturity. If the issuer's fundamentals are strong, buying bonds at a discount can be a good opportunity for capital appreciation, as the bond will be redeemed at its face value at maturity. However, if the issuer is at risk of default, the investor may face losses. Therefore, thorough analysis of the bond's risk and the issuer's credit rating is crucial before making a decision (Hull, 2017).

4. A client asked to clarify the term 'yield to maturity' and how it impacts investment decisions

There are two types of returns. Nominal and YTM. Nominal is calculated on the face value of bond, which is the interest receivable.

Yield to Maturity (YTM) is calculated considering the market price of the bond, which is also a cost of buying bond. YTM refers to the total return anticipated on a bond if it is held until it matures. It is expressed as an annual percentage rate and accounts for the bond's current market price, coupon payments, and the time remaining until maturity. YTM is essentially the discount rate that equates the present value of a bond's future cash flows (coupon payments and face value at maturity) to its current price. Investors use YTM to assess the potential return on investment, assuming the bond is held to maturity and that coupon payments are reinvested at the same rate (Tuckman & Serrat, 2011).

The impact of YTM on investment decisions is significant. When comparing bonds, an investor will typically favour bonds with higher YTM's because they promise a greater return, all else being equal. This makes YTM a key decision-making factor, especially when investors are trying to maximize returns while managing their risk exposure (Mishkin, 2016). For instance, if a bond is purchased at a discount (below face value), the YTM will usually be higher because the investor will benefit from the capital gain when the bond matures and is redeemed at par value (Tuckman & Serrat, 2011). Conversely, a bond purchased at a premium (above face value) will likely have a lower YTM because the investor is paying more upfront and will not receive additional capital gains upon maturity. YTM also helps investors assess the risk-return trade-off associated with different bonds. Bonds with higher YTM's may come with higher risks, such as lower credit ratings or higher volatility, while bonds with lower YTM's are typically associated with more stable and lower-risk investments (Mishkin, 2016). Therefore, understanding YTM allows investors to make more informed decisions based on their risk tolerance and investment goals.

5. A client requested that you rank all the bonds based on the level of risk associated with each one.

Table 2 Ranking of bonds on the basis of rating and maturity of bonds

Name of the Security	Coupon	Rating	Maturity/ Call Date	Risk Rank (1 is Lowest Risky)
6.90% KA SDL 2031	6.90%	SOVEREIGN	17-Nov-31	1
8.28% GOI 2032	8.28%	SOVEREIGN	15-Feb-32	2
8.85% REC 2029	8.85%	AAA	16-Apr-29	3
8.31% ADITYA BIRLA 2034 (SUBDEBT)	8.31%	AAA	11-Jul-34	4
8.83% IRFC 2035	8.83%	AAA	14-May-35	5
9.75% SAMMAAN CAP LTD 2029	9.75%	AA	23-Jul-29	6
10.05% MUTHOOT FINCORP LTD 2029	10.05%	AA-	31-May-29	7
10.40% NAVI FINSERVE 2026	10.40%	A	13-Nov-26	8
10.75% SPANDANA SPHOORTY FIN LTD 2026	10.75%	A+	04-Sep-26	9
9.75% TATA MOTOR FINANCE LTD 2030 (PERP)	9.75%	A+	03-12-1930 (call)	10

1. **Sovereign Bonds** (Least risky, government-backed):

- **6.90% KA SDL 2031** (SOVEREIGN) – Risk Rank: 1
- **8.28% GOI 2032** (SOVEREIGN) – Risk Rank: 2

2. **AAA-rated Bonds** (Highly stable, low risk):
 - **8.85% REC 2029** (AAA) – Risk Rank: 3
 - **8.31% ADITYA BIRLA 2034 (SUBDEBT)** (AAA) – Risk Rank: 4
 - **8.83% IRFC 2035** (AAA) – Risk Rank: 5
3. **AA-rated Bonds** (Moderate risk, higher yield):
 - **9.75% SAMMAAN CAP LTD 2029** (AA) – Risk Rank: 6
 - **10.05% MUTHOOT FINCORP LTD 2029** (AA-) – Risk Rank: 7
4. **A-rated Bonds** (Higher risk, higher yield):
 - **10.40% NAVI FINSERVE 2026** (A) – Risk Rank: 8
5. **A+ rated Bonds** (Higher risk, higher return):
 - **10.75% SPANDANA SPHOORTY FIN LTD 2026** (A+) – Risk Rank: 9
 - **9.75% TATA MOTOR FINANCE LTD 2030 (PERP)** (A+) – Risk Rank: 10

Summery

Bond characteristics, such as coupon rates, credit ratings, and pricing, vary significantly depending on factors like issuer creditworthiness, market interest rates, and bond maturity. Bond ratings, provided by agencies like Moody's and S&P, assess the issuer's financial stability. Bonds with higher ratings are generally safer but offer lower yields compared to lower-rated bonds, which provide higher yields to compensate for greater risk (Mishkin, 2016). Discounted bonds may present higher yield opportunities, but they come with higher risks. YTM is a critical metric for evaluating the return on bonds (Fabozzi, 2013). Sovereign and AAA-rated bonds are considered less risky, while bonds with lower ratings (A+ or AA-) tend to have higher risks, reflected in their risk ranks (Tuckman & Serrat, 2011).

Discussion Questions

- Explain different kind of bonds available in the market.
- Determine the factors to assess risks attached to corporate bonds.

- YTM and its implication on investment decision pertaining to bonds.

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DYNAMIC MOTION TECHNOLOGIES IPO: A BLEND OF INNOVATION AND RESILIENCE

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Abstract

Dynamic Motion Technologies, a prominent name in the **automotive components and industrial equipment sector**, is launching its Initial Public Offering (IPO) to raise ₹300 crores. The IPO is a fresh issue and will be through book building. The below case study discusses the business of the company, the Objective of the issue, Financial Details, Growth Strategy, Competitive Strengths, Risks facing the company and Issue Details. The case study aims at making learners conversant with evaluating IPO by understanding and analyzing the details provided by a company issuing IPO.

Keywords: IPO, Bookbuilding, Lot size, Risk

Introduction

About Dynamic Motion Technologies Limited

Founded in 2012, Dynamic Motion Technologies has established itself as a leading manufacturer of electric motors, precision gears, braking systems, and control units. Its products cater to various industries, including: Electric Vehicles (EVs), Traditional Automotive, Aerospace, Industrial Automation and Agriculture Machinery.

With headquarters in Pune, Maharashtra, the company has a state-of-the-art production facility with:

- Automated assembly lines for motors and gears.
- A dedicated R&D unit focusing on energy-efficient and high-durability solutions.
- An in-house testing facility for stringent quality control.

The following is Financial Information about Dynamic Motion Technologies

(Rs in Crores)

Period Ended	30 Jun 2024	31 Mar 2024	31 Mar 2023	31 Mar 2022	31 Mar 2021
Assets	280.00	270.00	240.00	200.00	150.00
Revenue	35.00	320.00	260.00	210.00	165.00
Profit After Tax (PAT)	5.00	40.00	31.20	25.20	20.00
Net Worth	160.00	150.00	130.00	110.00	85.00
Total Borrowing	10.00	12.00	18.00	25.00	30.00

Objectives of the Issue: The Proceeds from the IPO will be allocated to: Increase production capacity for **electric motors and braking systems** to meet growing global demand, Establish a new **Innovation Center** focused on developing lightweight materials and advanced motor designs for multi-industry applications, Reduce debt burden, improving the company's financial health and support operational enhancements and working capital requirements.

Growth Strategy

Dynamic Motion Technologies has outlined a robust roadmap for future growth:

1. **Expand EV Components Portfolio:** Introduce cutting-edge technologies like **regenerative braking systems** and **high-efficiency motors**.
2. **Enter New Markets:** Strengthen presence in **North America** and **Australia**, leveraging the rising demand for automation solutions.
3. **Aftermarket Services:** Launch a dedicated **service and maintenance division**, ensuring steady revenue from replacement parts and servicing.
4. **Collaborations:** Partner with leading global OEMs (Original Equipment Manufacturers) for co-developing custom solutions.

Competitive Strengths

While EV components form a significant part of the business, their products are extensively used in **traditional automotive sectors, industrial automation, and robotics**, reducing reliance on EVs alone. Dynamic Motion exports to over 10 countries and has long-term partnerships with leading global brands. Holding over 10 patents, their innovation pipeline ensures they stay ahead of the competition. The company's manufacturing processes emphasize **energy conservation and waste reduction**.

Risks: The following are risks facing **Dynamic Motion Technologies**

Dependence on EV Growth: Although the EV sector is booming, any slowdown could impact demand.

Raw Material Prices: Fluctuations in key inputs like steel and rare earth materials could affect margins.

Regulatory Changes: Compliance with evolving environmental and industrial standards remains a key concern.

The following are IPO Timeline and Listing Details

IPO Opens	March 5, 2025
IPO Closes	March 7, 2025
Allotment Finalization	March 10, 2025
Listing Date	March 12, 2025
Stock Exchanges	BSE and NSE
Price Band	₹350 to ₹370 per share
Minimum Lot Size	40 shares
Minimum Investment for Retail Investors	₹14,800

Based on the information given above , you are required to answer the following questions.

Discussion Questions

- Will you invest in this IPO? Justify your answer.
- The case study mentions about risks facing the company, apart from these which other risks you find that can affect the company and also discuss strategies you would suggest to the company to mitigate the risks.
- Briefly explain book building process and also explain how it differs from fixed price issue.

4

**FROM CORPORATE HUSTLE TO SUSTAINABLE
VENTURES: THE JOURNEY OF INNOVATION
AND GROWTH**

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Abstract

This case study explores the inspiring journey of Mr. Shah, who transitioned from a promising corporate career to becoming a successful entrepreneur driven by sustainability and innovation. Beginning with a business in LED lighting, Mr. Shah navigated financial, technical, and market challenges to establish Optimax as a recognized brand. However, his quest for personal fulfillment and environmental contribution led him to venture into organic farming. Focused on cultivating basil, Mr. Shah adopted sustainable and innovative farming practices, including greenhouse farming, to

address challenges such as demand fluctuations, perishability, and resource availability. The case highlights his resilience, adaptability, and commitment to sustainable entrepreneurship while presenting insights into his strategic approaches and future aspirations.

Keywords: Challenges in Entrepreneurship, Innovation and Sustainability, Sustainable Business Practice

Introduction

Mr. Shah, an accomplished individual with a degree in engineering and an MBA from a reputed college in Gujarat, began his career with ICICI Prudential. However, he left the company within a year, joining an engineering firm. Despite holding promising positions in the corporate world, he often found himself dissatisfied and yearning for a deeper sense of fulfillment. His love for nature and passion for sustainable practices eventually inspired him to embark on an entrepreneurial journey. This case study delves into Mr. Shah's motivations, challenges, and achievements as he transitioned from corporate life to business ownership, highlighting his ventures into the LED and farming industries.

Transition from Corporate to Business

Mr. Shah's decision to leave the corporate sector was rooted in his desire for autonomy, creativity, and alignment with his values. While working in the engineering firm, he felt constrained by routine tasks and corporate hierarchies. His love for nature and interest in sustainable practices became a motivating force for change. Inspired by the idea of creating a meaningful impact through eco-friendly solutions, Mr. Shah decided to start his own business.

During his corporate tenure, he also observed how traditional business models often prioritized short-term gains over long-term sustainability. These realizations, coupled with his innate entrepreneurial spirit, prompted him to take the bold step of venturing into uncharted territory. He believed that entrepreneurship would allow

him to innovate, take calculated risks, and address societal challenges while staying true to his core principles.

Challenges for transition from Corporate to Business.

Transitioning from a corporate career to starting a business is a significant shift, both socially and economically. For Mr. Shah, this change is likely to bring various challenges that demand careful planning, adaptability, and resilience. Socially, one of the primary difficulties is the loss of corporate identity. In a corporate setting, professional status is often tied to the organization one represents. Moving away from a recognized position can lead to a diminished sense of validation and recognition, especially if the business takes time to establish its presence. Moreover, corporate networks, while valuable, may not always translate into direct support for entrepreneurship. Building new relationships with suppliers, customers, and industry peers can be time-consuming and demanding.

Another social challenge is the potential strain on work-life balance. Unlike a structured corporate job, running a business often requires long hours and significant personal investment. This shift can impact family dynamics, especially if financial pressures arise during the early stages of the business. Additionally, societal perceptions may pose a hurdle. Friends, family, and peers might view the decision to leave a stable corporate career as risky or impractical, creating pressure to prove the worth of the new venture. The transition also comes with a steep learning curve, as Mr. Shah must take on multiple roles, such as marketing, operations, and finance, which were previously handled by specialized teams in his corporate role.

Economically, the challenges are equally daunting. Starting a business typically involves significant financial risk. Mr. Shah will need to invest personal savings or seek funding through loans or investors, which can put a strain on his financial security. Unlike the predictability of a corporate salary, business income is often unstable,

particularly in the initial phases. This uncertainty can be challenging to manage, especially if Mr. Shah has financial commitments like a mortgage or children's education. Additionally, entering a competitive market requires strategic planning, branding, and pricing strategies—all of which demand substantial financial and time investment.

Another economic challenge is navigating the external business environment. Factors like inflation, fluctuating interest rates, and changing consumer preferences can significantly impact the profitability of the business. Accessing resources such as capital, skilled labor, and technology may also be more difficult compared to the abundance of resources available in a corporate setup. Regulatory and compliance requirements, such as taxation and legal obligations, add another layer of complexity and cost that Mr. Shah must address to avoid penalties or operational disruptions.

The Birth of Optimax

In his initial entrepreneurial venture, Mr. Shah founded Optimax, a company dealing in LED lighting solutions. He chose this industry due to the growing demand for energy-efficient lighting. The LED industry's potential for reducing energy consumption and environmental impact resonated with his vision of sustainability. Optimax began as a trading company but soon transitioned into manufacturing LED lights to ensure better quality control and innovation.

Optimax, founded by Mr. Shah, is a company specializing in LED lighting solutions. The venture was inspired by the growing global demand for energy-efficient lighting and Mr. Shah's commitment to sustainability. Recognizing the immense potential of LEDs to reduce energy consumption and environmental impact, he chose this industry to align with his vision of promoting eco-friendly solutions.

Initially, Optimax started as a trading company, sourcing and supplying high-quality LED products to meet market demands. However, Mr. Shah soon realized the importance of innovation and

quality control to differentiate his brand in a competitive market. This realization led to Optimax transitioning into manufacturing its own LED lights. By establishing in-house production capabilities, the company gained greater control over product quality, design, and efficiency, enabling it to offer customized solutions tailored to diverse customer needs.

Under Mr. Shah's leadership, Optimax focuses on integrating cutting-edge technology and sustainable practices in its manufacturing process. The company's product range includes LED bulbs, panels, industrial lighting, and smart lighting systems. With a commitment to innovation, reliability, and environmental responsibility, Optimax has positioned itself as a trusted brand in the LED lighting industry, contributing to a greener and more energy-efficient future.

Challenges in Establishing Optimax

Financial Constraints: Procuring capital for setting up manufacturing facilities required significant investment. Mr. Shah relied on personal savings, bank loans, and support from close acquaintances to finance the venture.

Technical Expertise: Developing in-house expertise for LED production proved to be a challenging task. Mr. Shah invested in training programs for his team and collaborated with industry experts to overcome this hurdle.

Market Competition: Competing with established players in the LED market necessitated innovation and aggressive marketing. To differentiate Optimax, Mr. Shah emphasized high-quality products and exceptional customer service.

Supply Chain Management: Establishing a reliable supply chain for components and distribution channels was a complex process. Mr. Shah formed partnerships with trusted suppliers and streamlined logistics to ensure timely delivery.

Despite the business success of Optimax, including its expansion into Gujarat and Rajasthan and the diversification into security solutions like CCTV cameras, Mr. Shah began to experience a growing sense of dissatisfaction. While the business was thriving and aligned with his initial vision of sustainability and technology-driven solutions, this growth did not fulfill his deeper personal aspirations. The reasons for his shift from the LED and security solutions industry to farming were rooted in a blend of personal values, societal contribution, and a desire for a more meaningful connection with nature and community.

One of the primary reasons for the shift was Mr. Shah's yearning for a more purpose-driven life. While technology solutions addressed urban needs, they felt removed from the grassroots impact he desired to create. Farming, in contrast, offered an opportunity to contribute directly to the well-being of people by providing sustainable, organic food while supporting rural livelihoods. This shift resonated with his vision of a more holistic and tangible impact on society and the environment.

Additionally, Mr. Shah found himself drawn to the simplicity and authenticity of rural life. The fast-paced, technology-driven corporate environment often left him feeling disconnected from nature and his roots. Farming offered a chance to reconnect with the land, promote sustainable agricultural practices, and live a lifestyle that aligned more closely with his personal values of environmental stewardship and self-reliance. The prospect of creating something from the ground up—both literally and figuratively—offered a sense of fulfillment that corporate achievements could not provide.

Economic sustainability was another factor. While the LED and security industries were profitable, they were also highly competitive and dependent on market fluctuations and technological advancements. Farming, despite its challenges, offered the opportunity for diversification through organic produce, agritourism, or value-added

agricultural products, ensuring a steady income while promoting sustainability.

Lastly, Mr. Shah's move was motivated by his desire to address larger societal challenges. Modern agricultural practices have often been criticized for their adverse environmental impacts, including soil degradation and excessive chemical use. By transitioning to farming, Mr. Shah aimed to champion eco-friendly and innovative farming methods, serving as a role model for sustainable agriculture. This shift would allow him to leave a lasting legacy of promoting healthier food systems and environmental conservation.

A New Chapter: Farming

In 2015, Mr. Shah, driven by his deep passion for nature and sustainability, ventured into farming with a college friend. Together, they rented a modest plot of land in Libadiya, a picturesque village in Gandhinagar, Gujarat. Their journey into agriculture began with the cultivation of basil, a strategic choice influenced by market demand, favorable environmental conditions, and economic viability.

Reasons for Choosing Basil

Demand for Basil

Basil's versatile applications in culinary, medicinal, and wellness sectors made it an attractive crop. Known for its aromatic flavor and therapeutic properties, basil is highly sought after by restaurants, health-conscious individuals, and the herbal medicine industry. In Gujarat, the demand for fresh and organic basil was steadily rising due to the expanding hospitality sector and increasing consumer awareness of health benefits. For instance, basil leaves are rich in antioxidants, anti-inflammatory compounds, and essential oils, which contribute to their popularity in both food and alternative medicine.

Suitable Weather Condition

Gandhinagar's climate is highly conducive to basil cultivation. Basil thrives in moderate temperatures ranging from 20°C to 30°C, along with ample sunlight, both of which are characteristic of the region. The soil in Libadiya, being well-drained and slightly alkaline, further supported optimal growth. The local weather allowed for year-round cultivation, maximizing yield potential.

Economic Feasibility

Economically, basil offered a compelling proposition. The initial investment for basil farming, including seeds, organic fertilizers, and irrigation setup, was relatively low compared to other high-value crops. The market price for fresh basil ranges between ₹300 and ₹500 per kilogram, depending on quality and demand. On average, one acre of land can yield 2,000 to 3,000 kilograms of basil annually, translating to a potential revenue of ₹6 to ₹15 lakhs per year, assuming favorable market conditions.

Farming Practices and Innovation

Mr. Shah and his partner emphasized sustainable and innovative farming practices to build a thriving basil cultivation business. Among their notable advancements was the integration of greenhouse farming, which optimized productivity and ensured consistent quality. They prioritized sustainable methods such as using organic fertilizers to enrich the soil and employing drip irrigation systems to conserve water, reducing wastage by up to 60% compared to traditional methods. Greenhouse farming was a key strategy, allowing year-round basil cultivation by controlling temperature, humidity, and light, ensuring optimal growth conditions regardless of seasonal fluctuations. This approach resulted in yields that were up to 30% higher than open-field farming, with reduced exposure to pests and diseases. The controlled environment also enabled the cultivation of premium basil varieties such as Genovese, Thai, and Holy Basil, which commanded higher

prices in the market due to their unique flavors and medicinal properties.

To further enhance productivity and minimize wastage, the duo adopted precision farming techniques, including regular soil testing, sensor-based growth monitoring, and integrated pest management using natural methods. Their commitment to quality extended to packaging and branding, with basil harvested, cleaned, and packaged in eco-friendly materials and marketed as "Fresh, Organic, and Locally Sourced." Establishing direct partnerships with organic food stores and luxury restaurants allowed them to cater to premium markets and achieve higher profit margins. These practices yielded approximately 3,500 kilograms of basil per acre annually, generating estimated revenues of ₹14 lakhs per acre. Beyond financial success, their innovative model created employment opportunities for local villagers and showcased the potential of eco-friendly farming. Through sustainable practices, precision techniques, and greenhouse farming, Mr. Shah and his partner not only enhanced productivity but also established themselves as leaders in modern organic agriculture, contributing to a greener and more sustainable future.

Challenges in Farming

Mr. Shah encountered several challenges while building his farming business, each requiring strategic solutions to ensure the sustainability and success of his venture.

Unpredictable Demand

One of the major challenges was the fluctuating demand for basil in the market. The gap between supply and demand often led to instances of surplus or shortage, which directly impacted revenue. For example, seasonal variations in consumption patterns or sudden market saturation due to competitors could lead to unsold inventory. Mr. Shah addressed this issue by conducting detailed market research and trend analysis. He engaged with buyers, including restaurants and wellness

centers, to understand their needs and align production schedules accordingly. Additionally, he diversified into growing specialized basil varieties to cater to niche markets, reducing dependency on a single demand cycle.

Perishability

Basil, being highly perishable, posed a challenge in terms of storage and transportation. Without proper facilities, the risk of spoilage and wastage was significant. To combat this, Mr. Shah invested in cold storage units near the farm, which helped maintain product freshness and extend shelf life by several days. Efficient logistics systems were also developed to ensure that harvested basil reached its destination promptly. This not only minimized spoilage but also retained the quality required to meet premium market standards.

Manpower Issues

Hiring and retaining skilled labor for farming operations was another obstacle. Many workers lacked experience in sustainable farming techniques and precision agriculture. To overcome this, Mr. Shah implemented a structured training program to upskill his workforce in areas such as greenhouse management, drip irrigation systems, and pest control. He also introduced incentive schemes, including performance-based bonuses and benefits like housing and healthcare, to motivate and retain employees. These efforts fostered loyalty among the workforce and improved operational efficiency.

Infrastructure Problems

The distance between the farm in Libadiya and the warehouse posed logistical challenges, increasing the time and cost involved in transporting the produce. Delays in transportation could lead to reduced product quality, especially for perishable items like basil. To address this, Mr. Shah optimized transportation routes using route planning tools and partnered with reliable local transport providers who

understood the urgency and requirements of his business. This collaboration significantly reduced delays and ensured timely delivery.

Resource Availability

Ensuring a steady supply of essential resources, such as organic fertilizers, quality seeds, and water, was a constant struggle. Shortages or delays in procurement could disrupt farming operations. To mitigate this, Mr. Shah established relationships with trusted local suppliers who could provide resources on time. He also maintained an inventory of critical inputs to prevent shortages during peak cultivation periods. For water management, he expanded the drip irrigation system and constructed a small reservoir to store rainwater, ensuring year-round water availability.

Weather Dependencies

Unpredictable weather conditions, such as sudden temperature fluctuations, unseasonal rains, or prolonged dry spells, occasionally impacted crop yields. These weather dependencies posed a significant risk to farming operations. To mitigate these risks, Mr. Shah adopted advanced farming techniques, including greenhouse cultivation, which offered a controlled environment for basil growth. Additionally, he explored weather prediction technologies and insurance options to safeguard against crop losses caused by extreme weather events.

Integration of Greenhouse Farming

Mr. Shah's adoption of greenhouse farming marked a turning point for his basil business. It allowed him to meet growing demand and ensure consistent quality. The controlled environment reduced the impact of external factors, leading to a more predictable production cycle. However, he remained mindful of the operational costs and worked on optimizing energy usage through renewable sources.

Expansion and Future Scope

Mr. Shah's farming business gradually expanded to cater to markets outside Gujarat. However, exporting basil to other states brought its own set of challenges, including:

Regulatory Hurdles: Navigating state-specific agricultural policies and export regulations. Mr. Shah collaborated with legal experts to ensure compliance.

Transportation Issues: Ensuring timely delivery of perishable produce across long distances. He invested in advanced logistics solutions to minimize transit times.

Market Competition: Competing with local farmers in other states required innovative marketing strategies to highlight the superior quality of his produce.

Future Scope

Mr. Shah envisions a future where his farming business incorporates more sustainable practices, such as solar-powered irrigation and organic farming techniques. Additionally, he plans to explore the cultivation of other high-demand herbs and vegetables, further diversifying his offerings. He is also considering exporting basil to international markets, leveraging global demand for high-quality herbs. To achieve these goals, Mr. Shah aims to:

Invest in advanced agricultural technologies.

Strengthen partnerships with distributors and retailers.

Educate consumers about the benefits of sustainable farming.

Collaborate with research institutions to develop innovative farming solutions.

Conclusion

Mr. Shah's journey from a corporate professional to a successful entrepreneur underscores the importance of aligning personal values with professional pursuits. His ventures into the LED and farming industries demonstrate resilience, adaptability, and a commitment to sustainability. Despite numerous challenges, his love for nature and

determination to create a meaningful impact continue to drive his entrepreneurial spirit. By prioritizing innovation and sustainability, Mr. Shah serves as an inspiring example of how businesses can thrive while contributing positively to society.

Discussion Questions

- What key factors motivated Mr. Shah to transition from corporate employment to entrepreneurship?
- Identify the challenges Mr. Shah faced while establishing his LED business and discuss how he overcame them.
- How did Mr. Shah address the challenges associated with basil cultivation and expand his farming business?
- Evaluate the potential advantages and disadvantages of greenhouse farming in the context of Mr. Shah's basil cultivation.

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GRIEVANCE REDRESSAL AT BHARAT BIMA GENERAL INSURANCE

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Abstract

This case study explores the challenges and strategic responses of an insurance company operating in the Indian market. Focusing on key areas such as claim management, regulatory compliance, customer satisfaction, and digital transformation, the study highlights the systemic issues faced by the insurance sector, including low penetration rates, fraudulent claims, and operational inefficiencies. By examining real-world examples and performance metrics such as claim settlement ratios and incurred claim ratios, the study illustrates how insurers navigate intense

competition, evolving regulations, and changing customer expectations. The role of technology, particularly in enhancing claim settlement efficiency and mitigating cybersecurity risks, is also analyzed. The study concludes by identifying best practices and potential strategies for improving market outreach, risk assessment, and customer service to ensure sustainable growth and trust in the insurance industry. This research provides insights into how Indian insurers can overcome prevalent challenges and leverage digital innovation to enhance their operational resilience and market performance.

General Insurance Business in India

Indian general insurance business is regulated by Insurance Regulatory and Development Authority of India (IRDAI). Indian insurance industry has seen progressive reforms, with the government allowing foreign direct investment (FDI) up to 49% in insurance companies. India has mixture of both Private and Public Sector Players. The public sector players include New India Assurance, Oriental Insurance, and National Insurance, while private players include Bajaj Allianz, ICICI Lombard, HDFC ERGO, and Tata AIG. The private sector has grown rapidly in recent years, driven by better customer service, innovative products, and technology. The penetration of general insurance in India remains low compared to developed countries, creating a huge growth potential. The adoption of insurtech (insurance technology) is transforming the sector, with digital platforms offering easier access to policy purchases, renewals, claims, and customer service. Mobile apps, AI-based underwriting, chatbots, and quick claim processing are becoming increasingly common. Government of India has taken initiatives like Pradhan Mantri FasalBima Yojana (PMFBY), A crop insurance scheme that aims to provide financial support to farmers, Ayushman Bharat, A health insurance initiative aimed at providing coverage to low-income households, Motor Third-Party Insurance Mandate, mandatory for all motor vehicles to have third-party liability insurance. The company

aims to provide its customers with comprehensive protection through innovative, customer-centric insurance solutions. The company operates through multiple channels, including agents, brokers, and digital platforms, making insurance more accessible to a wide range of people across India. The company has a strong focus on technology, using digital tools for policy issuance, claims processing, and customer support. It has a well-established reputation for customer service and a wide network of branches and partners across the country.

Technology Upgradation Adopted by Indian Insurance Companies (Insurtech)

Insurtech in India refers to the integration of technology into the insurance industry to enhance processes, improve customer experience, and drive efficiency. The rise of **insurtech** (insurance technology) is transforming the traditional insurance landscape in India, enabling new business models, innovative products, and digital transformation across various aspects of the insurance value chain. **Digital Platforms of insurance companies offer Online Insurance Sales wherein many insurtech startups in India are leveraging digital platforms to make it easier for customers to purchase insurance policies directly through websites and mobile apps, bypassing traditional agents. The Aggregators are the platforms that allow customers to compare various insurance products from different providers based on premiums, coverage, and other factors (e.g., Policybazaar, Coverfox). Insurance companies are now well versed with AI and Machine Learning where in AI algorithms help insurers assess risk more accurately and quickly by analyzing vast amounts of data, which results in more personalized pricing for customers and Machine learning models are being used to identify patterns of fraudulent claims by analyzing historical data and claims patterns. Claims Automations is facilitated by various insurance companies wherein insurance** companies enable customers to submit claims through mobile apps or websites, reducing paperwork

and improving processing times. Claims can be processed faster and more accurately using AI-based systems that automatically assess the validity of claims and determine settlements. In India, few **leading Insurtech Startups naming policy bazaar**-one of the largest insurance aggregators in India which allows users to compare and buy health, life, and general insurance policies online, **Acko General Insurance- which offers digital-first, customer-centric insurance products, such as car insurance, travel insurance, and health insurance, Digit Insurance- which is a tech-driven insurance company that offers motor, health, travel, and home insurance products, Bima Pe-that uses artificial intelligence to simplify the process of buying and managing health insurance, Turtlemint-which helps consumers buy and manage insurance through its app and offers a range of products, including health, life, and motor insurance, and helps agents provide customized solutions to customers, Coverfox-** that allows users to compare and buy insurance products, from life insurance to car and health insurance and **Zylo which** focused on simplifying the claims process, particularly for motor insurance.

Bharat Bima

Bharat Bima is one of the oldest general insurance companies in India. Bharat Bima operates under the ownership of the **Government of India**. It primarily offers a wide range of **non-life insurance products** such as motor, health, fire, marine, and rural insurance. The company was **found in** 1956, having **headquarter at** Kolkata, West Bengal, India. The company is owned by Government of India making it Public Sector Undertaking. Insurance companies in India are regulated by IRDAI-Insurance Regulatory and Development Authority of India. Bharat Bima operates in general insurance products catering to different products naming **motor** Insurance, health Insurance, travel Insurance, fire Insurance, marine Insurance, rural Insurance.

Highlights of Non-Life Insurance Claims in India

Insurance claims data in India highlights various trends and metrics across health, motor, and other general insurance categories. In FY 2024, the health insurance sector settled claims worth ₹75,000 crore from 2.5 crore claims, with cashless claims comprising 60% of settlements. This sector has shown robust growth due to government initiatives and regulatory reforms promoting transparency and accessibility in claim processes. Health insurance now constitutes 37% of the general insurance industry's revenue, with total premiums collected nearing ₹1 lakh crore. The claim settlement ratios (CSR) for health insurance providers vary significantly. For instance, some stand-alone insurers like Care Health and Niva Bupa reported a 100% CSR. Non-life insurers (including health, motor, and other segments) reported gross direct premiums of ₹2.57 lakh crore in FY2023, reflecting growth despite challenges. Incurred claim ratios (ICR) for public sector insurers like National Insurance and United India Insurance tend to be higher compared to private insurers. For example, National Insurance reported an ICR of 102.35% in 2022-23.

Challenges Faced by Insurance Companies

Various insurance companies from non-life insurance business are facing fraudulent claims, claim delays, and disputes over coverage remain prevalent. The sector is increasingly leveraging digital tools and initiatives like the "Cashless Everywhere" initiative to streamline and expedite claim settlements.

The Grievance

Mr. Singh who had severe fever since few days underwent a medical diagnosis. He had taken insurance in one of leading insurance company of India – Bharati Bima. Mr. Singh filed a claim for a significant health expense after hospitalization with Bharati Bima, but the insurance company denies the claim on grounds of "unnecessary

hospitalization," despite a doctor's recommendation, leading Mr. Singh to escalate the issue through the company's grievance redressal mechanism, potentially even reaching the Insurance Ombudsman due to dissatisfaction with the initial response, highlighting common issues like claim rejection based on technicalities, lack of transparency in decision-making, and delays in resolution. Mr. Singh is diagnosed with a medical condition requiring hospitalization and submits a claim to the insurance company, only to be denied on the basis that the treatment could have been managed as an outpatient procedure.

From perspective of policyholder, Mr. Singh argues that his treating physician explicitly recommended hospitalization and provides medical records as evidence, but the insurance company's claims department disputes this interpretation. The response received from the company was that the insurance company may initially try to resolve the issue internally by reviewing the claim with their medical team, potentially offering a partial settlement or asking for additional documentation. Dissatisfied with the company's response, Mr. Singh chooses to escalate the grievance by contacting the company's grievance redressal officer, detailing his concerns and providing further evidence. Insurance companies also have provision of ombudsman. If the internal grievance process does not yield a satisfactory outcome, Mr. Singh can approach the Insurance Ombudsman, an independent body that investigates complaints against insurance companies and can adjudicate disputes.

Potential Issues Explored in the Case Study:

The insurance company may argued that

1. The policy wording regarding hospitalization was not clearly understood by Mr. Singh, leading to a dispute over coverage.
2. Poor communication between the insurance company and Mr. Singh regarding the claim denial, leading to frustration and further escalation.

3. The process of reviewing and resolving the claim may take an extended period, causing inconvenience to Mr. Singh

Looking at Indian market, various policyholders have complained that insurance companies adopt by insurance companies. These practices include Unjustified Claim Denials where insurers may wrongfully deny legitimate claims by citing ambiguous policy terms or alleging technical errors by policyholders. In some cases, insurers have denied health insurance claims based on minor or unrelated discrepancies in medical records. It has been also seen that many insurance companies delay the Claim Settlement deliberately which can pressure policyholders into withdrawing their claims or accepting lower settlements. Companies often get involved in misrepresentation of policy terms by providing misleading information about what the policy covers during the sales process and later denying claims based on exclusions not properly disclosed. Manipulated and inflated premium calculations, data manipulation like manipulating financial reports, claim ratios, settlement statistics, collusion with Service Providers naming healthcare providers, auto repair shops, or other third parties to inflate bills or refuse valid services are common issues which impact the claim settlement and create the grievances.

Discussion Questions

1. Which principles of insurance do you think has been violated in above situation?
2. If you are in place of MSingh, what actions would you take?
3. Discuss the unfair practices adopted by Bharati Bima.

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**MANUBHAI BANGDIWALA –
CHALLENGES IN EXPANDING AN
IMITATION JEWELLERY BUSINESS ONLINE**

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Abstract

Manubhai Bangdiwala, a third-generation family business in Junagadh, Gujarat, has been a prominent player in the imitation jewelry sector since its inception in 1965. Facing challenges in the digital age, the business has attempted to penetrate the online market via Instagram, aiming to expand its reach and profitability. This case study examines the hurdles faced, such as low online visibility, limited marketing budgets, logistical constraints, and competition from established brands. Strategies implemented include optimizing Instagram engagement, budget-conscious marketing campaigns, enhancing customer convenience, and

streamlining logistics. These efforts resulted in increased online engagement, higher sales, broader market reach, and improved brand recognition, highlighting how resource optimization and innovative approaches can drive success in competitive markets.

Keywords: Imitation jewelry, social media marketing, Instagram, online business expansion, customer trust, budget-friendly strategies, Gujarat, small business growth.

Background

Manubhai Bangdiwala is a legacy business in the imitation jewelry industry, rooted in Junagadh, Gujarat. Established in 1965, it has evolved into a well-known name in the region under its primary entities, “Tansukh & Brothers” and “Jagdishchandra & Co.” The former operates as a boutique specializing in imitation jewelry and bangles, while the latter serves as a wholesaler for jewelry and cosmetics across Saurashtra. Entering the digital landscape, the third generation aimed to extend their family’s footprint into online markets, leveraging Instagram to reach a state and national audience.

Manubhai Bangdiwala’s longstanding reputation in Saurashtra is built on quality products and strong customer relationships. However, with the advent of digital marketplaces and shifting consumer behavior towards online shopping, it became evident that staying relevant required an effective digital strategy. Recognizing the opportunities provided by platforms like Instagram, the business decided to leverage its visual nature to showcase its vibrant and intricate jewelry designs.

Problem Statement

Despite the vast potential of social media and e-commerce, ManubhaiBangdiwala struggled to achieve a significant online presence. Key obstacles included:

1. **Low Online Visibility:** Sporadic posting and lack of engagement hindered Instagram growth.

2. **Inadequate Marketing Budget:** Financial constraints limited professional advertising and influencer partnerships.
3. **Logistics and Scalability Issues:** Expanding beyond Junagadh required a robust supply chain and customer support
4. **Competition from Established Brands:** Larger players with substantial resources dominated the market
5. **Customer Trust Issues:** A preference for physical inspection of jewelry constrained online sales.
6. **Limited Awareness of Digital Trends:** As a traditional business, the transition to digital marketing was met with internal resistance and a lack of expertise.

Solution Approach

To overcome these challenges, Manubhai Bangdiwala implemented a multi-faceted strategy:

1. Optimizing Instagram for Growth

- Focused on high-quality, creative product photography using natural light and affordable props.
- Developed engaging reels showcasing jewelry with traditional outfits.
- Leveraged trending hashtags and collaborated with Gujarat-based micro-influencers.
- Maintained consistent posting, including customer testimonials and behind-the-scenes content.
- Introduced storytelling in posts, highlighting the craftsmanship and heritage of their jewelry designs.

2. Budget-Friendly Marketing Campaigns

- Allocated a modest budget for Instagram ads targeting women aged 20-35 in Gujarat.
- Partnered with local wedding photographers to feature jewelry in bridal shoots.

- Created seasonal promotions and giveaways to attract new customers.

3. **Improving Customer Convenience**

- Introduced a cash-on-delivery (COD) option to build trust among customers in Ahmedabad and Gandhinagar.
- Provided detailed size and weight descriptions in Instagram posts.
- Launched a dedicated customer support hotline to address queries and complaints promptly.

4. **Enhancing Product Range**

- Expanded offerings to include modern, minimalist designs alongside traditional ones.
- Provided customization options for special occasions.
- Introduced affordable gift sets aimed at younger buyers and budget-conscious customers.

5. **Streamlining Logistics**

- Partnered with a reliable courier service for statewide delivery.
- Implemented a WhatsApp-based order and inquiry system for seamless communication.
- Invested in inventory management software to optimize stock levels and reduce delays.

Results

Within six months of executing these strategies, the business observed significant progress:

1. **Increased Instagram Engagement:** Followers grew from 50 to 274, with notable increases in comments and direct messages.
2. **Higher Sales:** Online orders accounted for 30% of total revenue, with repeat customers signaling enhanced trust.
3. **Wider Reach:** Orders began flowing in from Ahmedabad, Rajkot, and Baroda, marking successful penetration into new markets.

4. **Enhanced Brand Recognition:** Collaborations with influencers and photographers boosted credibility and visibility.
5. **WhatsApp Community Growth:** Over 250 regular customers across Gujarat and Mumbai started placing orders through WhatsApp, driving steady sales.

Conclusion

The case study of Manubhai Bangdiwala illustrates that small businesses can effectively harness social media to overcome traditional barriers and achieve growth. By focusing on customer trust, creative marketing, and logistical improvements, even limited resources can yield substantial results. Moving forward, the business aims to establish an offline presence in Ahmedabad, laying the foundation for a diversified growth strategy.

Implications and Future Directions

Manubhai Bangdiwala's journey underscores the importance of adapting to digital trends while staying attuned to customer needs. Future endeavors could include:

- Expanding the influencer network to include regional and national figures.
- Developing an e-commerce website to complement Instagram sales.
- Exploring export opportunities to tap into international markets.

Lessons Learned

This case study highlights key takeaways for small businesses embarking on digital transformations:

1. **Prioritize Customer Engagement:** Building trust through personalized communication is essential for online success.
2. **Adaptability Is Key:** Staying flexible and open to new strategies enables businesses to navigate challenges effectively.

3. Leverage Community Networks: Collaborations with local businesses and influencers amplify reach without incurring excessive costs.
4. By learning from Manubhai Bangdiwala's experience, other small enterprises can devise tailored strategies to thrive in the digital era.

Discussion Questions

- What are the technical and financial issues faced by the entrepreneur?
- Suggest corrective actions that improve the strategic moves to grow the business.
- Can Manubhai Bangdiwala have competitive advantage over other players existing in the market?

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MITTI CAFÉ

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Heading from a business family, Mitti Lifestyle Store and Cafe was the first Business-to-Consumer exposure for Sumanyu Patel and his family, so it was imperative to understand the consumers' psyche, interacting with consumers and convincing them. Mitti was born out of a desire to propel a shift in the consumerist mindset. Sumanyu reminisced the challenges faced while setting Mitti Lifestyle Store and Cafe project, a contemporary store with organic product mix and a cafe with ancient cooking ideas. Setting up the brand had given a tough time to Sumanyu, including challenges such as the COVID-19 situation. He had struggled hard to sustain the brand. Sumanyu was attempting to generate brand awareness among target audience regarding the concept

of Mitti- a brick and mortar store with café and thereby increasing the footfalls at Mitti.

Education and Career Surfing

Sumanyu Patel was an alumnus of Riverside School¹, based in Ahmedabad, Gujarat. His parents were a part of the founding team of Riverside. At this school, they were exposed to the practical world rather than just focusing on theories. As a young boy, Sumanyu was active in an initiative that served several hospitals and worked for healing of adult as well as paediatric cancer patients. He and his team would visit hospitals on every Sunday and would conduct various activities which would assist patients to divert their focus from the agony that they suffered.

Sumanyu did his under-graduation in product and industrial designing from DSK International School of Design², Pune. His inclination towards designing developed over a period of time. He would be clueless unless and until the concept was practically explained. Sumanyu initially tried his hands on a small project for E-assist cycles and researched to gauge whether India had a market for electric cycles. However, he concluded that this project required an entire engineering team. Hiring an entire team would not have been profitable looking at the market size and revenue opportunity. Hence, the idea was dropped at a very early stage.

Joining Mitti Project

On the onset of exploring his career options, he thought of joining Mitti, a project initiated by his mother which was designing sustainable men's wear. The name '*Mitti*' was selected by Sumanyu's mother, as the word meant earth/soil, the essence being remaining closer to the roots. On the other hand, he had kept the project of electric cycles as a second option as he was confident that if Mitti didn't work for him, then his network connections of manufacturers of electric bike and his

knowledge of operations would be able to land him to his alternative plan.

Sumanyu was at a dilemma as far as project Mitti was concerned; wherein he wanted to initiate contemporary ideas but at the same time wanted to continue the revival of traditions. He wanted to offer various products which were useful to consumers rather than lying idle at unused corner of their homes. With these ideas, he decided to collate a group of designers as a small community who were in search of a platform to showcase their work to the world.

He initiated operating on Mitti project with a new perspective. He realized that he needed a strong team to achieve his objectives so he ventured out to form a team. The search was time consuming but it ended up by bringing designers together who had backgrounds like NIDs³, CEPT⁴, ISD⁵ France and NIFTs⁶.

Initially the concept of Mitti was for organic menswear only. He expanded his mother's idea by getting the entire designer team on board. He built a team including perfumer, textile designer, communication designer, etc. They went on increasing their product line from menswear to womenswear, bags, bio ceramic ware, etc. They decided to offer varied products under the same brand name.

Finance for the Project

Contemplating over financing the Mitti concept, the team considered bringing prospective investors on the deck. But on reanalysing the options, they limited their ownership and bootstrapped it from the family members only.

Location and Setting up On-Site Cafe

As he was progressing further with the concept, several decisions required a lot of contemplation. Setting up an appropriate location was a crucial decision as they needed back-end space for the workshop as well as space for retail outlet. Sumanyu thought of renting a bungalow as it can be a common space for both workshop and retail. However, all

the bungalows that he surfed were located in the inner side of the streets which would make it difficult for customers to visit.

While scanning various locations, he visited One42⁷ at Ambli-Bopal Road⁸ in Ahmedabad. That place suited him as it was spacious enough for back-end as well as retail operations purpose. He got aware of many brands approaching that space. He felt their presence at One42 would provide footfalls to Mitti.

Site selection was not the end; but the beginning of decision-making. They started back-end processes, for the entire product line, from January 2020 and were open for public from March 2020, when the entire county was hit by COVID-19. This was a challenge for them as there were almost no consumers till the end of second wave of COVID-19 (end of 2020). It was tough for them to keep going during that time. Major issues included team retention, reduced funding, no movement of raw-materials, very low brand awareness, among others, and it seemed as if no efforts were paying off.

During the COVID-19 period, they were clueless about the demands of consumers so they decided to go online but they believed that their industry works more on 'touch and feel' philosophy. Consumers preferred to have a feel of fabric before buying it. They had traffic on their website but the conversion was not guaranteed; as compared to the high conversion rate that happens for walk-in customers. They decided that only online model will not work for them as it was a saturated market in terms of how much consumers understand their product/fabric description. They believed that only when a consumer tries the outfit, he can be sure of his buying decision. Also, they worked on made-to-order and the essence of that transaction was personal communication and personal touch. So, in their initial phase, due to lack of customer connect, there was no validation about their concept. In the meantime, Mitti team thought of diversifying and initiated with the concept of an organic cafe in 2021 but it seemed as if challenges were never ending for Sumanyu. The newly set cafe was also hit by the

third wave of COVID-19 (March to June, 2021). Its trial run was started in June 2021 for family and friends to share their review on food quality and taste. Then, after multiple feedbacks and trials, it was open for the public in July 2021.

As the Mitti project started new initiatives like the Cafe, the team brainstormed about the core values around which the concept was growing. They identified the following five core values which defined the Mitti concept.

- *Designer driven – Conceived and created by a family of dynamic, vivacious designers to make you alive. Elegant, classy and refreshing.*
- *Nurtured by nature – Our essence and inspiration lies in getting back in time with the Mother Earth. We are nature-backed, nature-nurtured and all-natural*
- *Heart crafted – From the heart, by the heart for the heart. Rich life experiences and stories get transformed into beautiful things you can own*
- *Sustainable – Practices and processes aimed to leave a positive viable footprint for the future generations. From sourcing raw-materials to seamless operations, ensuring zero to minimal waste, continual recycling, least pollution and local community involvement. “Mitti” is all about getting back to the roots*
- *Slow - Embracing a mindful and conscious approach to living. Everything is designed to let you breathe, relish small pleasures and savour ‘mittikikhushboo’.*

Operations Management

As a start-up during the initial days, Sumanyu was the only one in terms of managing operations. He used to handle almost all aspects of operations starting from managing vendors, orders, customers alterations, etc. As the brand expanded and the team grew, there were

new members joining the Mitti concept and with the launch of cafe, the work allocation amongst different team members was plausible.

There was clear work allocation between the cafe team and the designer team. Also, an expert was hired for working on social media presence of Mitti, a task which was earlier handled by Sumanyu.

Backdrop of Product Mix

Project Mitti developed a mantra- *Break up with the buy-use-throw cycle and become familiar with the life style essentials*. Hence the product catalogue had limited items on the list but all were unique. Mitti Lifestyle Store & Cafe offered product range in menswear, womenswear, natural perfumes, teas, coffees, ceramics, bags and jewellery. Also extending the product line, they offered ceramic jewellery, silver jewellery and glassware.

Palette offerings of Mitti Lifestyle Store and Cafe

Mitti Lifestyle Store and Cafe designed their menu based on the concept of being traditional, yet contemporary. It was also based on the philosophy of devouring fresh seasonal, nutritious and wholesome cuisine. They refrained from fusing the opposite food compositions which can lead to health issues. At the same time, they had to cater to variations because if the consumers were served with the menu analogous to their home environment, then it would not succeed in enticing consumers.

Retaining numerous tenets at the core, they curated a menu which was designed in variations. For example, items like *sukhad⁹*, a traditional sweet of Gujarat, was served at Mitti with a different texture, pumpkin jaggery cake was a replacement to refined flour cake, spicy peanut sauce and beetroot patty on lettuce for the burger, which was a different version of the original burger as it contained sweet potatoes and beetroot with some lettuce and yogurt. The basic inspiration for deciding the food menu at Mitti Cafe came from Radhu Ba, Sumanyu's

grandmother. Radhu Ba focused on simple, seasonal, local, home-made food wherein use of readymade packaged food and waste of food were alien concepts. But Mitti had to adapt itself to the changing food habits of people of Ahmedabad and therefore, for finalization of menu, a food consultant had assisted them.

For a restaurant in Ahmedabad, it was a challenge as they did not have Mexican or Italian cuisine on their menu. It was a hurdle as people in Ahmedabad still preferred old palette and were not so experimental with gourmet. Over a point of time in 2021 and continuing in 2022, they had customers walking in and inquiring for pizza or sandwich, which was not on their menu. They received feedback on introducing these items on their menu. Sumanyu listened to customers' demands but at the same time did not want to compromise on the initial organizational goals with which the cafe was established. So, he decided to design their own version of pizza with whole wheat base which was with sourdough and did not use yeast or synthetic flavouring. Adding to it even the tomato puree was made with organic tomatoes, organic herbs and other inhouse ingredients.

Small Team at Cafe

Mitti was a young cafe with 4 team members but expanding with passage of time. Since it was a very small team, every member was trained for every aspect of work at the cafe. There was no room for hierarchy, but clear roles were assigned to each team member so as to avoid confusions and delay in service. Even if one of the team member was away from work then his/her profile was managed by others as they were trained for all roles in the cafe. This served as a foundation to maintain the team glued to organizational goals.

Marketing Management

Sumanyu opined that he had a different concept to offer so it will appeal to consumers over a period of time. He believed that location played a critical role in marketing a concept and access would increase footfalls.

So, he was critical in deciding the location of Mitti. However, due to the outbreak of COVID-19, there was an initial spell wherein the promotion was obstructed but post-normality marketing again gained momentum due to word-of-mouth. For the Mitti team, launching a cafe had boosted foot falls at the store. Due to the organic nature of the assortment of menu, the café started getting known and as the consumers visited cafe they indicated interest in visiting the store. That led to cross pollination across the customers. They collaborated with other brands and started arranging small events to showcase their presence.

Social media presence was also given equal prominence as Sumanyu believed in – ‘*Go where your customers are*’. Mitti opted for paid business advertisements for promotion, but maximum flashing was done at events/happenings in the town. They received coverage through such events, and it facilitated visitors to spread word-of-mouth about the concept. There was an increase in the footfalls at Mitti Lifestyle Store and Cafe, post such events. They continued with events/exhibitions every weekend with the intention to keep the ball rolling and to generate a brand recall amongst shoppers.

Pricing Decision

The Mitti concept curated several designers on one platform so pricing was never Sumanyu’s sole discretion. However, he decided certain criterion for product mix and price range across product categories. He believed that when a shopper participated in an exhibition event of Banarasi Sarees¹⁰ by paying high entry ticket then shopper was not expecting Armani or GUCCI brands in it because those brands’ merchandise was a misfit for the saree exhibition. They also offered contemporary casual outfits whose prices were quoted lower than the high-ticket items. Sumanyu paid close attention to pricing of the products and if required also indulged in negotiation with the respective designers and decided an appropriate price for the products. The pricing strategy was to maintain a balance in the price by neither

making it too expensive nor too cheap but quoting a price which was worthy as per the quality of the products. Also, Mitti Store did not include sale promotion or price discount in their pricing strategy.

For any business, attaining its break-even point was very critical. For Mitti concept, the team strived to convince the consumers that organic and sustainable outfits were expensive. However, to be affordable for the consumers, they did not want the artisans, farmers, or the labourers to suffer losses. They paid fair price to everyone connected at the back-end even though it meant the price tag of the final product to be on the higher side. They did not compromise on the raw-materials by blending them with poor quality supplies. They believed that even if break-even takes longer time to be achieved, they will stick to the vision with which they started off. Sumanyu believed that if the starting is slow but with strong values, it will help them in the long-run. The Mitti team was a believer in its core values, even though it meant that their products were in the premium price range. They had a blend of average to premium price products to be offered to customers.

Competitors

For Mitti, there were a few organizations who worked on the same concept and were based out of Delhi and Mumbai. But in Ahmedabad, they had almost no direct competition. Hence, the team saw a market potential for their products. A few competitors to Mitti included Nicobar in Delhi, Fab India with fab cafe, Napa Dori with its Dori Cafe, etc.

Challenges and Future Road Map

Mitti Lifestyle Store and Cafe was established with a team, a location and with back-end operations. However, dealing in a novel concept still required proper communication to the customers. The major challenge that persisted was marketing. Though they were applying distinct forms of marketing but still there existed a lack of awareness amongst the consumers about their concept.

Another major challenge confronted was that their presence was largely offline. Sumanyu believed that the worth of product could be understood only if there was a physical touch and feel factor so that customers can appreciate the exclusivity of material, design and concept. After resuming to normality post COVID-19, they reduced reliance on online presence as they wanted customers to understand the worth of each and every design and food offering by visiting the store and cafe.

Sumanyu wanted some online presence to continue in order to sync offline store with online website by updating it on regular basis with new arrivals. However, the team opined that consumers ought to be diverted to offline store to get the experience. Consumers would not get an understanding about their concept via Instagram page or website as compared to physical visit to the offline store. They believed that they had created an experience for consumers which was justified only through offline visit.

Sumanyu was of the belief that being a young start-up there was always a scope of unlearning and re-learning. Being a new model in the cafe segment also, Sumanyu was open to insights on the know-how of operations of café and menu designing so that they can offer an experience to the diners to turn them into frequent visitors. Also, the team was open to experiences so that they could learn numerous things as they mature as an organization with respect to other products such as jewellery, handbags, crockery, etc.

Discussion Questions

1. Recommend various creative avenues of communicating about the Mitti Lifestyle Store and Café concept to the target audience.
2. How can Sumanyu divert the online traffic of Mitti to offline store in order to experience the products and food offerings curated by a team of designers?

3. Indicate few digital media strategies to leverage possible opportunities for Sumanyu.

Endnotes

¹ The Riverside School, founded in Ahmedabad in 2001 and affiliated to Cambridge International Examinations, is a co-education school based on the concept of developing design thinking among young students

² DSK International School of Design, Pune, founded in 2007, offers courses in Product Design, Transportation Design, Digital Design, Animation, Video Game Design, Fashion Design, Graphic Design and Interior Design

³ NIDs – National Institutes of Design is a group of autonomous design schools in India, under the aegis of Ministry of Commerce and Industry, Government of India and are declared as 'Institution of National Importance'

⁴ CEPT - CEPT University, formerly the Centre for Environmental Planning and Technology, is an academic institution located near Gujarat university area in Ahmedabad, India offering undergraduate, postgraduate and doctoral programmes in areas of natural and developed environment of human society and related disciplines

⁵ ISD - The Institute for Strategic Dialogue (ISD) is an independent, non-profit organisation dedicated to safeguarding human rights and reversing the rising tide of polarisation, extremism and disinformation worldwide. It works in France, Germany and United Kingdom

⁶ NIFTs – National Institutes of Fashion Technology, , functioning under the aegis of Ministry of Textiles, is a group of academic institutions for design, management and technology education for the fashion industry

⁷ One42 – A retail destination at off Ambli-Bopal road area of Ahmedabad that was developed by Amaya Properties. Completed in 2019, it has a mix of shops, boutiques, galleries, food and beverages and salons

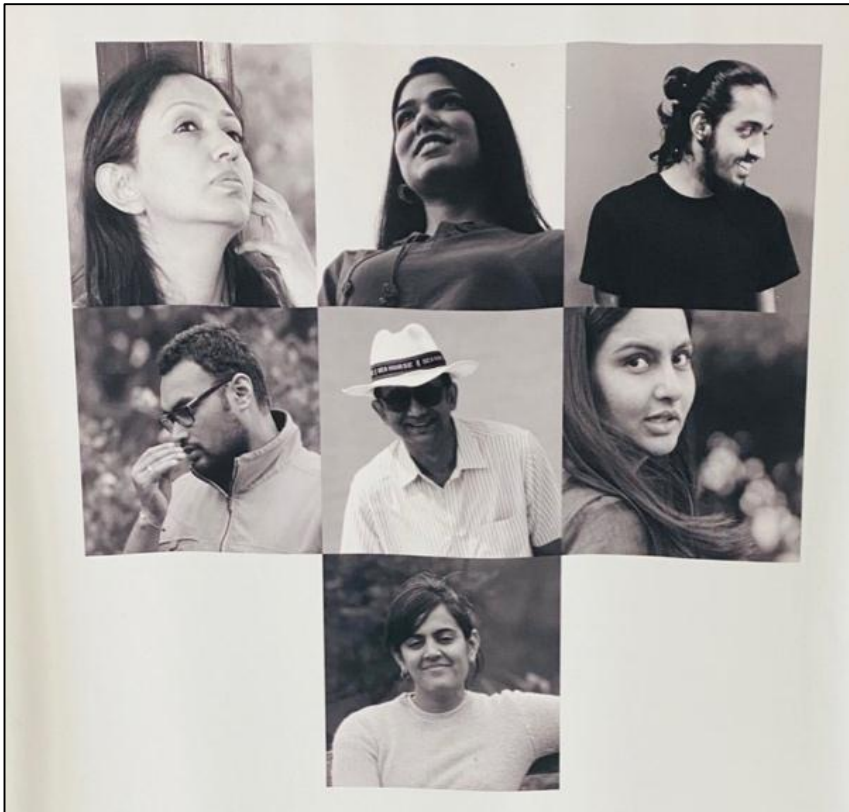
⁸ Ambli-Bopal Road – New residential neighbourhood in Western part of Ahmedabad

⁹ Sukhadi – a traditional Gujarati sweet made from wheat flour, jaggery and ghee as basic ingredients

¹⁰ Banarasi Sarees - A Banarasi sari is a sari made in Varanasi, an ancient city which is also called Benares(Banaras). The saris are among the finest saris in India and are known for their gold and silver brocade or zari, fine silk and opulent embroidery

Pictures

Picture 1 The founding team of Mitti Lifestyle Store and Cafe



Source: Photograph taken on September 18, 2022, Mitti Lifestyle Store and Cafe

Top row left to right: Meena Patel, Priyanka Agarwal, Sumanyu Patel

Middle row left to right: Chintan Sheth, Nikesh Gandhi, Ujjwal

Bottom Row: Anjali

Picture 2 The Core Values of Mitti



Source: Photograph taken on September 18, 2022, Mitti Lifestyle Store and café

Picture 3 Product Mix at Mitti Lifestyle Store and Cafe



Source: Photograph taken on September 18, 2022, Mitti Lifestyle Store and Cafe

Picture 4 Display of Selective Menu and Radhu Ba's Ideology at Mitti Lifestyle Store and Cafe



Source: Photograph taken on September 18, 2022, Mitti Lifestyle Store and Cafe

**NAVIGATING CHALLENGES AND OPPORTUNITIES:
STRATEGIC GROWTH FOR DH REALTY LTD. IN
AHMEDABAD'S REAL ESTATE MARKET**

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Abstract

The real estate sector serves as a crucial barometer for assessing the overall economic health of a country. This study evaluates the challenges faced by DH Realty Ltd*, a new entrant in Ahmedabad's real estate market, and proposes strategies to enhance its operations and market presence. Key issues identified included difficulties in brand establishment, limited digital presence, and operational inefficiencies such as weak customer feedback mechanisms and uncoordinated sales processes. Through industry benchmarks, competitor analysis, and data-driven approaches, the study assessed these challenges and their impact.

Recommendations included establishing a formal HR department, adopting advanced digital marketing strategies, and modernizing operations through technology and process optimization. The proposed solutions aimed to drive sustainable growth, improve customer satisfaction, and strengthen the company's competitive position, offering valuable insights for similar businesses navigating market complexities.

Introduction – The Real Estate Sector

India's real estate sector is a globally recognized industry comprising housing, retail, hospitality, and commercial sub-sectors. It is the second-largest employment generator after agriculture and a significant contributor to the nation's economy, with its share in GDP projected to reach 13% by 2025. The sector is also a key investment destination for non-resident Indians (NRIs), with cities like Bengaluru, Ahmedabad, and Pune being the most preferred.

Real estate encompasses land, buildings, and improvements, with four main categories: land, residential, commercial, and industrial properties. These categories cater to various needs, from housing and business operations to manufacturing and logistics. The industry involves key players such as developers, sales and marketing firms, brokers, property managers, lenders, and professionals like lawyers and contractors, all contributing to its functioning. The Real Estate (Regulation and Development) Act (RERA) has been instrumental in bringing transparency, accountability, and buyer protection to the sector. It mandates project registration, ensures timely delivery, and addresses disputes efficiently. India's real estate market has seen exponential growth, with residential sales reaching \$42 billion in FY23, a 48% year-on-year increase. Commercial leasing and retail developments are also expanding rapidly, driven by urbanization and corporate demand. However, challenges such as a 10 million-unit housing shortage and the need for 25 million affordable homes by 2030 remain. Despite these challenges, the sector is poised for substantial

growth, with its market size projected to reach \$1 trillion by 2030, supported by strong economic fundamentals and increasing investments.

Indian Real Estate – The Digital Way

The digital revolution is transforming the Indian real estate sector, shifting traditional practices to technology-driven solutions. Digital platforms now facilitate efficient property transactions, leveraging tools like artificial intelligence (AI), blockchain, and augmented reality (AR). These platforms provide access to comprehensive property listings, virtual tours, and secure transaction processes, enhancing transparency, convenience, and trust among buyers, sellers, and investors. Key advancements include online property marketplaces, real estate investment platforms, virtual property tours, and digital mortgage solutions. These innovations democratize access to real estate markets, enabling global participation and fostering competitive markets. Digital platforms also provide data-driven insights, empowering users to make informed decisions regarding investments and market trends.

Despite these advancements, the sector faces significant challenges. Regulatory compliance, including adherence to RERA, remains complex and critical. Operational inefficiencies, such as outdated practices and a lack of formal HR structures, hinder scalability and workforce management. Rising competition, evolving consumer expectations, and economic volatility further exacerbate pressures on real estate businesses. Digital transformation, while beneficial, presents its own challenges, as companies must adopt new technologies and adapt to shifting market dynamics. Competitors with stronger digital presences gain a distinct advantage, compelling others to innovate rapidly. India's real estate sector is poised for significant growth, supported by digital innovation and increasing transparency. However, addressing operational inefficiencies, regulatory complexities, and market

challenges will be crucial for sustainable development and long-term success.

The Company

DH Realty Ltd., founded by visionary leaders Daniel and Harry, has become a trusted name in Ahmedabad's dynamic real estate market. Known for delivering innovative residential, commercial, and industrial developments, the company aims to cater to diverse client needs while supporting the city's economic growth. Its vision that each one should have their own home, reflects a commitment to providing affordable, high-quality homes and fostering community development.

DH Realty Ltd. offers a wide range of services, including residential real estate projects such as affordable housing, luxury homes, and gated communities. In the commercial space, it delivers state-of-the-art office buildings, retail spaces, and mixed-use developments. Industrial offerings include factory spaces, warehouses, and custom-built solutions. Additionally, the company provides investment consultancy, property management, and land development services, ensuring end-to-end support for clients.

The company's strengths lie in its regional presence, reputation for quality, experienced leadership, and focus on affordable housing. However, challenges such as a limited digital presence, outdated marketing strategies, and operational inefficiencies hinder its growth. Opportunities for DH Realty Ltd. include embracing digital transformation, capitalizing on the demand for affordable housing, forming partnerships, and adopting sustainable practices. However, threats like intense competition, economic volatility, regulatory complexities, and technological lag pose significant risks. To sustain growth, DH Realty Ltd. had to address its weaknesses, leverage opportunities, and strategically navigate market challenges while continuing to deliver value-driven real estate solutions.

Problem Identification -The Challenges Ahead

DH Realty Ltd. faced challenges in brand establishment, digital presence, and operational efficiency. As a new player, it struggled with low customer awareness, minimal trust, and weak differentiation due to limited marketing budgets and insufficient focus on building long-term relationships. These issues hindered customer acquisition and slowed revenue growth. The company's limited digital presence further restricted its market reach and engagement. With low website traffic, poor social media activity, and outdated marketing strategies, JY Properties missed opportunities to connect with tech-savvy demographics. A lack of investment in digital tools exacerbated the problem, limiting customer interaction and conversion rates.

Operational inefficiencies and reliance on outdated practices like MS Word slowed workflows, reduced productivity, and hindered service quality. The absence of feedback mechanisms, modern tools, and employee training negatively impacted client satisfaction, project timelines, and the company's ability to adapt to market changes.

Project Based Recommendations

To address these challenges, DH Realty Ltd. aimed to enhance its brand visibility and establish itself as a trusted name in real estate. The company developed effective customer outreach strategies to strengthen its market presence. It also created a robust digital marketing strategy, leveraging social media, websites, and online tools to increase engagement and generate leads. By optimizing digital platforms, the company improved customer communication and outreach. Lastly, DH Realty Ltd. focused on operational improvements by introducing advanced tools, implementing structured feedback mechanisms, and training employees. These initiatives boosted efficiency and positioned the company for sustainable growth and competitiveness.

The company first focused on local engagement through the creation of marketing materials tailored to the local demographic. By designing

flyers and other promotional materials that spoke to the unique needs and preferences of the local market, DH Realty Ltd. increased customer awareness and built brand recognition. Online platforms like Canva and Adobe Spark offered free tools to design these materials, while printing costs were calculated based on the number of flyers needed. For instance, printing 300 flyers at ₹15 each cost ₹4,500. This localized marketing approach helped DH Realty Ltd. establish a strong presence in the community. Additionally, advertising in regional newspapers significantly boosted the company's visibility. These newspapers had an extensive reach and an established readership, making them an ideal medium to target potential buyers and investors in specific areas.

On the digital front, DH Realty Ltd. enhanced its online presence. The company actively engaged on social media platforms such as Instagram and Facebook. Regular posts, including real estate-related stories and updates, kept the audience engaged and encouraged interaction. Furthermore, DH Realty Ltd. created a dedicated Instagram account for rental properties, such as @ah.rentwale, allowing the company to target a specific audience interested in rental markets. Using relevant hashtags like #Rentwith further boosted engagement and visibility. In addition, DH Realty Ltd. invested in paid advertising on platforms like Facebook and Instagram. These platforms allowed highly targeted ads that reached specific demographics based on location, interests, and behaviors. With a small budget, DH Realty Ltd. increased its reach, generated qualified leads, and improved brand visibility through engagement-focused ads that encouraged likes, shares, and comments.

Regarding operational and strategic improvements, DH Realty Ltd. implemented a simple feedback system using tools like Google Forms. This allowed the company to gather valuable customer insights and assess satisfaction levels, all while keeping costs minimal. Moreover, adopting Microsoft Excel to manage client lists, sales data, and project details enhanced operational efficiency. Excel's table and formula

functions allowed for better organization, faster updates, and easier access to information. Basic Excel training for employees ensured a smooth transition and more effective use of the tool. Another key recommendation was the implementation of a Customer Relationship Management (CRM) system. A CRM centralized client data, such as contact information, communication history, and preferences, improving team coordination and preventing lost leads. CRM systems also automated follow-up tasks and marketing efforts, boosting productivity and ensuring better customer relationship management.

By implementing these strategies—focused on brand building, enhancing digital presence, and improving operational efficiency—DH Realty Ltd. was better positioned for growth, increased customer engagement, and a more competitive presence in the real estate market.

Suggestions and Outcomes

The suggestions provided targeted solutions for branding, digital presence, customer feedback, and employee training. To enhance the company's brand identity, professional branding templates were designed for property presentations, advertisements, and client communications. These templates ensured a consistent, polished image across all marketing materials, helping establish DH Realty Ltd. as a professional and reliable brand in the market. Additionally, the project emphasized the importance of engaging content on social media platforms. By focusing on videos, property highlights, and other visual content, the company was able to showcase properties in a compelling way, attracting more potential buyers and renters.

The optimization of the company's social media profiles was also a crucial aspect of the strategy. Regular updates, interactive posts, and targeted ad campaigns were aimed at boosting engagement and brand visibility. These efforts helped DH Realty Ltd. maintain an active online presence, increasing its reach within the competitive real estate market. Furthermore, a Google Forms feedback system was introduced to collect

customer insights. This simple yet effective tool enabled the company to understand customer needs, satisfaction levels, and areas for improvement, contributing to enhanced service offerings. Employee training on MS Excel was another important recommendation. By equipping employees with the skills to use Excel for data organization and reporting, the company significantly improved its operational efficiency. Excel's features, such as data management and automation, helped streamline processes, making it easier to track sales, customer information, and financial records.

The outcomes of these suggestions were impactful. The branding templates were successfully implemented, ensuring a consistent and professional presentation across all communication channels. Social media engagement saw a marked increase, with followers growing from 19k to 28k. This enhanced the company's visibility, allowing it to reach a wider audience. Engagement rates also improved, with more likes, comments, and shares on posts. The Google Forms feedback system yielded valuable insights, enabling DH Realty Ltd. to refine its services based on direct customer feedback. Additionally, employees demonstrated increased proficiency in MS Excel, leading to better financial tracking, data organization, and operational management.

*Names in the case have been changed for academic use

Discussion Questions

- How can DH Realty Ltd. effectively leverage digital marketing strategies to enhance its brand visibility and customer engagement in a competitive real estate market?
- What operational improvements should DH Realty Ltd. prioritize to address inefficiencies and enhance overall productivity, particularly in customer feedback mechanisms and data management?
- In what ways can DH Realty Ltd. differentiate itself from competitors in the Ahmedabad real estate market while

addressing the challenges of economic volatility and regulatory compliance?

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NAVIGATING THE DIGITAL DIVIDE: DESKTOP VS. MOBILE CONVERSIONS

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Abstract

In the digital era, understanding consumer behavior across devices is vital for businesses aiming to optimize online performance. This study explores the dynamics of desktop versus mobile platforms in achieving higher conversion rates, emphasizing the need for a dual-optimization strategy. Desktops consistently outperform mobile devices in conversion rates due to factors such as larger screens, user-friendly interfaces, and suitability for tasks requiring precision, such as completing purchases and conducting in-depth research. In contrast, mobile platforms dominate in

accessibility and global usage, catering to quick searches, impulse purchases, and casual browsing.

Key challenges identified include screen size limitations, poor mobile optimization, and trust deficits in mobile transactions. Mobile users often face issues such as slow loading times and cumbersome navigation, leading to higher abandonment rates. Meanwhile, desktops benefit from longer user sessions, detailed engagement, and a perception of greater security. Timing and user behavior also play a significant role, with desktop activity peaking during work hours and mobile usage spiking during mornings and evenings.

Proposed solutions include responsive and adaptive design, mobile-first optimization, and tailored content strategies. Mobile platforms require fast-loading pages, streamlined navigation, and touch-friendly interfaces. For desktops, businesses should leverage information-rich layouts, enhanced interactivity, and comparison tools. Enhancing checkout processes, implementing robust security measures like SSL certificates and two-factor authentication, and building consumer trust through visible indicators are critical to improving mobile conversions.

Leveraging data analytics helps businesses monitor user behavior, identify pain points, and refine strategies. Timing marketing campaigns to align with platform-specific usage patterns can further drive engagement and conversions. Testing and iteration, including A/B testing and user feedback integration, ensure continuous improvement across both platforms.

As mobile usage continues to grow, businesses must strike a balance between accessibility and functionality, tailoring strategies to meet the distinct preferences of mobile and desktop users. The integration of responsive design principles, secure payment systems, and data-driven insights is essential for delivering exceptional user experiences and maximizing conversions. By addressing platform-specific challenges and leveraging unique strengths, businesses can thrive in an increasingly digital marketplace.

Keywords: Conversion rates, responsive design, user behavior, mobile optimization, digital strategy

Introduction

In the digital era, the proliferation of internet-enabled devices has revolutionized the way businesses interact with consumers. The shift from traditional media to digital platforms has brought unique opportunities and challenges, especially in understanding consumer behavior across different devices. One of the most pressing questions in digital marketing is which platform—desktop or mobile—delivers better conversion rates. Conversion rate, defined as the percentage of site visitors who complete desired actions, such as making a purchase, is a key indicator of a business's success. This case study delves into the critical factors influencing desktop and mobile conversions, providing insights into user behavior, platform optimization, and strategic solutions.

Desktop and mobile platforms serve distinct user preferences and usage contexts, shaping how individuals interact with online content. Desktop users often seek detailed information and perform actions requiring higher precision, such as filling out forms or engaging in extensive research. In contrast, mobile users prioritize convenience and speed, making mobile platforms more suitable for quick purchases, browsing, and social media engagement.

Analyzing factors such as screen size, navigation ease, page load speed, and overall user experience is crucial for understanding variations in conversion rates. Studies indicate that while mobile devices account for the majority of web traffic globally, desktop platforms frequently exhibit higher conversion rates. This disparity can be attributed to the challenges of mobile navigation, smaller screens, and less detailed display options, which can hinder the user's ability to make confident purchase decisions.

Optimizing each platform requires a tailored approach. For desktops, creating visually rich and information-dense pages can enhance user engagement, while for mobile, designing responsive websites, streamlining checkout processes, and ensuring fast load times are critical. Ultimately, businesses must continuously analyze consumer behavior metrics across devices, leveraging data to refine strategies and maximize conversion opportunities in this dynamic digital landscape.

Background

Marketing strategies have undergone significant transformation with the evolution of technology. From the era of print newspapers and radio to the dominance of television, and now the advent of digital platforms, businesses have consistently adapted to meet changing consumer habits. Today, smartphones have become indispensable, and mobile browsing has emerged as a dominant online activity. Despite this shift, desktops continue to outperform mobile devices in terms of conversion rates—a key metric that reflects the percentage of users completing desired actions, such as making a purchase or signing up for a service. Globally, desktops boast an average conversion rate of 3.82%, significantly higher than mobile's 1.32%. In the United States, this gap remains evident, with desktops converting at 3.99%, compared to mobile's 1.22%.

This disparity underscores the need to delve deeper into user behavior and the technological constraints of each platform. While mobile devices dominate in terms of overall internet traffic and time spent online, the nature of user engagement on these devices is often fleeting and exploratory. Desktop users, in contrast, tend to engage in more deliberate and focused browsing, often resulting in higher-quality interactions and better conversion outcomes.

The reasons behind this trend are multifaceted. Mobile screens are smaller, making detailed navigation and comparison more challenging. Additionally, mobile checkout processes are often perceived as

cumbersome, with issues such as slow loading times, poor interface design, and security concerns deterring users from completing transactions.

To address this, businesses must adopt a platform-specific strategy. For mobile, optimizing user interfaces with streamlined navigation, fast-loading pages, and secure, one-click checkout options can improve the user experience. Desktops, on the other hand, benefit from information-rich, visually engaging layouts that cater to users seeking detailed content. By understanding and catering to the unique preferences of mobile and desktop users, businesses can bridge the conversion gap and maximize their profitability across platforms.

Challenges Identified

Screen Size and Interface Limitations

Mobile screens, averaging around 4.7 inches, are significantly smaller than desktop screens, which typically measure approximately 15.6 inches. This size disparity presents inherent challenges in navigation, content visibility, and overall user experience, often discouraging conversions. Mobile users frequently encounter difficulty clicking small buttons, navigating intricate drop-down menus, or reading detailed content. These issues contribute to higher bounce rates as users abandon the site out of frustration.

Optimization Gaps

Many websites remain poorly optimized for mobile users, exacerbating these challenges. Research indicates that 71% of mobile users immediately exit websites that are not mobile-friendly. Problems such as slow loading times, poorly aligned visuals, and overly complex checkout processes can make mobile browsing a tedious experience, further discouraging users from completing transactions. Businesses that neglect mobile optimization risk losing a substantial portion of potential customers.

Behavioural Differences

Mobile and desktop users exhibit distinct behavioural patterns. Mobile users often prioritize quick answers, engaging in shorter, more task-oriented interactions. In contrast, desktop users are more likely to engage in detailed browsing, research, or exploratory actions, which often lead to higher-quality interactions. Mobile devices are primarily used for quick searches or preliminary research, while desktops are favored for completing tasks that demand more attention, such as purchasing or filling out forms.

Timing and Context

The timing of device usage reveals different user objectives. Desktop usage typically peaks during working hours (9 AM to 6 PM), aligning with professional or focused activities. Mobile activity, however, spikes in the mornings and evenings, reflecting a preference for on-the-go or leisure browsing. Recognizing and adapting to these temporal patterns is crucial for optimizing marketing strategies and improving conversions.

Trust and Security Concerns

Consumers often perceive desktops as more secure for financial transactions, contributing to their higher conversion rates. Mobile users may hesitate to enter sensitive information due to concerns about payment security, app permissions, or data privacy. This trust deficit is a significant barrier that businesses must address through measures such as enhanced encryption, trust badges, and secure payment gateways to boost mobile conversions.

Technical and Functional Constraints

Mobile devices face technical limitations such as shorter battery life, connectivity issues, and slower processing speeds than desktops. These constraints can hinder the overall user experience, increasing the likelihood of abandonment. Businesses must account for these

limitations by developing efficient, responsive designs and ensuring seamless functionality to reduce drop-off rates and improve mobile performance.

Insights from User Behaviour

Peaks in Mobile Activity

Mobile activity peaks during morning commutes and evening leisure hours, reflecting the convenience of mobile devices for on-the-go searches. These periods are often characterized by quick, task-oriented browsing as users look for immediate answers or engage in light content consumption. For example, commuters might check news updates or search for local services, while evening users might shop or browse social media.

In contrast, desktop activity dominates during office hours, typically between 9 AM and 6 PM. This trend aligns with tasks requiring greater focus, such as in-depth research, completing forms, or making well-thought-out purchasing decisions. Understanding these patterns allows businesses to tailor content delivery and marketing campaigns to specific times for maximum engagement.

Content Consumption Patterns

The way users consume content also varies significantly between platforms. Mobile users tend to scan content quickly, focusing on concise, visually appealing information. They are more likely to engage with short-form content such as brief articles, clear call-to-action buttons, and optimized visual designs that grab attention instantly.

Desktop users, however, exhibit longer attention spans, making them more receptive to detailed content such as long-form articles, explanatory videos, and intricate infographics. This preference reflects their ability to process complex information in a distraction-free environment, which can lead to higher conversions.

Engagement Metrics

Research highlights stark differences in engagement metrics between mobile and desktop users. Desktop visits last approximately three times longer than mobile visits, with desktop users viewing more pages per session and exhibiting significantly lower bounce rates. This behavior indicates that desktop users are more thorough in exploring content, often leading to higher conversion rates.

Mobile users, on the other hand, demand speed and efficiency. They frequently abandon sites within seconds if pages load slowly or navigation is cumbersome. A study by KISSmetrics found that 40% of users exit websites that take more than three seconds to load. This highlights the importance of optimizing mobile experiences, including faster load times and simplified interfaces, to retain users and drive engagement.

By understanding these behavioral nuances, businesses can refine their digital strategies to cater to the unique preferences and needs of both mobile and desktop audiences, ultimately improving user satisfaction and boosting conversions.

Proposed Solutions

Responsive and Adaptive Design

To create a seamless user experience, websites should adopt responsive designs that automatically adjust to different screen sizes and orientations. Mobile-first design principles are essential to ensure smooth navigation and usability for mobile users. Key features include larger, touch-friendly buttons, simplified menus, and optimized visuals that display effectively on smaller screens. For desktops, designs should leverage the larger screen space with well-organized layouts, detailed content, and enhanced interactivity.

Content Strategy Optimization

Effective content strategies must cater to the distinct behavior patterns of mobile and desktop users. For mobile, prioritize short, actionable

content with clearly visible call-to-action buttons. Engage users with visual storytelling techniques such as carousel images, short videos, and infographics that quickly convey key messages.

Desktop content, on the other hand, should provide detailed, comprehensive information, including long-form articles, in-depth product descriptions, and extensive FAQs. Combining engaging visuals with detailed text ensures that desktop users can fully explore and understand the content.

Enhancing Checkout Processes

Optimizing the checkout process is critical for conversions. For mobile, simplify the experience by implementing autofill options, guest checkout functionality, and secure, user-friendly payment gateways. Reducing the number of steps required to complete a transaction significantly enhances the likelihood of conversion.

For desktops, offer detailed product descriptions, customer reviews, and comparison tools to support informed purchasing decisions. Providing options such as save-for-later features can further encourage conversions.

Leveraging Data Analytics

Analytics tools are invaluable for understanding user behavior across platforms. By monitoring metrics such as bounce rates, time on site, and drop-off points in the sales funnel, businesses can identify and address usability issues. Segmenting audiences based on device usage allows for more personalized marketing campaigns, tailored to the unique needs of mobile and desktop users.

Building Trust and Security

Establishing trust is especially important for mobile transactions. Implement robust security measures such as SSL certificates, two-factor authentication, and encrypted payment systems to reassure users.

Display visible trust indicators, such as secure payment icons and privacy policy links, to build confidence.

Additionally, educate users about the safety of mobile transactions through transparent communication and clear guidance during the checkout process.

Timing Marketing Campaigns

Timing plays a crucial role in the effectiveness of marketing campaigns. Schedule mobile-focused campaigns during peak activity times, such as morning commutes and evening leisure hours. Desktop-targeted campaigns, meanwhile, should align with work hours, promoting products and services that benefit from detailed exploration and comparison.

Testing and Iteration

Continuous testing and iteration are key to improving user experiences. Conduct A/B testing on different designs, layouts, and features to determine what resonates most with users. Regularly update platforms based on user feedback to enhance usability and satisfaction.

Test mobile apps and websites for speed, functionality, and compatibility across various devices and operating systems. Ensuring a smooth and efficient experience across platforms builds user loyalty and drives conversions.

Conclusion

The Desktop vs. Mobile Debate: Striking the Right Balance

The debate between desktop and mobile platforms underscores the dynamic and evolving nature of digital consumer behaviour. While desktops currently outperform mobile devices in conversion rates, mobile platforms dominate in terms of accessibility, global usage, and daily engagement. This duality presents both challenges and opportunities for businesses, necessitating a dual-optimization

approach that leverages the unique strengths of each platform while addressing their respective limitations.

Desktops excel in delivering detailed information and facilitating tasks that require precision and focus, such as completing purchases, filling out forms, or conducting in-depth research. Their larger screens, advanced processing power, and user-friendly interfaces make them the preferred choice for high-stakes transactions and professional tasks. In contrast, mobile devices provide unmatched convenience, enabling users to connect, browse, and shop on the go. The portability of mobile devices makes them ideal for quick searches, impulse purchases, and casual browsing during commutes or leisure hours.

To bridge the conversion gap, businesses must prioritize responsive design, ensuring that websites adapt seamlessly across devices. Mobile-first principles, such as touch-friendly interfaces, fast loading speeds, and simplified navigation, are critical for capturing mobile users. On desktops, businesses should focus on providing feature-rich, visually engaging, and information-dense experiences that cater to longer browsing sessions.

Security remains a cornerstone of user trust. Implementing robust measures, such as encrypted payment gateways and visible trust indicators, is essential for building confidence, especially on mobile platforms. Tailoring content to platform-specific behaviors—concise and actionable for mobile, detailed and exploratory for desktops—further enhances engagement.

As mobile usage continues to surge, businesses that invest in optimizing for both platforms will be better positioned to succeed in an increasingly digital marketplace. Adapting to these evolving user preferences is not just a technological necessity but a strategic imperative, ensuring relevance, competitiveness, and long-term growth.

Discussion Questions

- Why are desktop conversion rates higher than mobile conversion rates, and how can businesses address these challenges?
- How can businesses effectively use analytics to identify and address pain points in the user journey across desktop and mobile platforms?
- Evaluate the impact of trust and security concerns on mobile transactions. What measures can businesses take to build consumer confidence on mobile platforms?
- How can businesses implement responsive design to improve user experience and conversion rates?

STRATEGIC ADVERTISING AND EXPAND AREAS IN COURIER SERVICES

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Abstract

The courier services industry plays a vital role in the modern global economy, facilitating the seamless movement of goods and documents across borders and connecting businesses and individuals. This case examines the operations and challenges of Samved Enterprise, a franchise partner of ABC Courier Services based in Ahmedabad, Gujarat. Samved Enterprise has established itself as a reliable logistics service provider, integrating technological expertise, customer-centric practices, and a commitment to operational precision.

Despite its strengths, the enterprise faces challenges such as workforce inefficiencies, logistics bottlenecks, inadequate advertising impact, limited brand awareness, and intense competition from local players. These issues are compounded by regulatory changes, inconsistent sales, and challenges in last-mile delivery within densely populated areas.

The case explores the role of advertising strategies in shaping brand perception and examines emerging trends in the courier services sector, including the rise of e-commerce, real-time tracking systems, and sustainability demands. It highlights the importance of leveraging these trends to create strategic advertising campaigns that emphasize the company's core services, unique selling propositions, and customer trust. Additionally, the case delves into how courier services like Samved Enterprise can thrive in a competitive market through strategic branding, targeted marketing, and adaptability to market dynamics. Suggestions include differentiation through innovative solutions, superior customer service, and strategic partnerships, alongside campaigns that focus on the enterprise's values and unique capabilities. This analysis provides insights into the critical factors required for sustainable growth and market leadership in the rapidly evolving courier services industry.

Keywords: Courier services, Customer engagement, Strategic advertising

Introduction

The smooth transportation of goods and documents is made possible by courier services in our linked world, where efficiency and speed are critical. The courier industry is essential to international trade, e-commerce, and daily transactions because it provides a vital link in the supply chain that links people and companies in a variety of geographical locations. Over time, courier services have seen significant evolution, evolving from ancient messenger systems to the

revolutionary, technologically advanced solutions of today. The evolution of the sector in response to shifting societal demands and technological breakthroughs can be seen by the journey from handwritten letters transported on horseback to real-time tracking, next-day deliveries, and worldwide shipping.

Courier services act as quiet coordinators behind the scenes, arranging the safe and timely delivery of shipments, documents, and items from point of origin to point of destination. This critical role goes far beyond logistics; it demonstrates the efficiency of a well-connected world in which distances are bridged and timelines are compressed to suit the needs of modern trade. The courier services business, at its core, includes a wide range of operations, including pick up, transportation, sorting, and delivery. The development of e-commerce has raised demand for last-mile delivery, putting courier companies under pressure to innovate and optimize their operations in order to satisfy heightened client expectations. Courier services have risen to the forefront of modern corporate operations as e-commerce platforms have grown at a rapid pace. Courier firms serve as an important link between online retailers and customers, guaranteeing the fast and secure delivery of a wide range of products, from small parcels to large shipments. Courier services promote the flow of goods across borders, linking businesses with consumers all over the world. Every aspect of the courier services industry has been impacted by technology, which is a major source of innovation. Technology and logistics have come together to create real-time tracking systems and predictive analytic, which have not only improved operations but also changed customer expectations. The story of courier services is constantly changing, and the introduction of drones, self-driving cars, and intelligent routing algorithms adds yet another chapter.

Emerging Challenges and Opportunities

While the courier services industry continues to thrive, it faces evolving challenges, including increased competition, security concerns, and the need for sustainable practices. These difficulties also offer chances for creativity, partnerships, and the creation of solutions that deal with the shifting conditions of international trade. This exploration into the world of courier services aims to explore further into the specifics of the industry, looking at the state of the market at the moment, new developments, and the varied ways it influences the way we send and receive things in our globalised society. In the always changing world of courier services, we will find chances for innovation, improvement, and sustainable growth as we navigate through its many sides.

About ABC Courier Services

ABC is a prominent player in the rapidly evolving field of worldwide logistics, where reliability and precision are critical factors. It creates a complex network of effective courier services. This investigation explores the complex world of ABC, a mainstay of the courier sector renowned for its technological expertise, flawless delivery record, and unwavering client satisfaction. ABC has established itself as a reliable name in the courier services industry. ABC has evolve from its humble beginnings to become a symbol of dependability, innovation, and a steadfast dedication to delivering parcels across countries and communities. A full-service spectrum, including domestic and international courier solutions, is at the heart of ABC's activities. From quick delivery to customized business logistics, ABC responds to the different demands of individual consumers, small businesses, and major organizations alike, efficiently bridging geographical distances. Leading the way in technology integration, ABC uses cutting-edge technologies to improve client experiences and streamline operations. ABC's dedication to maintaining a leading position in the constantly changing courier services industry is demonstrated by its use of digital communication

channels, automated sorting, and real-time tracking. ABC's global footprint extends across continents, connecting people and businesses with the world. With an expansive network of service points and strategic partnerships, ABC seamlessly navigates international logistics, ensuring that packages reach their destinations swiftly and securely. Beyond package delivery logistics, ABC prioritises the human component of its offerings. Every element of the ABC experience is focused on the needs of the consumer, from quick booking procedures to helpful customer service. ABC's dedication to ensuring client satisfaction is evidence of its recognition that every package signifies more than just a shipment; it is an embodiment of trust and dependability.

Company Overview

Samved Enterprise, which is proudly associated with ABC Courier Services, emerges as a dependable logistics service provider in the energetic city of Ahmedabad, Gujarat. Samved Enterprise was founded with the goal of bridging distances and providing quality. Since then, it has become known for its effective courier services, which link people and companies to a worldwide network. Samved Enterprise, in collaboration with ABC Courier Services, combines a wealth of logistical experience and a commitment to precision. To meet the different demands of the Customers in Ahmedabad, the organization acts as a trusted mediator, seamlessly integrating technology, operational skills, and a customer-centric approach. The base of Samved Enterprise's operations is a strong dedication to client satisfaction. The business understands the significance of each shipping, going above and beyond package logistics to provide trust and reliability. Samved Enterprise's commitment to a customer-centric experience is shown by simplified booking processes and responsive customer assistance. Samved Enterprise ensures the secure and effective delivery of parcels, documents, and goods between national and international borders

through a wide range of services. Samved Enterprise offers customised business solutions and quick shipping to meet the specific needs of its customers. Samved Enterprise, as a proud partner of ABC Courier Services, extends its reach well beyond Ahmedabad, connecting the city to a global logistics network. The business combines worldwide connectivity with local expertise through strategically located service centres, allowing for seamless cross-border delivery.

Functional Activities

Operations

Samved Enterprise manages day-to-day courier operations, including receiving, sorting, and dispatching parcels. It coordinates with the central hub for shipments and updates. The company handles customer inquiries, provides information on shipments, and resolves issues. It offers assistance in booking shipments and addressing customer concerns. Also manages financial transactions, billing, and accounting for the franchise and ensures compliance with financial procedures and reporting. Focuses on local marketing efforts to promote the franchise and attract new customers. The organization manages local information technology needs, including tracking systems and point-of-sale terminals and ensures connectivity with the central IT infrastructure, adherence to ABC's quality standards, safety regulations, and compliance with franchise agreements. To implement quality control measures locally and security measures to safeguard parcels, personnel, and the premises. Wide range of services, such as customized logistics solutions and expedited deliveries.

Problem and Challenges

The primary cause of package delivery delays has been determined to be ineffective workforce, difficulties with logistics, or other operational problems can lead to delays in package delivery. Advertising initiatives may not reach their intended audience, resulting in a reduced return on investment. Difficulties in identifying and entering new geographical

areas for business expansion. Newly Formed business by a young entrepreneur, unable to creating brand awareness impact fully in the potential areas. In regulatory economic changes in market, Less Customer Engagement and inconsistent sales. he presence of local competitors can pose significant challenges to gaining and maintaining market share. Local businesses often have a deep understanding of the regional market, including customer preferences, cultural nuances, and economic conditions. They may also have established relationships with suppliers and a loyal customer base, making it harder for new entrants to penetrate the market. Additionally, local competitors may operate with lower overhead costs or offer customized solutions tailored to the community, giving them a competitive edge. To overcome these challenges, businesses need to differentiate themselves through innovative offerings, superior customer service, and strategic partnerships that address local needs effectively. It requires continuous efforts to differentiate and stay competitive. Potential challenges in navigating local logistics, traffic, infrastructure and the challenges of last-mile shipping in densely populated areas.

Discussion Questions

- Analyse the case and investigate how the advertising strategies contribute to the overall brand perception of Samved Enterprise ABC Courier Services.
- Analyse current market trends and emerging opportunities in the courier services sector. Consider how Samved Enterprise can leverage these trends in its advertising and expansion strategies.
- Suggest the development of strategic advertising campaigns that not only highlight the core services but also emphasize the unique selling propositions and values of Samved Enterprise ABC.
- How can a courier service thrive in a competitive market through strategic branding, targeted marketing, and adaptability to market changes?

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**S KANT HEALTHCARE: A CASE STUDY OF
PHARMACEUTICAL EXCELLENCE IN
THE HEALTHCARE INDUSTRY**

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Abstract

Ethical considerations are of the greatest importance in the pharmaceutical industry. Companies are under constant investigation to balance profitability with social responsibility, ensuring that life-saving medications are accessible to those who are in need, regardless of their economic status. As healthcare infrastructure improves and populations become wealthier, the demand for modern medications rises. Technological advancements are changing the pharmaceutical landscape. Innovations in customized medicine and digital health have the

way for more targeted and effective treatments. Additionally, using artificial intelligence (AI) and machine learning in drug innovation and discovery helps to accelerate the identification of potential drug candidates, optimizing clinical trial designs, and enhancing predictive analytics. A case study about S Kant healthcare Industry is a story of success of its presence across Asia, Africa, Europe, Australia, and South America in 90+ other countries. Hence it is continually increasing its presence worldwide.

Keywords: Healthcare, pharma, quality

Introduction of Pharmaceutical Industry

The pharmaceutical industry is vital to global healthcare systems and is dedicated to discovering, developing, producing, and marketing of the medications. This industry plays a crucial role in enhancing people's quality of life and standard of living by providing treatments for various diseases, ranging from common ailments to complex chronic conditions. The discovery of antibiotics, like penicillin, and the development of vaccines were ground breaking milestones that helped to know the potential of pharmaceuticals. These discoveries helped in curing and combating infectious diseases and improving public health.

The pharmaceutical industry operates with inahighly regulated environment to ensure the safety of medication, efficiency of drugs, and quality of medications. Regulatory bodies such as the U.S. Food and Drug Administration (FDA), the European Medicines Agency (EMA), and other national agencies play an important role in the continuous approval and monitoring of drugs. These agencies need to undergo rigorous testing through clinical trials to demonstrate that new drugs are safe and effective before being marketed and presented to the final consumers.

History of Pharmaceutical Industry

India has also been manufacturing low-cost drugs for non-communicable diseases such as Tuberculosis, Malaria, Hepatitis C, etc.

These drugs became a critical aspect of the public health programs and with the Indian population, many other underdeveloped countries' Right to Health was secured. In addition to low-cost drugs, India has also been producing low-cost vaccines on a large scale. India was the first country to develop low-cost vaccines for Hepatitis B, wasting big companies' efforts to monopolize it. India has also set up the largest number of US FDA- and United States Department of Health and Human Services Food and Drug Administration-compliant pharmaceutical plants to strengthen the export of low-cost medicine and vaccines.

Today, India is a leading global supplier of affordable HIV drugs. It is widely accepted today without Indian Pharma Companies like CIPLA, Sun Pharmaceutical, Ranbaxy, Dr. Reddy's, etc. Africa could not have been able to deal with the public health challenges.

Story of SK Group

The SK Group was established in 1932. The SK Group is involved in several businesses within the pharmaceutical industry. For almost a century, SK has impacted the lives of millions of patients across the globe while creating a brand with a sense of trust and strong ethical business values. Over the years, the SK Group has grown from a simple single chemists shop to a dozen independent entities. It has expanded itself from a single entrepreneur to a leadership team. The SK Group has developed from a small distribution company to one that has made tremendous progress in APIs, formulations, logistics, distribution, and research.

At present, the SK Group generates a turnover of over USD 150 million (Rs. 1125 crore) through its various practices. SK Group manufactures and distributes close to 100 APIs and 200 formulations and is responsible for handling and distributing over 25000+ SKUs worth more than USD 1 Billion via our logistics and distribution operations. The Group's network in India is outstanding with over a dozen nationwide facilities. After years of research, development, and

investment into creating the best infrastructure, they have built a name for themselves in the domestic market and earned the admiration and respect of all the international partners.

Strength

SKant Health care Limited is present a cross Asia, Africa, Europe, Australia, and South America in 90+ other countries. Hence it is continually increasing its presence worldwide.

In the present line of formulations that is Oral Solids, Semi-Solids & Oral Liquids area lleUGMP, WHO-GMP, and WHO-Geneva certified this makesS Kantan ideal partner for the technology and gives more opportunities to expand.

The SK Group has high manufacturing capacity and ensures timely delivery of quality products to its customers.

Anti-Malarial/Anti-Bacterial/ Macrolides/ Higher Macrolides/ Corticosteroids /Iodine Derivatives manufactured by SK Group Companies give it the advantage of backward integration for its finished formulations.

The SK Group does direct one-to-one communication with all its international dealers.

The Birth of SK Group

1932: The Beginning

Sevantilal Kantilal & Co. commenced its first physical store in Mumbai in October 1932. This served as a starting point for Mr Sevantilal's first business which later transformed in to achemist when the pharmaceutical distribution business started taking shape. This distribution centre continues to function even today and hosts an annual family reunion to celebrate the beginning of a special journey.

1939: The First Fruits of Labour

After 7 years of hard work, challenges and determination they made their first profit in 1939. That year, they recorded a profit of Rs.7000 (approximately equiva lento Rs.14 lakhs today).

The Inception of a ‘Family Business’

Around the early 1940s, Mr. Sevantilal made a smooth combination of his brothers and nephews into the business, transforming his origination into a fully functional family business. He tutored and mentored his nephews, who created a vision for the group’s future.

1962: A Strong Foundation

By 1962, the company had set up 24 different agencies, which were later divided into 8 to maintain a high standard of service and quality. In 1962, the company recorded an annual turnover of Rs.1.4 crores, making it one of the most successful pharmaceutical distributors in the whole country.

Eskay Fine Chemicals was the leading producer of Barium Sulphate in India till 1967. Owing to its ancestry in radiology, it soon started its leadership in oral contrast media for X-ray diagnosis. It quickly became a well-known supplier of high-quality Barium formulations that were marketed under the brand name of *Microbar* and continued to serve as the longest-standing company of the group until its closure in mid-2015.

1970: Looking in to the Future

1970 it marked a drastic shift from shop-floor work to a corporate office. The Group purchased and designed its first office space at 15 Matthew Road near Opera House, Mumbai. At the time, this office was considered the best of its kind in the entire country.

The 1980’s: Expanding the Business-Growing the manufacturing Business

Anuh Pharma, the S K Group’s sole public limited company, began production of Active Pharmaceutical Ingredients (API) in 1989. It started to manufacture Erythromycin Salts with a Capacity of 150 MTPA, before doubling this production in 1995 and growing six-fold around the turn of the century.

Growing the Distribution Business

In the early 1980s, S Kant Agencies became valuable additions to the distribution business. To expand the original business of Sevantilal Kantilal & Co., these two firms were quickly introduced to the supply chain industry and made an impact shortly.

95: Puttings on the World MAP

The SK Group's exports commenced under the banner of Eskay Fine Chemicals in the early 1960s. It expanded globally when SK Age Exports was founded in 1990. Today, SK Age Exports facilitates the group's export business in nearly 100 countries.

1996: Adding Feather Stosk's Cap

1996 SKant Health care was established after acquiring M/s. Solvay-Duphar's company and this acquisition introduced the S K Group to the formulation world.

2005: New Works Pace for a Newera

By the late 1900s, the organization grew exponentially. This growth gave rise to the need for a larger workspace which encouraged more collaboration and partnerships in the group.

2006: Grabbing New Opportunities

Entering a very difficult yet promising 21st century, the Eskay Speciality Chemicals manufacturing facility was built in a Special Economic Zone (SEZ) in Surat, Gujarat, making it the first company in the group to be placed in an SEZ. Eskay Speciality Chemicals also went on to become the S K group's first of four *USFDA-approved* companies.

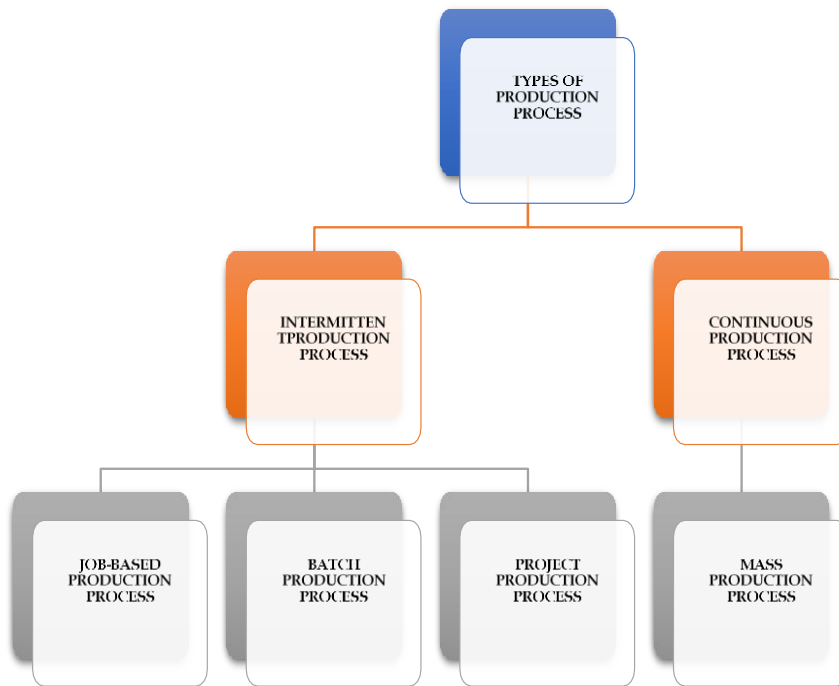
2011: A Fresh Start

The SK Group began the production of various forms of Iodine compounds in 1967. Eskay Iodine Private Ltd. was formed in 2011 with the vision of integrating and bringing together the entire group's Iodine production into a single state-of-the-art manufacturing facility.

2012: Putting a Vision into Action

By 2012 the S K Group ventured into the world of Research & Development (R&D) via Anuh Pharma's new R&D centre in Mumbai. In 2016, S Kant Healthcare established brand-new R & D facility with the most advanced equipment and some of the finest scientific minds.

Production Process at SK Healthcare



Shifts in S K group

Pharma/R & Dplant	
Type of Shift	Staff and Worker
General Shift	8:30 to 17:00
FirstShift	7:30 to 15:30
SecondShift	12:00 to 20:00 14:00 to 22:00
ThirdShift	20:00 to 8:00 22:00 to 6:00

Conclusion

Established in 1932 by a young, dynamic and uncompromising individual Mr. Sevantilal K. Shah, the SK Group started as a pharmaceutical wholesaler which is now involved in every facet of the pharmaceutical industry. Group Companies include Anuh Pharma Ltd., SK Logistics, Skites Pharma, Eskay Specialty Chemicals & Eskay Iodine. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services, and increasing expenditure by public as well as private players. The Indian Healthcare industry continued its healthy growth in 2023 and reached a value of US\$ 372 billion driven by both the private sector and the government. As of 2024, the Indian healthcare sector is one of India's largest employers as it employs a total of 7.5 million people. Progress in telemedicine, virtual assistants, and data analytics is expected to create 2.7-3.5 million new tech jobs.

Discussion Questions

- Throw some light on the challenges in pharmaceutical industry?
- Why is ethics important in pharmaceutical industry?
- In brief do the swot analysis of S Kant Pharma?

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**TASTE BEYOND BORDERS: BHAGYAWATI
CHULA DOSA'S RECIPE FOR SUCCESS AND
CHALLENGES IN FAST-CASUAL DINING**

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Abstract

This case examines the journey of Bhagyawati Chula Dosa, a fast-casual dining restaurant in Ahmedabad, which has grown from a single outlet to a well-known brand with three locations and a diverse menu of over 160 dosa varieties. Despite its success, the restaurant faces challenges such as inventory insufficiency, flavor inconsistency, operational inefficiencies, and unclear menu descriptions, impacting customer satisfaction and profitability. By leveraging SWOT and industry analyses, the case identifies critical issues including the skill required for dosa preparation and ingredient perishability. Proposed strategies to address

these challenges include implementing inventory management systems, standardizing processes, and introducing innovative menu options to cater to evolving consumer preferences. The case highlights the importance of operational efficiency, customer satisfaction, and product innovation in maintaining a competitive edge in the dynamic restaurant industry. This case study provides actionable insights for entrepreneurs, restaurateurs, and hospitality students aiming to understand operational challenges and growth strategies in the fast-casual dining sector.

Keywords: Restaurant Industry, Operational Efficiency, Inventory Management, Food Trends

Introduction

Hospitality is a diverse industry encompassing food service and lodging. It caters to travellers, providing accommodations and experiences in hotels, resorts, conference centres, theme parks, and amusement parks. The hospitality industry is committed to delivering exceptional service.



Source: Cvent, Kim Campbell

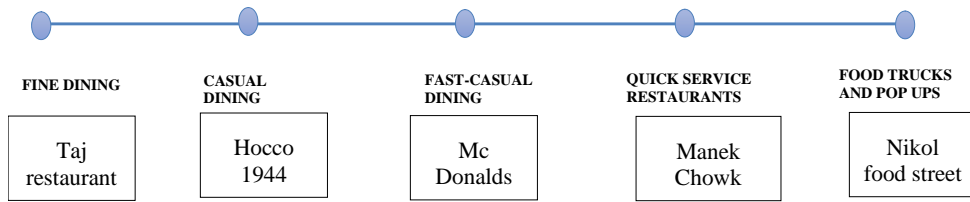
The Indian hotel market is projected to generate revenue of approximately USD 9.13 billion in 2024, with a compound annual growth rate (CAGR) of 5.4% from 2024 to 2028, resulting in a market volume of USD 11.27 billion by 2028. Additionally, the market is expected to nearly double in size, with a higher CAGR of 13.96%, driven by increasing disposable incomes, government initiatives, and the growing popularity of India as a tourist destination. The restaurant industry, which is an essential part of the hospitality sector, provides diverse dining options ranging from fine dining to casual eateries such as fast-food outlets, bars, and cafés. The COVID-19 pandemic has had a profound impact on the restaurant sector, leading to the adoption of chatbots and point-of-sale (POS) systems to improve customer service and streamline operations. The sector's recovery has also been aided by shifts toward contactless dining, digital menus, and delivery services, helping businesses adapt to changing consumer preferences and health concerns.

Key Components of the Hospitality Industry

The hospitality industry encompasses a broad range of businesses that provide services to guests and visitors. It includes sectors such as travel and tourism, where individuals plan and coordinate their travel experiences, including transportation, accommodation, and sightseeing. The food and beverage sector plays a vital role, offering a variety of dining options, from casual eateries to fine dining establishments. The lodging sector provides temporary accommodation for travelers, such as hotels, resorts, and hostels. Finally, the outdoor and recreation sector caters to those seeking outdoor experiences, including camping, hiking, water sports, and adventure tours.

Collectively, these sectors contribute to the overall hospitality industry, offering a diverse array of services and experiences to travelers and visitors. Furthermore, this industry can be categorized under the "Restaurant Industry" in reference to our case of Bhagyawati Chula

Dosa. Key segments of the restaurant industry can be classified as follows (examples are based on restaurants in Ahmedabad):



(Source: By author)

Fine Dining refers to restaurants that offer high-quality cuisine, impeccable service, and a luxurious ambiance. Casual Dining provides a more relaxed atmosphere and a diverse menu, typically at moderate price points. Fast-Casual is a dining category that combines fast food with higher-quality food and a more upscale dining experience. Quick-Service Restaurants (QSR) focus on speed and convenience, with limited menu options and drive-thru services. Food Trucks and Pop-Ups offer unique culinary experiences and often specialize in specific cuisines or dishes, typically serving from food stalls or trucks.

Bhagyawati Chula Dosa falls under the "Fast-Casual Dining" segment, which blends fast food and casual dining. These restaurants offer higher-quality food and a more upscale dining experience. Along with these classifications, the restaurant industry faces certain challenges, such as increasing ingredient prices that can significantly impact profit margins, difficulty in finding and retaining qualified staff that can hinder operations, economic downturns that reduce consumer spending on dining out, and a saturated market that makes it challenging to stand out.

Additionally, the dosa industry is embracing health trends by offering variations and adaptations. This includes using healthier flours, such as ragi (finger millet), oats, or brown rice in the batter, reducing oil

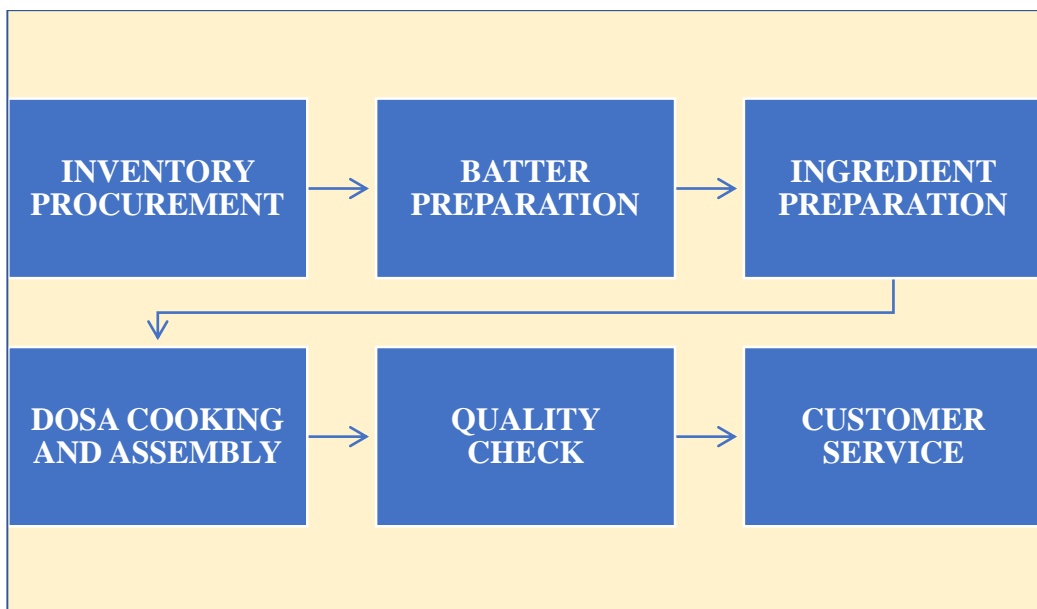
usage during cooking, and focusing on nutritious fillings like vegetables, sprouts, and lean proteins. Restaurants are also highlighting the naturally gluten-free nature of dosa and providing options for those with dietary restrictions, such as vegan and dairy-free fillings. The focus is on creating a wholesome and nutritious version of this beloved South Indian dish while maintaining its authentic flavors.

As part of the vibrant hospitality industry, Bhagyawati Chula Dosa operates within the fast-casual dining segment. Let's evaluate its market positioning through a detailed SWOT analysis.

Company overview

Devam Prajapati founded Bhagyawati Chula Dosa in 2019 in Ahmedabad. The restaurant has three locations: Maninagar (headquarters), Rajendrapark, and Isanpur. It is renowned for its diverse menu, which features over 160 distinct varieties of dosa. The Mysore masala dosa is the most popular dish, while the chocolate dosa is among the least popular menu items.

Here's the illustrated flowchart for the operational process of Bhagyawati Chula Dosa. The steps are as follows:



Source: Author

- **Inventory Procurement:** Sourcing essential ingredients like dosa batter, vegetables, chutneys, and spices.
- **Batter Preparation:** Preparing and fermenting the dosa batter to achieve the desired consistency.
- **Ingredient Preparation:** Chopping vegetables, mixing chutneys, and preparing fillings.
- **Dosa Cooking & Assembly:** Cooking the dosa on a tawa (griddle) and assembling it with fillings.
- **Quality Check:** Ensuring each dosa meets the restaurant's quality standards before serving.
- **Customer Service:** Delivering the dosa to customers with efficient and friendly service.

How does Bhagyawati Chula Dosa navigate the challenges and opportunities identified in the restaurant industry? The following SWOT analysis sheds light on these factors.

SWOT Analysis for Bhagyawati Chula Dosa

Strengths

- **Popularity:** Dosa is a well-loved dish across India and increasingly in global markets, which creates a strong customer base.
- **Variety:** There are numerous types of dosa (e.g., plain, masala, rava, etc.), allowing for diverse menu options and catering to different tastes.
- **Cost Effectiveness:** The ingredients for making dosa are relatively inexpensive, which can lead to higher profit margins for businesses.

Weaknesses

- **Preparation Time:** The process of fermenting the batter can be time-consuming, which may affect service speed in restaurants.
- **Skill Requirement:** Making high-quality dosa requires skill and experience, which can be a barrier for new entrants in the market.
- **Perishability:** The batter has a limited shelf life, which leads to potential wastage if inventory is not carefully managed.

Opportunities

- **Health Trends:** With a growing trend toward healthy eating, dosa can be marketed as a nutritious option.
- **National Expansion:** There is potential for dosa to be introduced to international markets, especially in areas with a growing Indian diaspora.
- **Innovation:** Introducing fusion dosas or incorporating local ingredients can attract a wider audience and create new market segments.

Threats

- **Competitiveness:** The food industry is highly competitive, with many alternatives available that can attract customers away from dosa.
- **Consumer Preferences:** Dietary trends can shift, and if consumers move away from traditional foods, it could impact sales.
- **Laws for the Restaurant Industry:** Economic downturns and changes in laws can affect consumer spending on dining out, impacting the dosa industry.

Problem Identification

Bhagyawati Chula Dosa faces challenges, including limited dosa variety combinations, inventory insufficiency, operational inefficiencies, and

menu clarity issues, resulting in decreased customer satisfaction, operational bottlenecks, and hindered profitability.

Problems



Bhagyawati Chula Dosa is currently facing several key challenges that are affecting its operations and customer experience. These include:

- **Flavour Inconsistency:** Inharmonious flavour combinations can significantly detract from the overall dining experience, potentially leaving customers dissatisfied and less likely to return.
- **Inventory Insufficiency:** Frequent stockouts of essential ingredients, such as dosa batter, vegetables, chutneys, and spices, can disrupt operations, leading to delays and inconsistent food quality. This, in turn, harms the brand's reputation and customer loyalty.
- **Operational Inefficiencies:** The complex preparation processes and inconsistent execution of dishes result in longer wait times and uneven quality. This not only affects speed but also compromises the dining experience for customers, who may expect a smoother, more efficient service.
- **Menu Clarity Issues:** Vague or unclear descriptions on the menu can lead to confusion among customers, causing frustration and dissatisfaction. When customers struggle to understand what they are ordering, it undermines their confidence in the restaurant and can lead to negative perceptions.

For a detailed view of the menu, please refer to **Exhibit A**.

Conclusion

Bhagyawati Chula Dosa, a popular restaurant in Ahmedabad, faces several operational and customer experience challenges that need addressing to maintain its competitive edge and ensure sustained growth. The key issues identified, such as flavour dissonance, inventory insufficiency, operational inefficiencies, and menu clarity problems, have the potential to hinder the restaurant's ability to deliver consistent quality and meet customer expectations. Addressing these problems by optimizing inventory management, improving preparation processes, enhancing flavour combinations, and clarifying menu descriptions will not only improve customer satisfaction but also streamline operations, leading to better profitability and a stronger brand presence in the market.

Learning Outcomes

- **Analysing Operational Bottlenecks:** Understand the operational inefficiencies in the restaurant industry, particularly in inventory management, food preparation, and service. Learn how addressing these bottlenecks can enhance operational efficiency and improve customer satisfaction.
- **Optimizing Inventory Management:** Explore the importance of implementing effective inventory management systems to avoid stockouts and wastage, ensuring consistent food quality and timely service in fast-casual dining settings.
- **Enhancing Menu Clarity and Customer Experience:** Recognize the role of clear and informative menu descriptions in improving customer decision-making and overall dining satisfaction. Understand how menu design can impact sales and customer loyalty.
- **Leveraging Health and Flavour Trends:** Learn how restaurants can adapt to the growing demand for healthier, nutritious options

without compromising on taste. Explore strategies for integrating customer preferences into menu development.

- **Innovation and Competitive Positioning:** Examine the role of innovation in maintaining a competitive edge in a saturated market. Learn how introducing unique dishes, like fusion options, can attract a wider customer base and differentiate a restaurant brand.

Discussion Questions

1. How can Bhagyawati Chula Dosa implement a robust inventory management system to address its stockouts and ensure consistent ingredient availability?
2. In what ways can Bhagyawati Chula Dosa innovate its menu offerings to appeal to evolving consumer preferences, particularly health-conscious customers?
3. How can Bhagyawati Chula Dosa improve its menu descriptions to reduce confusion and enhance customer decision-making?
4. What operational strategies can Bhagyawati Chula Dosa adopt to improve preparation time and minimize flavor inconsistency?

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Exhibit A: menu of Bhagyawati Chula Dosa,



13

THE GROWTH COMPASS: NAVIGATING SUCCESS FOR INTER INDIA GROUP

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Abstract

This case examines the growth trajectory of Inter India Group, a leading logistics company in India, which has expanded from a small road transportation provider to a ₹500-crore enterprise with a diverse range of services. Despite its success, the company faces challenges in employee engagement, communication gaps, geographical limitations, and technological advancements. By utilizing SWOT and PESTEL analyses, the case identifies critical issues, such as low employee engagement due to literacy barriers and the need for technological integration in operations. The proposed strategies to address these challenges include enhancing communication methods and incorporating AI and blockchain for operational optimization. The case underscores the importance of innovation, employee welfare, and market expansion to strengthen the Group's competitive edge.

Keywords: Logistics, Employee Engagement, Market Expansion, Technological Integration

Introduction

The foundation of Inter India Group marked a turning point in Indian logistics. From a modest beginning as a logistics partner for ONGC, the Group capitalized on its strategic foresight to grow into a ₹500-crore enterprise. Its expansion into multiple business verticals—roadways, seaways, bulk liquid transportation, warehousing, and retail trading—demonstrates its adaptability and ambition to remain relevant in an ever-evolving industry. With over 43 branches and 3.5 lakh sq. ft. of warehousing space, the organization has firmly established itself as a logistics powerhouse.

Despite its strong market position, the organization faces challenges in effectively communicating employee benefits, primarily due to literacy barriers and an overreliance on traditional written communication methods. Focusing on enhancing internal communication, this study highlights opportunities to boost employee engagement and optimize the utilization of benefits. Using a multidisciplinary framework, the case employs SWOT and PESTEL analyses to identify critical challenges. A key issue uncovered is the underutilization of employee benefits, linked to ineffective communication strategies.

To address this, the proposed solution involves a multi-channel communication strategy tailored to accommodate diverse literacy levels. This strategy includes visual aids, interactive workshops, peer educators, and digital tools to ensure inclusivity and accessibility. The case suggests delivering simplified communication materials, creating a network of trained peer educators, and establishing structured feedback mechanisms. This initiative aims to enhance employee satisfaction, trust, and retention while improving the return on investment for benefit programs. By aligning its employee engagement strategies with contemporary trends, Inter India Group can strengthen its position as an employee-focused organization in a highly competitive market.

Origins and Growth Trajectory

Inter India Group began its journey in 1996 in Gandhidham, Gujarat, with a modest initiative focused on providing road transportation services for ONGC. This small-scale operation marked the foundation of a logistics company that would eventually evolve into a major player in India's supply chain industry.

Over two decades, the organization expanded its portfolio to include a wide range of logistics services:

- **Roadways:** The Group ventured into Full Truck Load (FTL) transportation and container trailer logistics, catering to diverse industries.
- **Seaways:** Expansion into stevedoring and port cargo handling, offering end-to-end logistics solutions.
- **Bulk Liquid Transportation:** A specialized focus on the efficient and loss-free transport of bulk liquids.
- **Warehousing:** Introduction of modern warehousing solutions, with projects customized to client needs.

The company implemented advanced operational strategies, such as deploying logistics managers and supervisors at key loading points to ensure quality and minimize transit losses. This innovation extended to custom-built trucks designed for hygienic edible oil transportation, reflecting the company's commitment to industry-specific solutions.

Key Milestones

1. **Strategic Partnerships:** Inter India Group secured long-term collaborations with notable brands like Adani Wilmar Ltd., strengthening its position in the FMCG logistics sector.
2. **Nationwide Reach:** With a presence in 43 cities across India, the company achieved substantial geographical coverage.
3. **Technological Integration:** Adoption of mobile technology for real-time updates and operational efficiency.

Current Position and Vision

Today, Inter India Group is a ₹500-crore enterprise, approved by the Indian Banks Association and ISO-certified for quality management. It operates multiple subsidiaries, including Inter India Roadways, Inter India Seaways, Inter India Logistics, and others, offering specialized solutions across various industries. Guided by its visionary leaders, Mr. Rajnish Gautam and Mr. Krishna Tanwar, the company remains committed to its mission of simplifying logistics needs with time-bound deliveries and zero transit loss. It aspires to be India's largest total supply chain solution provider while fostering trust and reliability among its clientele. This journey from a modest transportation service provider to a diversified logistics powerhouse highlights Inter India Group's ability to adapt, innovate, and grow while addressing the evolving demands of India's supply chain ecosystem.

SWOT Analysis of Inter India Group

Strengths

- **Diverse Service Offerings:** Inter India Group provides a wide range of logistics services, including roadways, seaways, bulk liquid transportation, and warehousing, offering comprehensive solutions to clients.
- **Strategic Partnerships:** Long-term relationships with brands like Adani Wilmar Ltd. enhance market credibility and expand the company's reach.
- **Skilled Workforce:** The company employs a highly skilled team, ensuring efficient and reliable logistics operations across various segments.

Weaknesses

- **Geographic Limitations:** Despite operations in 43 cities, the company's reach is still limited compared to the potential demand across the country.

- **Dependency on External Vendors:** Heavy reliance on external vendors for specialized services like cargo-handling equipment can lead to risks in quality control and timelines.
- **Operational Complexity:** Managing diverse logistics segments creates operational challenges and increases management costs.

Opportunities

- **Expansion into New Markets:** The company can extend its reach to untapped regions within India and globally, expanding its market presence.
- **Technological Advancements:** Adoption of AI, IoT, and blockchain technologies can streamline operations and improve service efficiency.
- **Growing Demand for Logistics Services:** Increased demand for reliable logistics services provides an opportunity for the company to expand its offerings and grow its business.

Threats

- **Intense Competition:** The logistics industry is highly competitive, requiring continuous innovation and differentiation to stay ahead.
- **Regulatory Changes:** New government policies related to transportation and safety can affect operational strategies and costs.
- **Economic Volatility:** Economic fluctuations can impact demand for logistics services, affecting the company's financial health and stability.

Logistics and Supply Chain Management

The Inter India Group's operations align with core principles of logistics and supply chain management. As a multi-faceted logistics provider, it demonstrates how robust operational frameworks, innovation, and an unwavering focus on customer satisfaction contribute to success.

The Group's emphasis on technology integration, employee welfare, and client-centricity reflects its approach to addressing modern logistical challenges. In an industry that thrives on precision and efficiency, Inter India Group exemplifies operational excellence through its comprehensive service offerings:

1. **Roadways Logistics:** Handling full truckloads (FTL) and over-dimensional cargo (ODC), ensuring safe, timely delivery across India.
2. **Seaways Logistics:** End-to-end cargo management encompassing port cargo handling, freight forwarding, and customs clearance.
3. **Bulk Liquid Transport:** A leader in liquid cargo management with over 100 daily tanker movements.
4. **Contract Warehousing:** Providing state-of-the-art storage facilities with value-added services such as quality control and distribution.

These business verticals illustrate the Group's capabilities in addressing the complex demands of logistics and supply chain management.

Problem Identification

Despite its robust operations and diversified offerings, the Group faces critical challenges that underline the need for adaptive strategies to sustain its competitive edge and enhance internal operations:

1. **Employee Engagement Challenges:** While the Group has implemented forward-thinking welfare policies, their optimal utilization remains low due to:
 - **Low Literacy Levels:** Many employees struggle to access or understand information about benefits.
 - **Ineffective Communication Channels:** Reliance on traditional methods limits awareness and engagement. This disconnect highlights the need for better communication strategies to

enhance employee engagement, a cornerstone of operational efficiency.

2. **Geographic Limitations:** With operations spanning 43 cities, the Group's geographical reach, while significant, remains limited compared to competitors with pan-India presence. Expanding into underserved regions presents a valuable opportunity to tap into new markets and strengthen the company's competitive positioning.
3. **Technological Gaps:** Though mobile-enabled communication and tracking systems are in place, there is a pressing need to adopt advanced technologies to streamline operations further:
 - **Artificial Intelligence (AI):** For predictive analytics in demand forecasting and route optimization.
 - **Blockchain:** To ensure transparency and enhance trust in supply chain transactions.
4. **Intense Competition:** The logistics industry's competitive landscape, marked by global players and diversified portfolios, exerts pressure on the Group to continually innovate. To maintain market share, Inter India must not only meet current demands but also anticipate and adapt to emerging trends.

The broad thematic area of logistics and supply chain management forms the foundation for Inter India Group's operations. However, the challenges identified emphasize the importance of aligning internal practices, technological advancements, and geographical strategies with broader industry trends. By addressing these issues, the Group can strengthen its position as a leader in logistics and supply chain innovation, ensuring long-term sustainability and success.

Conclusion

In conclusion, Inter India Group's remarkable evolution from a small logistics provider to a ₹500-crore enterprise showcases the company's

resilience, adaptability, and commitment to growth. While the Group has made significant strides in expanding its services and operational reach, challenges such as low employee engagement, communication gaps, geographical limitations, and technological gaps need to be addressed to ensure continued success. By adopting a multi-channel communication strategy, expanding its geographical footprint, and integrating emerging technologies like AI and blockchain, Inter India Group can not only optimize internal operations but also strengthen its competitive positioning in the logistics and supply chain industry. With a focus on employee welfare, technological innovation, and market expansion, the company is poised for further growth, solidifying its role as a leader in the logistics sector and continuing its journey toward becoming India's largest total supply chain solution provider.

Discussion Questions

1. How can Inter India Group improve communication and employee awareness about its welfare policies while addressing challenges like literacy barriers and ineffective traditional methods?
2. In what ways can Inter India Group leverage emerging technologies such as AI and blockchain to optimize its supply chain operations and overcome geographic limitations for market expansion?

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International Case Studies

1

CASE STUDY 1: GRETEL

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Grestel's Internationalization Journey

Grestel – Produtos Cerâmicos, S.A., founded in 1998 in the coastal town of Vagos, Portugal, is a company synonymous with innovation and tradition in the world of ceramics. Known for its fine stoneware products, Grestel has established a distinctive presence in the global market by blending timeless craftsmanship with cutting-edge manufacturing techniques. Over the years, the company has become a leading provider of high-quality tableware and kitchen accessories, offering products that combine functionality, aesthetics, and sustainability. Through its flagship brands COSTA NOVA and Casafina, Grestel's presence now spans over 60 countries, making it a celebrated name in households, retail, and the hospitality sector.

Since its foundation, Grestel has honored Portugal's rich ceramic heritage while embracing innovation for the future. Using locally sourced natural materials, the company has developed a diverse range of products, including plates, bowls, serving dishes, and decorative pieces, that reflect quality craftsmanship and timeless design. Grestel's commitment to sustainability is exemplified by its Ecogres® project. Developed in collaboration with Aveiro University, this pioneering effort turns recycled ceramic waste into high-quality eco-friendly products, aligning with global environmental concerns and advancing the company's reputation as a sustainable innovator.

COSTA NOVA, one of Grestel's flagship brands, founded in 2005, represents the company's philosophy of blending tradition and modernity. Named after a picturesque beach village in Portugal, the brand seeks to capture the relaxed and timeless charm of coastal living, bringing that essence to dining tables worldwide. The designs are inspired by nature and coastal landscapes, with an emphasis on creating pieces that are both functional and visually striking. Casafina, which joined the Grestel portfolio in 2017, complements this vision by offering collections inspired by the rustic charm of the Italian countryside. With its vibrant colors and bold patterns, Casafina has found significant resonance in the North American market, helping Grestel to expand its global footprint.

In the past ten years, the COSTA NOVA brand "has become more consistent, gaining significant relevance," said Miguel Casal, Grestel's founder and CEO. Today, this brand accounts for 55% of the company's revenue and "is a crucial factor for the sustainability of our business." The remaining 45% of revenue comes from private label production for renowned international brands and the Casafina brand. The company exports 93% of its production to over 60 countries, with a strong presence in markets such as Portugal, Spain, France, the USA—which represents about 45% of exports—and South Korea.

The company's journey towards international success was boosted by a strategic focus on trade shows and market-specific partnerships. Attending globally renowned events like *Maison & Objet* in Paris, *Interior Lifestyle* in Tokyo, and *Ambiente* in Frankfurt enabled Grestel to showcase its innovative collections to international buyers, gain valuable market insights, and establish its presence in competitive markets. These trade shows became decisive for connecting with high-end retailers, boutique shops, and hospitality businesses seeking premium tableware.

Grestel's expansion strategy also involved building relationships with prestigious retailers and the hospitality sector. Its products are now

featured in luxury hotels, fine-dining establishments, and boutique stores across the world. In addition to these partnerships, Grestel has invested in its own retail footprint through COSTA NOVA-branded stores. These include a factory outlet and dedicated shops in major Portuguese cities like Lisbon, Porto, and Aveiro, offering customers an immersive brand experience and direct access to its collections. This dual approach of wholesale distribution and direct-to-consumer retailing has been instrumental in reinforcing Grestel's brand identity globally.

Grestel's remarkable growth and global reach underscore its ability to innovate while staying true to its cultural roots. By prioritizing sustainability, leveraging its strong brand identity, and adopting a multi-faceted expansion strategy, the company has successfully navigated the complexities of international markets. As it continues to evolve, Grestel faces the challenge of balancing its commitment to tradition with the demands of a dynamic global marketplace. Its future success will depend on its capacity to adapt, explore new opportunities, and sustain its position as a leader in the ceramics industry.

Discussion Questions

1. Identify the primary form of internationalization mentioned in the text.
2. What motivations for Grestel's internationalization can be identified from the text?
3. How has Grestel's dual focus on tradition and innovation contributed to its success in international markets?
4. What strategies could Grestel adopt to strengthen its presence in emerging markets such as Asia and Africa?
5. How can Grestel effectively balance the growth of its own brands with private label production?
6. What role does sustainability play in enhancing Grestel's global brand image, and how can it be further leveraged?

7. To what extent should Grestel focus on expanding its direct-to-consumer retail model versus traditional wholesale distribution?
8. How can Grestel mitigate risks associated with reliance on key markets, such as the USA, which accounts for a significant share of its exports?

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Disclaimer

This case study was developed with the support of AI tools to enhance research and clarity.

CASE STUDY 2 PORTO VINEYARDS – THE CHALLENGE OF FAMILY FIRMS

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Background

Porto Vineyards, located on the banks of the Douro River, is a family-owned wine company. Founded by the visionary Miguel Silva, it is not just a business; it is a reflection of shared values, traditions and a strong family identity. The Silva family's commitment to creating exceptional Port wines spans more than 40 years, creating a unique family atmosphere that involves both staff and customers.

Family Dynamics

Miguel Silva, the patriarch and founder, has family as the heart and soul of Porto Vineyards. His emphasis on shared values and traditions highlights the importance of family participation in preserving the character of the wine business. However, family dynamics are a mixture of respect for Miguel's experience and occasional tensions related to

discussions about planning his succession and differing opinions about how to modernize the business.

Miguel's two daughters, Ana and Sofia, play key roles in the business. Ana, as Sales Director, seeks to balance tradition with modern sales strategies. Sofia, the Operations Manager, focuses on maintaining operational efficiency in line with family values.

Miguel's wife Sara, although not directly involved in the family business, contributes significantly to family cohesion. Her unique perspective promotes unity, and she actively participates in discussions about the future of the winery, which often take place around the dinner table.

Carlos, Miguel's brother, and Maria, Carlos' wife, are not part of the family business, but they actively contribute to family gatherings and traditions.

Eduardo, a cousin and shareholder, plays a crucial role in ensuring the winery's long-term financial health. His focus on strategic decisions during shareholder meetings is crucial.

Luis, the skilled winemaker and non-family employee, who dedicates himself to the art, contributing significantly to the success of the winery.

Excerpts from Interviews

Miguel Silva (Founder)

"Family is the heart of Porto Vineyards. Our shared values and traditions are the essence of what makes our wines unique. I believe that involving the family is not just a choice; it is a responsibility to preserve the soul of our wine company."

Ana Silva (Daughter - Sales Director)

"While I respect my father's vision, I see the need to balance tradition with modern sales strategies. It's a dance between maintaining our identity and embracing innovation to attract a wider audience."

Discussions about succession sometimes bring tensions, but it's all for the sake of securing our future."

Sofia Silva (Daughter - Operations Director)

"Operational efficiency is crucial, but I want to ensure that every decision is aligned with our family values. Modernizing doesn't mean losing our identity. Succession planning is both exciting and challenging, as it involves defining the future path while preserving the essence of Porto Vineyards."

Sara Silva (Wife)

"Although I don't work in the family business, I believe my role is just as significant. I bring a different perspective to family dynamics, offering *insights* that contribute to our cohesion. Discussions about succession, although challenging, reflect our commitment to the future, and I support Miguel and my children on this journey."

Carlos Silva (Brother)

"Family gatherings and traditions are fundamental to who we are. Although I'm not directly involved in the business, participating in these moments is a meaningful way to contribute to Porto Vineyards."

Maria Silva (Carlos' Wife)

"Our participation in family gatherings is highly valued by Miguel and Sara because our vision, from the outside, but as family-oriented elements, also contributes to the success of Porto Vineyards. It's about valuing the moments that define us, even if we're not part of the day-to-day operations."

Eduardo Silva (Primo - Shareholder)

"Ensuring the financial stability of the winery is crucial. Our shareholder decisions impact the future of Porto Vineyards, and succession planning is a key consideration. Preserving our family legacy is not just a responsibility; it's a shared commitment."

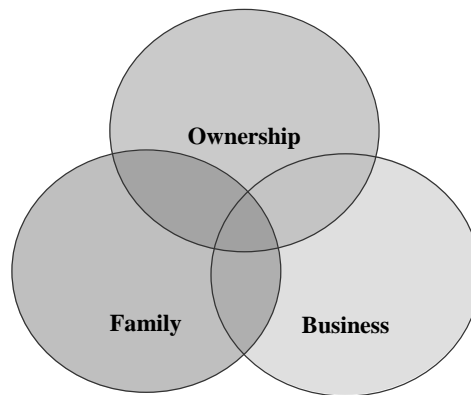
Luis (Winemaker - Non-Family Employee)

"My dedication to winemaking is not just a job; it's a commitment to producing wines that reflect the essence of Porto Vineyards. Although I am not a member of the family, I share the pride of contributing to the success of this remarkable winery."

Questions

1. Identify the positions of each family member in the Three Circle Model. Explain your justification for each position.

Figure: Family firm systems



Source: Adapted from Tagiuri and Davis (1992)¹

2. Based on these positions and bearing in mind the information from the interviews, what are the aspirations and needs of each family member?

3. Identify the possible conflicts that may exist, and how these conflicts may impact both the family and the family business.

¹Tagiuri, R. & Davis, J. (1992). On the goals of successful family companies. *Family Business Review*, 5(1), 43-62.