

Caselet Name : Fresh-Hot Coffee – Brand Identity Challenges And Trademark Concerns

Background:

Fresh-Hot Coffee, established in 2018 by Rajesh Gupta in Kolhapur, India, is a trendy and vibrant local coffee shop that quickly gained popularity among coffee lovers. The brand made an immediate impact in the competitive coffee market by focusing on organic, sustainably sourced coffee beans, along with a commitment to providing fresh, high-quality beverages. Fresh-Hot Coffee's ambiance, customer service, and ethically driven business practices helped distinguish it from other coffee shops in the city.

The brand's logo – a stylized coffee cup with steam rising in the shape of a sun – became a key visual element that symbolized warmth, freshness, and vitality. The sun-inspired design was not only eye-catching but also resonated with the shop's core values of starting the day with energy, quality, and ethical sourcing.

As the business grew, Fresh-Hot Coffee attracted a loyal following, particularly from young, socially conscious consumers who appreciated both the quality of the coffee and the brand's commitment to sustainable practices. Rajesh Gupta's careful attention to detail, in both product and experience, helped the shop carve out a niche in a market that was increasingly becoming saturated with coffee chains.

However, as Fresh-Hot Coffee expanded its customer base and brand recognition, competitors in the local market began noticing its success and the appeal of its branding. As the coffee shop industry in Kolhapur became more competitive, several new businesses opened their doors, some of which began using names and logos remarkably similar to Fresh-Hot Coffee's. One competitor, in particular, adopted the exact name "Fresh-Hot Coffee," while others used a very similar logo, including the coffee cup with steam shaped like a sun. This led to immediate brand identity concerns, especially as customers, particularly those unfamiliar with the area, began to mix up the original Fresh-Hot Coffee with these look-alike businesses.

Current Situation:

The influx of competing coffee shops with similar names and logos has created a series of challenges for Fresh-Hot Coffee:

1. **Customer Confusion:** As the coffee shop industry grew in Kolhapur, Fresh-Hot Coffee found itself facing a significant issue with customer confusion. While the brand had gained strong recognition, the emergence of coffee shops using similar names and logos made it difficult for some customers to differentiate between the original Fresh-Hot Coffee and its imitators. This confusion has led to misplaced foot traffic, where customers mistakenly visit competitor shops thinking they are the original Fresh-Hot Coffee. This has also led to a situation where customers are unsure whether they are getting the same quality and experience that made Fresh-Hot Coffee popular in the first place.
2. **Brand Dilution:** The competitors using nearly identical branding have watered down the distinctiveness of Fresh-Hot Coffee's logo. The sun-shaped steam motif, which was once a symbol of freshness and warmth, is now a visual element shared across several coffee shops. This threatens to weaken the brand's identity and diminish its ability to stand out in the competitive marketplace. As more businesses use similar logos, Fresh-Hot Coffee risks becoming just another generic coffee shop in the eyes of customers.
3. **Legal Concerns:** Fresh-Hot Coffee has yet to register its name and logo as trademarks. Without legal protection, the business has no formal means of preventing competitors from using similar branding or names. The absence of trademark protection means Fresh-Hot Coffee cannot effectively protect its brand in the face of infringement. This legal vulnerability could also open the door for future disputes with other businesses, further complicating matters for the shop as it seeks to maintain its market position.
4. **Reputation Impact:** With several imitators using the same name and logo, Fresh-Hot Coffee risks its reputation being diluted. Customers may associate the original brand with lower-quality alternatives or with poor experiences if competitors fail to meet the same high standards of quality, service, and ethics. This could lead to a loss of customer loyalty, especially as customers may find it difficult to ascertain which shop is the authentic Fresh-Hot Coffee.

5. **Brand Loyalty at Risk:** Fresh-Hot Coffee had built a strong connection with its customer base by offering not only great coffee but also a warm, welcoming atmosphere. However, as customers become confused between the various similar coffee shops, the brand's loyalty base could erode. Customers might start to lose trust in the brand, especially if they feel uncertain about whether they are visiting the original Fresh-Hot Coffee or one of its imitators.
6. **Market Saturation and Competition:** As the coffee shop market in Kolhapur becomes increasingly saturated, Fresh-Hot Coffee is faced with heightened competition. The rise of competitors who have copied the shop's branding is not only causing confusion but also creating more direct competition in terms of price, offerings, and location. Fresh-Hot Coffee may need to rethink its positioning strategy to remain competitive while reinforcing its identity.

Questions

- How can Fresh-Hot Coffee distinguish itself from competitors who have adopted similar names and logos?
- What are the steps Fresh-Hot Coffee should take to protect its intellectual property and prevent future instances of branding infringement?
- How does trademark registration help Fresh-Hot Coffee in addressing the issue of brand dilution and customer confusion?

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Faculty Name: Mrs. P. S. Patil

Month: - March, Year: - 2022

Case Study: Capital Budgeting for GHI Manufacturing Pvt. Ltd.

Background:

GHI Manufacturing Pvt. Ltd., a leading manufacturer of industrial machinery based in Pune, has

experienced steady growth in recent years. To maintain its competitive edge and meet increasing market demand, the company plans to invest ₹30 crore in capital expenditure over the next fiscal year (FY2025-26). This includes upgrading existing equipment, expanding production facilities, and adopting advanced technology for automation.

Objectives of the Capital Budget:

- 1. Increase Production Efficiency**
 - 2. Expand Market Share**
 - 3. Enhance Product Quality and Innovation**
 - 4. Reduce Operational Costs**
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Key Projects in the Capital Budget:

- 1. Machinery Upgradation:**
 - Replace outdated machinery with advanced automated systems for higher productivity and precision.
 - Estimated cost: ₹15 crore.
 - 2. Facility Expansion:**
 - Expansion of the manufacturing facility to accommodate increased production demands.
 - Estimated cost: ₹10 crore.
 - 3. Research and Development (R&D):**
 - Develop new products and improve existing machinery using cutting-edge technology.
 - Estimated cost: ₹5 crore.
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Financial Analysis of Capital Projects:

- 1. Machinery Upgradation:**
 - Expected Increase in Output: 25%
 - Reduction in Maintenance Costs: 20%

- Payback Period: 4 years
 - 2. Facility Expansion:**
 - Production Capacity Increase: 30%
 - Additional Revenue Generation: ₹10 crore annually
 - Payback Period: 3 years
 - 3. R&D Investment:**
 - Development of innovative machinery for export markets.
 - Estimated Revenue from New Product Lines: ₹8 crore in Year 1, growing at 10% annually.
 - Payback Period: 5 years
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Funding Sources:

1. **Internal Accruals:** ₹20 crore
 2. **Bank Loan:** ₹10 crore (at an interest rate of 9%)
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Return on Investment (ROI) and Net Present Value (NPV):

- **Machinery Upgradation:**
 - ROI: 30%
 - NPV: ₹4 crore
 - **Facility Expansion:**
 - ROI: 25%
 - NPV: ₹3.5 crore
 - **R&D Investment:**
 - ROI: 22%
 - NPV: ₹2.5 crore
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Challenges and Risk Management:

1. **Cost Overruns:**

- Strict monitoring of budgets and timelines to prevent over-expenditure.
2. **Market Demand Fluctuations:**
- Diversification of products to mitigate risks associated with market volatility.
3. **Technological Changes:**
- Continuous R&D to stay updated with the latest advancements in automation and production processes.
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Conclusion:

The capital budget of ₹30 crore planned by GHI Manufacturing Pvt. Ltd. for FY2025-26 is expected to drive significant growth and operational efficiency. Through strategic investment in advanced machinery, facility expansion, and R&D, the company aims to strengthen its market position and achieve sustainable profitability.

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Faculty Name: Mrs. P. S. Patil

Month: - March, Year: - 2022

Case Study: Preparing a Sales Budget for DEF Furniture Ltd.

Background:

DEF Furniture Ltd., a mid-sized company based in Jaipur, specializes in manufacturing high-quality wooden furniture. With a strong presence in both domestic and export markets, the company plans to prepare a sales budget for the upcoming financial year (FY2025-26).

The company's management aims to set realistic sales targets, allocate resources effectively, and identify potential growth opportunities.

Key Information for Budget Preparation:

1. **Past Sales Data:**

- Domestic Sales (FY2024-25): ₹15 crore
- Export Sales (FY2024-25): ₹5 crore

2. Market Analysis:

- Domestic market expected to grow by 10% due to increased demand for premium furniture.
- Export market projected to grow by 15%, with significant demand from the Middle East and Europe.

3. New Product Line:

- Launching a modular furniture range expected to contribute an additional ₹3 crore in sales.

4. Production Capacity:

- Existing capacity can support up to ₹30 crore in annual sales.

5. Pricing Strategy:

- Planned price increase of 5% for all products to offset rising raw material costs.

6. Seasonal Trends:

- Peak sales expected during festive seasons (October–December) and summer (April–June).

SOLUTION-

Sales Budget Preparation:

Step 1: Forecasting Sales Volume

1. Domestic Market:

- Projected growth: 10%
- Sales target: ₹15 crore \times 1.10 = ₹16.5 crore

2. Export Market:

- Projected growth: 15%
- Sales target: ₹5 crore \times 1.15 = ₹5.75 crore

3. New Product Line:

- Expected sales: ₹3 crore

Total Sales Volume (Projected): ₹16.5 crore + ₹5.75 crore + ₹3 crore = ₹25.25 crore

Step 2: Adjusting for Pricing Strategy

- Price increase: 5%
 - Adjusted sales revenue: ₹25.25 crore × 1.05 = ₹26.51 crore
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Step 3: Seasonal Allocation

Based on historical trends, the following quarterly distribution is estimated:

- Q1 (Apr–Jun): 25%
- Q2 (Jul–Sep): 20%
- Q3 (Oct–Dec): 35%
- Q4 (Jan–Mar): 20%

Quarterly Sales Targets (₹26.51 crore):

- Q1: ₹26.51 crore × 0.25 = ₹6.63 crore
 - Q2: ₹26.51 crore × 0.20 = ₹5.30 crore
 - Q3: ₹26.51 crore × 0.35 = ₹9.28 crore
 - Q4: ₹26.51 crore × 0.20 = ₹5.30 crore
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Challenges and Considerations:

1. Raw Material Costs:

- Rising prices of timber and other inputs may impact profit margins.

2. Logistics:

- Ensuring timely delivery, especially for export markets, is critical to meeting sales targets.

3. Competition:

- Increased competition from low-cost manufacturers could pressure pricing.

4. Economic Conditions:

- Fluctuations in currency exchange rates may affect export revenue.
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Recommendations:

1. Inventory Management:

- Maintain optimal inventory levels to handle peak season demand without overstocking.

2. Marketing Efforts:

- Increase advertising during Q3 to capitalize on festive season demand.

3. Focus on Exports:

- Strengthen relationships with international distributors and explore new markets.

4. Cost Control:

- Negotiate bulk discounts with suppliers to mitigate rising raw material costs.
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Conclusion:

The sales budget for DEF Furniture Ltd. projects revenue of ₹26.51 crore for FY2025-26, reflecting a 21.7% increase from the previous year. By focusing on market trends, effective pricing, and seasonal planning, the company is positioned to achieve its targets while navigating challenges in the competitive furniture industry.

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Faculty Name: Mrs. P. S. Patil

Month: - March, Year: - 2022

Case Study: Cash Budget Preparation for XYZ Manufacturing Pvt. Ltd.

Background

XYZ Manufacturing Pvt. Ltd., based in India, specializes in producing consumer durables. The company aims to prepare a cash budget for the quarter ending March 31, 2024, to manage its cash flows effectively.

Data Overview (INR)

- 1. **Opening Cash Balance (January 1, 2024):** ₹2,50,000
- 2. **Projected Receipts:**
 - o January: ₹8,00,000
 - o February: ₹10,00,000
 - o March: ₹12,00,000
- 3. **Projected Payments:**
 - o Raw Material Purchases: ₹4,50,000 per month
 - o Employee Salaries: ₹2,00,000 per month
 - o Overhead Expenses: ₹1,00,000 per month
 - o Capital Expenditure: ₹3,00,000 in February
- 4. **Minimum Desired Cash Balance:** ₹2,00,000

Cash Budget for January–March 2024

Particulars	January (₹)	February (₹)	March (₹)	Total (₹)
Opening Cash Balance	2,50,000	2,00,000	1,50,000	-
Add: Receipts	8,00,000	10,00,000	12,00,000	30,00,000
Total Cash Available	10,50,000	12,00,000	13,50,000	-
Less: Payments	-	-	-	-
Raw Material Purchases	4,50,000	4,50,000	4,50,000	13,50,000
Employee Salaries	2,00,000	2,00,000	2,00,000	6,00,000
Overhead Expenses	1,00,000	1,00,000	1,00,000	3,00,000
Capital Expenditure	-	3,00,000	-	3,00,000
Total Payments	7,50,000	10,50,000	7,50,000	25,50,000

Particulars	January (₹)	February (₹)	March (₹)	Total (₹)
Closing Cash Balance	2,00,000	1,50,000	6,00,000	-

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Dr. S. R. Kulkarni February 2022

Compensation and Benefits Management

Case3 : Adjust Benefits for Better Performance

Synergy Producers has recruited about 100 employees in 2023 through acquisitions of small agencies and natural growth, but there had been no compensation policy as such. Now company wants to design compensation philosophy with commission plans, incentives and bonuses, centralizing components and ensuring to have the right framework.

When there is an acquisition, employees might retain their compensation model for a year or two years then slowly migrate, but make sure that they aren't taking a cut in pay. Company also intended for capitalizing commissions into base compensation—identifying what commissions would have been and what they will be, and recognizing roles that are moving away from a commission base.

Some agencies acquired are smaller and may be below-market for total compensation. The company plans to do everything to retain employee population. If they're woefully underpaid, or not at market, there is risk of losing people, and company don't want to do that. Company is also modifying and increasing benefits, such as giving employees pet insurance and making counteroffers as a critical piece today, usually for high-end employees. They work better than they used to because few people really want to make a move in this environment.

Q.1. Suggest employee benefits program to Synergy Producers to ensure talent retention

Q.2. Do you feel that there is need to re-design benefits plan? Why?

Faculty Name: Mrs. P. S. Patil

Month: - April, Year: - 2022

Case Study: Managing Working Capital

Background:

Sharma Textiles Pvt. Ltd., based in Surat, Gujarat, is a mid-sized textile manufacturing company specializing in cotton fabrics. The management is concerned about the company's working capital management and has requested an analysis of the current working capital position for the quarter ending December 2024.

Key Financial Data (in INR):

1. Current Assets:

- Inventory: ₹50,00,000
- Accounts Receivable: ₹35,00,000
- Cash and Bank Balances: ₹10,00,000

2. Current Liabilities:

- Accounts Payable: ₹40,00,000
- Short-term Loans: ₹15,00,000

3. Additional Information:

- Average Credit Period Granted to Customers: 60 days
- Average Credit Period Taken from Suppliers: 45 days
- Cost of Goods Sold (COGS) for the quarter: ₹1,20,00,000

Analysis:

1. Calculate Working Capital

Working Capital = Current Assets - Current Liabilities

Current Assets:

₹50,00,000 (Inventory) + ₹35,00,000 (Accounts Receivable) + ₹10,00,000 (Cash and Bank Balances) = **₹95,00,000**

Current Liabilities:

₹40,00,000 (Accounts Payable) + ₹15,00,000 (Short-term Loans) = **₹55,00,000**

Working Capital:

₹95,00,000 - ₹55,00,000 = **₹40,00,000**

2. Evaluate Working Capital Cycle

- **Inventory Holding Period:**

$$\begin{aligned}\text{Inventory Days} &= (\text{Inventory} \div \text{COGS}) \times 90 \\ &= (\text{₹}50,00,000 \div \text{₹}1,20,00,000) \times 90 \\ &= \mathbf{37.5 \text{ days}}\end{aligned}$$

- **Accounts Receivable Period:**

$$\begin{aligned}\text{Receivable Days} &= (\text{Accounts Receivable} \div \text{Sales}) \times 90 \\ \text{Assuming Sales} &= \text{₹}1,50,00,000 \text{ (COGS} + 25\% \text{ profit margin)} \\ &= (\text{₹}35,00,000 \div \text{₹}1,50,00,000) \times 90 \\ &= \mathbf{21 \text{ days}}\end{aligned}$$

- **Accounts Payable Period:**

$$\begin{aligned}\text{Payable Days} &= (\text{Accounts Payable} \div \text{COGS}) \times 90 \\ &= (\text{₹}40,00,000 \div \text{₹}1,20,00,000) \times 90 \\ &= \mathbf{30 \text{ days}}\end{aligned}$$

Net Working Capital Cycle:

$$\begin{aligned}\text{Inventory Days} + \text{Receivable Days} - \text{Payable Days} \\ &= 37.5 + 21 - 30 \\ &= \mathbf{28.5 \text{ days}}\end{aligned}$$

3. Observations and Recommendations

1. **Working Capital Position:**

The company has a positive working capital of ₹40,00,000, indicating sufficient liquidity to meet short-term obligations.

2. **Working Capital Cycle:**

The net working capital cycle of 28.5 days is reasonable but can be optimized by:

- Reducing inventory holding periods through better demand forecasting.

- Ensuring timely collections from customers to reduce receivable days.
- Negotiating better credit terms with suppliers to extend the payable period.

3. Cash Flow Management:

Although the company has positive working capital, the reliance on ₹15,00,000 in short-term loans indicates scope for improvement in cash flow management.

Conclusion:

Sharma Textiles Pvt. Ltd. has a strong working capital position of ₹40,00,000 and a manageable working capital cycle of 28.5 days. However, improving collection efficiency and inventory turnover can further enhance liquidity and reduce the dependence on short-term loans.

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Faculty Name: Mrs. P. S. Patil

Month: - April. Year: - 2022

Case Study: Purchase Budget

Objective: To create a purchase budget for a small business in India for a quarter (3 months) considering various expenses and resources required.

Business Overview:

- **Business Type:** Retail Store
- **Location:** Bangalore, India
- **Products Sold:** Clothing, Accessories, and Home Decor
- **Target Market:** Middle to upper-middle-class customers

Budget Preparation:

1. Purchase Requirements:

- **Inventory:** Purchase of products such as clothing, accessories, and home decor items.

- **Quantity:** Expected sales forecast for the quarter.
- **Suppliers:** Local and online suppliers.

2. Cost Breakdown:

Item	Quantity	Unit Cost (INR)	Total Cost (INR)
Clothing	100 units	500	50,000
Accessories	200 units	300	60,000
Home Decor	150 units	700	1,05,000
Shipping and Handling	10% of total purchase		21,000

Total Purchase Budget:

- **Clothing:** ₹50,000
- **Accessories:** ₹60,000
- **Home Decor:** ₹1,05,000
- **Shipping:** ₹21,000

Overall Purchase Budget: ₹2,36,000

3. Additional Considerations:

- **Taxes:** 18% GST on total purchases
- **Miscellaneous Costs:** Packaging, labeling, and storage (₹10,000)

Final Budget:

- **Total Purchase Budget:** ₹2,36,000
- **GST:** ₹42,480
- **Miscellaneous Costs:** ₹10,000

Grand Total: ₹2,88,480

This purchase budget will help the business maintain a steady inventory flow and meet customer demands efficiently while managing expenses effectively.

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Case Study: Revival of a Sick Unit – XYZ Textiles Pvt. Ltd.

Background:

XYZ Textiles Pvt. Ltd., located in Ludhiana, Punjab, was established in 2005 as a small-scale manufacturer of cotton and polyester fabrics. By 2018, the company faced severe financial distress due to mismanagement, outdated machinery, and declining demand for its products. It was declared a "sick unit" under the **Sick Industrial Companies Act (SICA)**.

In 2019, the company initiated a revival plan with support from financial institutions, creditors, and the government. This case study examines the steps taken to revive XYZ Textiles and its outcome.

Reasons for Financial Distress

1. Operational Inefficiencies:

- Over-reliance on manual processes led to high production costs.
- Outdated machinery reduced product quality and competitiveness.

2. Market Challenges:

- Increased competition from low-cost producers in other countries.
- Declining demand for polyester fabrics due to changing consumer preferences.

3. Financial Mismanagement:

- Excessive borrowing led to high interest costs.
- Poor working capital management caused delays in payments to creditors and suppliers.

4. Economic Factors:

- The implementation of GST disrupted supply chains temporarily, further straining finances.

By considering above information prepare a revival plan for XYZ Textiles Pvt. Ltd.,

Solution-

Revival Plan

With the approval of stakeholders, XYZ Textiles implemented a revival plan, including the following measures:

1. **Debt Restructuring:**

- The company negotiated with its creditors to restructure debt under the guidance of the **Corporate Debt Restructuring (CDR)** mechanism.
- Loan repayment schedules were extended, and interest rates were reduced.

2. **Technological Upgradation:**

- A term loan of ₹5 crore was availed from a nationalized bank under the **Technology Upgradation Fund Scheme (TUFS)** to modernize machinery.
- Automation was introduced in critical processes, improving efficiency and quality.

3. **Cost Reduction:**

- Non-core activities were outsourced to reduce overhead costs.
- Raw material procurement was centralized, achieving bulk purchase discounts.

4. **Market Repositioning:**

- Focus was shifted to producing eco-friendly fabrics, aligning with emerging market trends.
- Marketing efforts were intensified, targeting international markets with demand for sustainable textiles.

5. **Government Support:**

- The company received a subsidy of ₹50 lakh under the **Credit Linked Capital Subsidy Scheme (CLCSS)** for technological improvement.
- Export incentives under the **Merchandise Export from India Scheme (MEIS)** were utilized to boost revenue.

Outcome

By 2022, XYZ Textiles Pvt. Ltd. showed significant improvement:

1. **Financial Performance:**

- Revenue increased by 50% to ₹25 crore in FY2022.
- Net profit margins improved to 8%, compared to losses in 2018.

2. **Debt Position:**

- The debt-equity ratio improved from 3:1 to 1.5:1.
 - Timely repayment of loans restored the company's creditworthiness.
- 3. Operational Efficiency:**
- Production costs reduced by 20% due to automation and bulk procurement.
 - Quality certifications attracted new customers and improved customer retention.
- 4. Market Presence:**
- Export revenue contributed 30% of total sales, up from 10% in 2018.
 - The company became a preferred supplier for eco-friendly fabrics in Europe.
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Lessons Learned

- 1. Proactive Management:**
- Early identification of financial distress and timely action are crucial for revival.
- 2. Stakeholder Collaboration:**
- Support from creditors, banks, and the government played a key role in the revival process.
- 3. Focus on Innovation:**
- Adapting to market trends, such as eco-friendly fabrics, created new revenue streams.
- 4. Efficient Operations:**
- Technological upgrades and cost control measures ensured long-term sustainability.
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Conclusion:

The revival of XYZ Textiles Pvt. Ltd. demonstrates that even a severely distressed company can recover with a well-planned strategy, stakeholder support, and effective execution. This case highlights the importance of innovation, financial prudence, and government support in reviving sick industrial units.

Faculty Name: Prof. P. S. Jadhav

Month: - December

Year: - 2021

Caselet Name: Evaluation of Supplier Performance and Negotiation with Suppliers at EcoHome Appliances Pvt. Ltd.

EcoHome Appliances Pvt. Ltd., a leading Indian manufacturer of eco-friendly home appliances, has built its success on effective supplier management, particularly through thorough supplier performance evaluation and strategic negotiation processes. With the growing demand for energy-efficient products like refrigerators, air purifiers, and washing machines, EcoHome recognized the importance of maintaining a reliable and cost-effective supply chain. Supplier Relations Manager, Ms. Rina Sharma, leads the company's supplier evaluation efforts, using a set of Key Performance Indicators (KPIs) to assess suppliers on aspects like delivery reliability, product quality, lead time, and price competitiveness. For example, EcoHome tracks its compressor supplier's performance in Gujarat, focusing on timely deliveries and component quality. If a supplier meets these standards, they receive a high performance rating, but if there are delays or quality issues, they undergo a root-cause analysis to address the problems.

Moreover, EcoHome places significant importance on sustainability in its supplier evaluations, rewarding those who meet environmental standards such as using recycled materials or reducing carbon emissions. This approach aligns with the company's eco-friendly brand identity, which resonates well with environmentally conscious Indian consumers. Following the evaluation process, EcoHome enters negotiations with suppliers led by Procurement Director, Mr. Rahul Singh. In these negotiations, the company seeks competitive pricing, favorable payment terms, and timely delivery while also working to build long-term, collaborative relationships. For instance, when expanding its product line to include smart home appliances, EcoHome negotiated improved pricing based on higher order volumes and better delivery schedules. Additionally, Mr. Singh worked on negotiating extended warranties and favorable payment cycles to support the company's cash flow management.

One of EcoHome's notable negotiation challenges came when an existing supplier struggled to meet the increased demand for components for a new energy-efficient refrigerator line. In response, EcoHome worked with the supplier to find solutions, such as expanding production

capacity or sourcing from additional suppliers. This collaboration ensured that EcoHome could maintain its production timelines without compromising on quality. The outcome of these strategic efforts has been highly positive for EcoHome. The supplier evaluation system has helped the company work with reliable suppliers who consistently meet their quality and delivery standards, thus minimizing delays and production issues. Additionally, the negotiation strategies have fostered strong, long-term relationships with suppliers, ensuring competitive pricing and reliable supply while maintaining EcoHome's commitment to sustainability.

EcoHome Appliances' approach to supplier performance evaluation and negotiation has been integral to its success in the highly competitive Indian home appliance market. By utilizing detailed performance metrics and focusing on collaborative negotiation, the company has been able to ensure the timely and efficient production of high-quality, eco-friendly products, strengthening both its supply chain and brand image. Through these efforts, EcoHome has positioned itself as a leader in the sustainable home appliance industry in India.

Q.1 Analyze how EcoHome Appliances Pvt. Ltd. utilizes Key Performance Indicators (KPIs) to assess supplier performance. How does this system help the company ensure product quality and timely deliveries?

Q.2 Compare EcoHome's negotiation strategies with its suppliers to those of other companies in the industry. How does EcoHome's focus on long-term relationships and collaboration benefit both the company and its suppliers?

Faculty Name: Prof. P. S. Jadhav

Month: - November Year: - 2021

Caselet Name: GreenWear: Crafting a Sustainable Fashion Revolution in India through Digital Marketing

GreenWear, an emerging sustainable fashion brand in India, faced challenges such as limited brand visibility and stiff competition from established players in the apparel market. With a commitment to promoting eco-friendly clothing made from handwoven fabrics sourced from local artisans, the

startup needed an innovative strategy to connect with environmentally conscious Indian consumers. To address this, GreenWear adopted a robust digital marketing approach that proved transformative. Social media platforms like Instagram and Facebook became crucial in creating visually appealing campaigns showcasing their products in natural Indian settings while celebrating traditional craftsmanship. Collaborations with fashion influencers, including popular eco-conscious bloggers, helped amplify brand visibility and foster trust among a younger demographic.

The brand also launched a blog called "Green Fashion Diaries," sharing stories about artisans from rural India and tips for adopting sustainable fashion practices. Personalized email campaigns kept customers engaged by announcing new collections and updates on sustainability initiatives. GreenWear enhanced its digital footprint through search engine optimization (SEO) strategies, improving visibility for keywords relevant to India's growing eco-friendly market. Additionally, targeted pay-per-click (PPC) advertisements on Google and social media platforms helped drive traffic to their website and improved customer retention through retargeting ads.

Within a year, GreenWear achieved remarkable success, with a 250% surge in website traffic and 40% of total sales driven by social media campaigns. The company's consistent storytelling about its sustainable practices and support for Indian artisans resonated deeply with conscious consumers. By leveraging authentic content, data-driven decision-making, and continuous customer engagement, GreenWear not only carved out a niche in India's competitive fashion industry but also emerged as a symbol of responsible fashion and sustainable living. Their journey illustrates how tailored digital marketing strategies, combined with a socially responsible mission, can create lasting impact and success in India's dynamic market.

Q1. Analyze how GreenWear's digital marketing strategies contributed to its success in the competitive Indian fashion market.

Q.2 What specific factors made their approach effective in engaging environmentally conscious consumers?

Faculty Name: Prof. P. S. Jadhav

Month: - October

Year: - 2021

Caselet Name: Evolution of the Retail Industry in India

Caselet 1:

The retail industry in India has seen a dramatic transformation over the years, shaped by both global trends and local factors. The journey of this industry can be traced back to the traditional, largely unorganized retail sector that was prevalent before the 1990s. At that time, India's retail market was dominated by small, family-owned stores, known as kiranas, which sold a limited range of products. These stores catered primarily to the local population, focusing on daily essentials. The retail experience was personal, with shopkeepers forming long-term relationships with customers. Most purchases were made in cash, and product variety was limited to what was locally available.

The retail landscape began to shift significantly in the early 1990s, following India's economic liberalization. This era marked the beginning of modern retail formats, with the entry of both Indian and global players. Retail chains like Big Bazaar and Shopper's Stop were pioneers in introducing organized retail, offering a wider range of products under one roof at fixed prices. Shopping malls started emerging in urban areas, bringing a more structured and sophisticated retail experience. With the rise of branded products and international retailers like McDonald's, Domino's, and Coca-Cola, Indian consumers were exposed to a more diverse range of products, and shopping became an experience rather than just a necessity.

By the mid-2000s, e-commerce began to gain traction in India. The rise of internet access and mobile phones allowed consumers to shop online, leading to the birth of major e-commerce platforms like Flipkart, Snapdeal, and Amazon India. This phase was characterized by the rapid expansion of online retail, which offered convenience, a wider selection of products, and often lower prices compared to physical stores. The adoption of digital payments and the increasing trust

in online shopping further accelerated the growth of e-commerce. This shift also led to the rise of online-exclusive brands and the changing expectations of customers, who now wanted seamless, hassle-free shopping experiences.

In the last decade, India's retail industry has embraced an omnichannel approach, blending physical stores with online platforms to offer consumers greater flexibility and convenience. Leading retailers, such as Reliance Retail and Tata Group, have invested in both brick-and-mortar stores and digital retail platforms. The growth of smartphones, digital wallets, and logistics infrastructure has further supported the integration of online and offline shopping experiences. New-age retail formats like D2C (Direct-to-Consumer) brands have emerged, providing a direct connection between manufacturers and consumers, thus offering personalized experiences and building brand loyalty.

Today, India's retail market is rapidly expanding and is expected to continue growing due to an increasing middle class, higher disposable incomes, and the rise of tech-savvy, young consumers. The future of retail in India is expected to be driven by technology, sustainability, and the evolving needs of the modern consumer, with continued integration of AI and data analytics to enhance the shopping experience.

Q1. Compare the role of local kiranas and global retail chains in shaping the retail landscape in India.

Q.2. Given the rise of e-commerce, how can traditional retail stores in India adapt their business models to remain competitive in the digital age?

Faculty Name: Prof. P. S. Jadhav

Month: - April Year: - 2022

Corselet Name: Changing Dynamics of the Indian Retail Industry

India's retail industry has evolved significantly over the past few decades, transitioning from a largely unorganized market to a modern, organized sector influenced by both domestic and global trends. Historically, the Indian retail landscape was characterized by small, family-owned stores, known as "kiranas," which catered to everyday consumer needs. These stores were integral to the local community, providing a personal shopping experience where purchases were often made based on trust and familiarity. Shopping, in these small stores, was more about functional needs, and product variety was limited to basic necessities.

However, significant shifts in the Indian retail market began in the 1990s, driven by several factors that fundamentally changed both the structure of the industry and consumer buying habits. One of the primary factors was India's economic liberalization, which led to increased foreign direct investment (FDI) and opened up the market to international brands and global retail giants. The entry of organized retail stores such as Big Bazaar, Shopper's Stop, and Reliance Fresh introduced a new era of retailing. These large-format stores brought convenience, variety, and competitive pricing to urban consumers, making shopping a more structured and professional experience.

The retail landscape was further disrupted with the rise of the internet and e-commerce platforms in the early 2000s. Online platforms like Flipkart, Snapdeal, and Amazon India quickly gained popularity due to their convenience, wide range of products, and the ability to compare prices from different sellers. This period marked a shift in consumer buying habits, with online shopping becoming increasingly popular, particularly among younger, tech-savvy consumers. The rise of digital payment solutions, improved logistics, and faster internet connectivity made online shopping more accessible and secure, allowing consumers to shop from the comfort of their homes and have products delivered directly to them.

Several factors have contributed to the transformation of India's retail industry over the years. First, urbanization has played a crucial role in driving demand for modern retail formats. As more people move to cities in search of better opportunities, their exposure to international products and services has increased, influencing their preferences. With higher disposable incomes, urban consumers now demand a wider range of products and higher-quality shopping experiences, prompting the rise of shopping malls, supermarkets, and international retail brands.

Another key factor is the increasing use of technology. Smartphones and the internet have revolutionized the way consumers shop. The convenience of mobile shopping apps, the availability of real-time product information, and the ability to make secure online transactions have contributed to the growing popularity of e-commerce in India. Digital payment systems, like Paytm and Google Pay, have made online transactions simpler and safer, further encouraging consumers to embrace online shopping.

Moreover, changing consumer preferences have also influenced the retail industry. As consumers become more aware of global trends and sustainability, their purchasing decisions are increasingly influenced by factors such as product quality, brand reputation, and ethical sourcing. This shift has led to a growing demand for premium products, organic goods, and eco-friendly alternatives. Retailers are now under pressure to offer not only variety and convenience but also to align with consumer values, including sustainability and social responsibility.

The COVID-19 pandemic accelerated many of these changes, with more consumers turning to online shopping as lockdowns and social distancing measures made physical retail less accessible. In response, many traditional retailers have embraced an omnichannel strategy, combining online and offline shopping experiences to cater to consumers' evolving needs.

As a result of these changes, India's retail industry today is a dynamic, multifaceted ecosystem, where brick-and-mortar stores, e-commerce platforms, and even hybrid models are thriving. The industry continues to evolve rapidly, and retailers must stay agile and innovative to meet the demands of a modern, technology-driven consumer base.

The factors behind this transformation — urbanization, technological advancements, changing consumer preferences, and the rise of digital platforms — have reshaped not only the retail industry but also the way consumers engage with products and services. Understanding these shifts is crucial for retailers aiming to stay competitive and relevant in India's fast-changing market.

Q.1 Compare the shift in consumer buying behavior between traditional brick-and-mortar retail and online shopping. What are the key factors contributing to this shift, and how should retailers adapt their business models accordingly?

Q.2 Evaluate the role of urbanization in shaping the retail market in India. How have changes in demographic trends influenced the success of organized retail formats like supermarkets and shopping malls?

Faculty Name: Prof. Dr. S. Y. Maloo

Month:- February Year :- 2022

Caselet Name: "S Ltd." Acquires "R Ltd."

S Ltd., a leading global technology conglomerate, has announced the acquisition of R Ltd., a smaller, but rapidly growing competitor specializing in artificial intelligence (AI) software solutions for the healthcare sector. S Ltd., with its extensive global reach and robust infrastructure, aims to leverage R Ltd.'s innovative AI technology to expand its presence in the burgeoning healthcare AI market.

R Ltd., a privately held company founded five years ago, has garnered significant attention for its groundbreaking AI algorithms in disease prediction, personalized medicine, and drug discovery. Their flagship product, "Predictor," has shown remarkable success in identifying high-risk patients for chronic diseases, leading to improved patient outcomes and reduced healthcare costs. However, R Ltd. faces challenges in scaling its operations, securing adequate funding for research and development, and expanding its market reach beyond its current regional presence.

S Ltd., on the other hand, possesses a strong global distribution network, extensive resources for research and development, and a proven track record in successfully integrating acquired companies. They believe that acquiring R Ltd. will not only provide them with access to cutting-edge AI technology but also enhance their existing healthcare portfolio and solidify their position as a leader in the rapidly evolving healthcare technology sector. The acquisition is expected to be financed through a combination of cash and stock.

Questions:

1. What are the key strategic and financial motivations for S Ltd. to acquire R Ltd.?
2. What are the potential challenges and risks associated with this acquisition, and how can S Ltd. mitigate these risks?
3. How can S Ltd. effectively integrate R Ltd.'s technology, talent, and culture while maintaining R Ltd.'s innovative spirit and competitive edge?

Faculty Name: Prof. Dr. S. Y. Maloo

Month:- July Year :- 2021

Caselet Name: The Enigma of P Limited

P Limited, a leading manufacturer of consumer electronics, has been a market leader for years. Known for its cutting-edge technology and innovative products, the company has consistently delivered strong revenue growth and healthy profit margins. However, recent quarterly reports have revealed a concerning trend: declining revenue growth, shrinking profit margins, and a significant drop in stock price.

The underlying factors contributing to its recent performance downturn are detailed below:

- **Industry Analysis:**
 - Analyze the competitive landscape of the consumer electronics industry. Identify key competitors, their strengths and weaknesses, and the overall industry growth prospects.
 - Assess the impact of technological disruptions (e.g., AI, 5G) on the industry and P Limited's competitive position.
- **Company Analysis:**
 - **Financial Performance:** Analyze key financial ratios (e.g., profitability ratios, liquidity ratios, solvency ratios) to assess the company's financial health.
 - **Competitive Advantage:** Identify P Limited's core competencies and competitive advantages. Evaluate whether these advantages are sustainable in the face of changing market dynamics.
 - **Management Quality:** Assess the quality and effectiveness of P Limited's management team. Consider their track record, strategic decision-making, and ability to adapt to changing market conditions.
 - **Research & Development (R&D):** Analyze P Limited's R&D spending and its impact on product innovation and competitiveness.
- **Valuation:**
 - Use appropriate valuation methods (e.g., discounted cash flow, comparable company analysis) to determine the intrinsic value of P Limited's stock.
 - Compare the intrinsic value to the current market price to assess whether the stock is undervalued, overvalued, or fairly valued.

You are required to conduct a thorough fundamental analysis of P Limited to understand

1. What are the primary factors contributing to P Limited's declining revenue growth and profit margins?

2. Is P Limited's competitive advantage eroding? If so, what are the key drivers of this erosion?
3. Based on your fundamental analysis, what is your assessment of P Limited's future prospects? Is the stock a buy, sell, or hold?

Faculty Name: Prof. S. R. Patil

Month:- October Year :- 2021

HRM Case Study : Performance appraisal in Human resource management

Suyash and Naresh have postgraduate degrees in management from the same B-School, but in separate fields. They have been close since their undergraduate days, and since they work for the same company, Hytech Technology Solutions, their friendship has persisted within the company. Naresh was assigned to the finance department as a top finance executive, and Suyash was sent to the HR department as an employee counselor. Both are at the same level in terms of grade, but Naresh has greater responsibility because he works in core finance.

Suyash is naturally amiable and willing to lend a hand to those in need. Naresh is quiet by nature, willing to assist if asked directly, and occasionally egotistical. They have effectively served the company for four years. And because they are both equally talented and reliable performers, management is quite happy with both of them. Suyash thought that Naresh was different today than he had been in the past. She saw certain changes in his behavior. She believes that Naresh is making fun of her during casual chats by pointing out that while she is well-known among the company's staff, he is not even acknowledged by them.

Mr. Chadda, General Manager of Hy-Tech Technology Solutions, was taken aback one morning when he read the letter he had received from Naresh regarding his resignation. Since Suyash is close to Naresh, Mr. Chadda called her right away to discuss the matter. When Suyash heard the news, she was shocked and said she had no idea. She also talked about her recent experience with him. Mr. Chadda assured her that he would take care of this and that he would not permit Naresh to step down since he did not want to lose any of them.

After some casual conversation, Mr. Chadda took Naresh to the Canteen in the afternoon to let him feel at ease before he began working on the problem. After some hesitancy, Naresh shared his thoughts with Mr. Chadda. Naresh's issue is that 1) when he shows up in the canteen by alone, no one even recognizes him, but when he is with Suyash, he is well received by everyone. 2) The guards at the gate wished them well when they first arrived together, but not when he arrived alone the following day. 3) Suyash's points will be given more weight even in office meetings, which is why he frequently remains silent during them.

Every day at work, Naresh has to deal with such degradation, which completely annoys him. "Suyash and I have the same qualifications, from the same institute, and we both graduated in the same year with first

class," Naresh further questioned. We both have the same amount of experience working for this company. Furthermore, Suyash's tasks are not as valuable as those with me. My ego prevents me from staying here after all of this if I am disregarded or underappreciated by my coworkers.

After hearing this statement, Mr. Chadda concluded that it would not be difficult to revoke his resignation. Mr. Chadda gave Naresh an explanation of the employees' partial behavior. Naresh apologized for his response and was prepared to rescind his resignation after hearing Mr. Chadda's words. And he called Suyash and spoke with like before.

Question

1. Analyze the case
2. Find the reason that Mr. Chadda would have given to Naresh.

Faculty Name: Prof. S. R. Patil

Month:- March

Year :- 2022

Case: Corporate social responsibility and Strategic Management

With an industrial license from the Central Government, Star Fertilizers opened a factory in Tamilnadu, close to Chennai. It partnered with a UK company renowned for its social responsibility and high standards. The company's market included Kerala, Andhra Pradesh, and Karnataka. Feed stocks were guaranteed by government agencies and enterprises. It was built by a reputable Japanese contracting firm. The entire project cost 90 crores of rupees. After a year of operation, the villagers almost protested that their paddy fields and wells were being contaminated by ammonia effluents.

According to the firm, the allegations were overblown, and upon verification, no harmful patterns were seen in the effluents. With the support of powerful political groups, the nearby peasants heightened their agitation. The state government requested that the corporation install an ammonia stripping plant or find other ways to dispose of ammonia in order to appease the political parties. The company's CEO claimed that politics was hurting his business and went to the federal government to ask for help.

Since closing the business would be a major blow to the economy, the central government has issued a directive instructing state governments to handle the matter prudently. It recommended that the business be granted further time to reduce any pollutants. When it shut down for repair, the company declared that it would install a new treatment facility that would cost Rs. 30 lakh. An industry organization has privately recommended that the CEO bribe legislators Rs. 10 lakhs in order to appease them. A consulting firm recommended that the business take certain actions to appease the people, such as hiring locals and establishing a school, hospital, and sports stadium.

Questions:

1. In this regard, consider the CEO's corporate social responsibility.

2. How would you respond if you were CEO?

Faculty Name: Prof. S. R. Patil

Month:- August

Year :- 2021

Case Study on E-Commerce in textiles

In addition to selling T-shirts, sweat shirts, and boxers, XYZ's is well-known for its underwear apparel. The active wear segment, which produces blank T-shirts, uses a number of dozen distributors, in contrast to the underwear sector, which sells its products directly to big-box stores like Wall-Mart. These sell their shirts to over 30,000 screen printers, embroiderers, and retailers who promote them to consumers after the shirts are decorated and sold to the general public. The market is complicated and very competitive. The distributors offer T-shirts manufactured by XYZ's rivals in addition to other products.

The connection between active clothing and its distributors is therefore crucial. to strengthen these connections. XYZ made the decision to create and manage a unique online customer site on an extranet for each of their 40 major distributors. In order to facilitate their own back office operations of inventory and invoicing, merchants and shirt printers access the distributor's website, which also contains a color electronic catalogue, buyers credit, availability, and ordering information. Distributors are permitted to use the website to market and sell products from other vendors. Through a link that begins with its own websites, XYZ demonstrates its commitment to a supporting system that benefits each and every channel member.

XYZ wants to win over distributors, many of whom lack the resources or time to create their own websites. Additionally, the system has models that automatically recommend XYZ's replacement product in the event that a product is out of stock. Although it costs money to create and maintain 40 sites, XYZ thinks the investment is worthwhile. By creating websites for other businesses, XYZ's leverages its skills to make money.

Questions:

1. Explain the case study's importance.
2. Is XYZ becoming closer to its customers through the E-commerce system? Why not?

Faculty Name: Dr. Prof. S Y Maloo and Prof. Hitesh Dyama

Month:- January Year:- 2022

Caselet: The Ozonetech Dilemma

Scenario:

"Ozonetech," a renowned software company celebrated for its cutting-edge mobile applications, is facing a critical juncture. Their flagship product, "Zenith," a highly popular productivity app, has witnessed a significant decline in user engagement and market share over the past year.

The development team, once a hotbed of creative ideas, has become stagnant. Morale is low, and there's a palpable lack of enthusiasm for new features. Small groups have formed within the company, hindering effective communication and collaboration between departments (development, marketing, sales, customer support). The previous CEO, known for his autocratic leadership style, stifled initiative and discouraged risk-taking. This has created a culture of fear and dependency.

The market for productivity apps is fiercely competitive. Numerous agile startups are releasing innovative and user-friendly apps, capturing significant market share. The mobile app landscape is constantly evolving with new technologies and user expectations. Ozonetech's technology seems outdated compared to competitors. User preferences are shifting towards AI-powered, personalized, and intuitive apps. Zenith's current features no longer fully meet these evolving demands.

To overcome these challenges, the board of directors has recently appointed a new CEO, Alex, a seasoned leader with a proven track record of success in fostering innovation and driving organizational change. Alex is known for her collaborative and empathetic leadership style.

Analyse the scenario and answer the following:

1. How can Alex revitalize the product and regain lost market share?
2. How can Alex motivate the team, foster creativity, and encourage risk-taking?
3. How can Alex improve communication and collaboration across departments?
4. How can Alex create an environment where employees feel empowered to contribute ideas and experiment with new approaches?
5. How can Alex ensure that Ozonetech's technology remains competitive in the rapidly evolving mobile app market?