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PREFACE

In an increasingly volatile and interconnected world, the challenges of modern business require a new generation of leaders who can navigate complexity with agility, creativity, and foresight.

The changing dynamics of global trade, technological advancements, evolving customer behaviors, and emerging market trends demand a nuanced understanding of business operations, strategy, and innovation.

CASTLE presents an array of real-world cases that reflect these contemporary challenges.

This collection is designed to inspire a deeper understanding of management principles, equip students with the tools to analyze diverse business scenarios, and foster practical decision making skills.

At JSB, we strive to enable future leaders who will not only excel in their respective fields but also lead with integrity, innovation, and a vision that aligns with the ever-evolving business world.

This volume serves as a platform for engaging with complex business problems, providing opportunities to develop strategies that drive sustainable success across industries.

Through this book, we invite you to move beyond traditional theory and delve into the practical applications of management concepts.

The case studies are crafted to challenge your thinking, encourage collaborative problem-solving, and push the boundaries of conventional business strategies.

FROM THE EDITORIAL TEAM

Dear Readers,

It is our pleasure to present Volume 6 of CASTLE, a thought-provoking collection of cases that challenge some of the most pressing issues businesses face today.

The world of business has never been more dynamic. With the rapid pace of change in technology, consumer preferences, and market conditions, organizations must stay ahead of the curve. This volume features carefully curated cases that reflect the complexity and interconnectedness of today's business environment. They offer an opportunity for students, professionals, and educators alike to engage with real-world problems and explore strategies for overcoming them.

Our goal with this volume is to provide you with an immersive learning experience that enhances your ability to think critically, act strategically, and lead with purpose. By studying these cases, you will gain invaluable insights into the ways businesses navigate challenges such as digital transformation, sustainability, market competition, and more. These cases are designed to not only deepen your knowledge but also to refine your analytical, strategic, and leadership skills.

We extend our sincere gratitude to the authors and contributors who have brought their expertise and perspectives to this collection. Their work enriches this volume and provides diverse viewpoints on how to approach and solve complex business problems.

At CASTLE, we believe in fostering a culture of innovation, collaboration, and continuous learning. The cases in this volume embody these values and serve as a springboard for the next generation of business leaders.

We hope that you will find these case studies as insightful and inspiring as we have. May they serve as a catalyst for your own growth, encouraging you to explore new ideas, challenge assumptions, and develop solutions that will drive the future of business.

Thank you for your continued support, and we look forward to seeing the impact these cases will have on your journey of learning and leadership.

Warm regards,
Dr. Rajesh R
Editor-in-Chief, CASTLE

CONTENTS

CONTENTS

Relationship Banking

Dr. Sunil Puliyakot, Professor, Jansons School of Business

You are the Business Development Manager (BDM) of Medium and Small Enterprises (MSME) credit services division of Imperial Bank Ltd. You are to determine a financing scheme for the customers of one of your premium clients, Fastrack Automobiles Pvt. Ltd (FA), who is a car dealership in a small metro, and present it to the owner

FA is a twenty-year old family business. The owner inherited the business from the parent last year and is evaluating all departments to insure maximum profit. The owner wants to continue the long tradition of great customer service and great value. Hence his priority for offering the most competitive financing schemes for the car purchases of his own clients.

At any given time, there are approximately 100 cars on the lot for sale. Twenty-five percent is in the high value range of INR 25,00,000 plus. Forty percent is in the mid-price range of INR 15,00,000 plus, and thirty-five percent is in the value for money segment of less than INR 15,00,000. Monthly turnover is forty percent of the inventory and approximately seventy percent of customers finance all or some of the payment.

Currently FA partners only with Imperial Bank branch down the street to offer loans to the customers. The current rates of interest for different tenures are:

- 36 months 8.5%

- 48 months 8.75%

- 60 months 9%

These loans are traditional financing, with no administrative fee charged because this is the only finance option you offer. The owner's family has worked with this bank for many years with no problems. The owner would like to increase financing services to the customers to move more cars. Towards this purpose, he is open to consider competitive proposals from other banks also, if it is more attractive than the proposal offered by Imperial Bank.

At the request of the owner, your team is examining other financial options to offer customers. Below given are the results of your team's market research about the financing schemes offered by your competitor banks. You are expected to give a very competitive proposal which is profitable to Imperial Bank also at the same time. Imperial Bank's current marginal borrowing cost is 6%, 6.75% and 7% respectively for the tenures of 26,48 and 60 months. Normally, the bank is aiming at an NIM of 2%.

Car Loan Market

Imperial Bank

- Current 20-year partner of FA

- Interest Rates charged – Traditional Financing Only (including tax, title and license):

    o 36 months 8.5%

    o 48 months 8.75%

    o 60 months 9%

- Will finance 100% to qualified buyers

- Loan Insurance offered for 5% of value of loan

- Will charge no administrative fee if exclusive partner; will charge 5% of value of loan if not exclusive partner

First Commercial Bank

- Newest opened bank branch in town

- Offers Disability Insurance and Loan Insurance for 3.5% of value of loan

- Interest Rates charged-

  o Balloon Financing (tax, title and license extra)

  o % APR for 47 months, remaining balance due on 48th month

  o Traditional Financing (including tax, title and license)

  o 3% for 36 months

  o 4% for 48 months

  o 5% for 60 months

- All loans require 10% down and 2% administrative fee

- Provides no incentive (subvention) to FA to use as financial option

Urban Cooperative Bank

- Only cooperative bank in town; 35% of town are members of this cooperative.

- Offers Disability Insurance and Loan Insurance for 2% of value of loan

- Offers FAP Insurance for 1% of value of loan

- Interest Rates charged- Traditional Financing (including tax, title and license) only:

  o 3.25-8.25% for 36 months

  o 3.75-8.75% for 48 months

  o 4-9% for 60 months

- Actual loan rate depends on evaluation of applicant credit but will be within the range.

- 1% administrative fee; buyer must be member of the cooperative

- Will finance 100% of Retail value for models from the past six years

- Provides no incentive to FA to use as financial option

Teaching Notes

For an effective class discussion of the case, students' attention may be drawn to the following facts underlying the case:

- Existing relationship of the bank with the client for 20 years.

- Fact that no administrative charges are added.

- Competitive interest rate, except in the case of the Urban Cooperative Bank

- Urban coop. bank gives loans only members, which is 35% of the total population.

- Students may be guided to prepare a competitor analysis considering all relevant facts.

- See whether the students are focused on maintain the NIM even while offering competitive interest rates.

Family Budget

Dr. Sunil Puliyakot, Professor, Jansons School of Business

The following narrative describes some details about the fictitious Aggarwal family, a couple with 2 children, living in a rich suburb of New Delhi.

Their financial circumstances:

Name (age)	Employment	Annual Salary (INR)
Hitesh Aggarwal (39)	Independent Contractor	40,80,000
Neetu Aggarwal (38)	Cardiac Surgeon	1,27,5000
Karan Aggarwal (10)		
Muskan Aggarwal (8)		

The Aggarwals have mentioned not knowing much about the stock market and are worried they will not have enough for their retirement or education needs for Karan. The Aggarwals have recently decided to consult a financial expert on what they might do to improve their financial situation and achieve their goals.

As a financial expert hired by the Aggarwals, we suggest that you create a budget for the family using expenses that they may have now and show what they are now spending plus other items. We have given you some of their expenses, but you should create the rest of their expenses from your knowledge of personal finance. The data provided and the following narrative is incomplete; however, you may discover some areas where their personal financial practices could be improved.

Goals

Neetu recently received an INR 16,00,000/year raise and wants help to allocate it toward their financial goals. Her raise is reflected in the annual salary listed above. Neetu would like Karan to attend a private medical college. Hitesh feels that a state public. Medical college is sufficient. Muskan is happy with a PG in Psychology from a State University.

Hitesh and Neetu would like to retire at age 58.

They would like to make sure the mortgage on their home would be paid off and the children's education would be taken care of in the event of one of their deaths.

Savings

Neetu contributes 12.5% of her salary to Employees Provident Fund, which receives a 100% match from her employer. Current value is INR. 80,75,000

The Aggarwals have an emergency fund of INR5,00,000 and a saving bank account with an average balance of INR 2,00,000.

Hitesh also has an equity mutual fund SIP, current market value is INR 82,00,000 invested all in cash. Hitesh is not currently contributing to any retirement plan.

Neetu has inherited INR 1,06,25,000 in a NIFTY index fund, which they currently hold in a joint account in a brokerage firm. In addition, the Aggarwals inherited Neetu's late parents' home which they are considering turning into a rental property. The approximate fair market value of the home is INR 1,00,00,000 and has no debt.

Debts

Home Mortgage

They financed at a 5.5% interest rate and have 19 years left on a 30 year fixed rate mortgage with a

balance of INR 2,67,75000. The market value of the home is INR 3,61,2500.

Housing Expenses

Principal & Interest INR 1,87000

Prop. Tax INR 60350

Homeowners insurance INR 26000

Monthly Total INR 2,73,350

Credit Cards

Hitesh has a Standard & Chartered Bank credit card with a balance of INR 2,72,000 at 18.99%. Neetu loved the tennis bracelet!

The Aggarwals recently purchased a time-share to spend summer holidays. The purchase price was INR 25,07,500. They put down INR 85,000 at the time of purchase. The interest rate on the loan is 11%.

Transportation

Neetu drives a 2023 BMW X7. The current monthly payment is INR 63,750 with a total balance of INR 24,65,000. The car is financed at a rate of 9%.

Hitesh drives a 2022 extended cab Toyota Innova Crysta. The remaining balance on the loan is INR 2,89,000.

The monthly payment is INR 34,000 at an interest rate of 10%.

Insurance

Life

Neetu has group life insurance, paid through her employer, of 3x her base salary.

Hitesh does not currently have any life insurance.

Health

Neetu has an excellent benefits package including full health insurance benefits for the family.

Neetu also has group long-term disability insurance, which covers 60% of her salary.

Car

Both vehicles are fully insured with a INR 21,250 deductible.

Taxes

Hitesh and Neetu are expecting an effective tax rate of 32% on their gross income after considering all possible deductions.

Teaching Notes

- Students should identify all expenses and incomes directly given in the case.

- Students should identify expenses which are implicit from the case facts like traveling expenses to the timeshare holiday locations, which can be even abroad.

- Students should be able to identify potential risk factors like lack of health insurance for Hitesh and factor it on the budget.

- Budget should be drawn up considering some of the external risk factors also, like a change in the interest rates leading to increasing the monthly instalment or tenure of the home loan.

Tesla's Gigafactory in Industry 5.0

Dr. S. Thirupparkadal Nambi, Professor, Jansons School of Business

Industry 5.0 marks a significant shift from the automation-focused approach of Industry 4.0 toward a more human-centric, sustainable, and resilient manufacturing ecosystem. Tesla's Gigafactories serve as a prime example of this transformation, harnessing the power of Digital Twin technology and Simulation to enhance production efficiency, reduce waste, and foster seamless collaboration between humans and machines. By integrating artificial intelligence, IoT, and robotics, Tesla has created a highly optimized manufacturing environment that adapts dynamically to market demands while ensuring sustainability and workforce empowerment.

Tesla Inc. is a globally recognized leader in electric vehicle (EV) manufacturing, renowned for its advancements in battery technology, autonomous driving, and sustainable energy solutions. With an ever-increasing demand for electric vehicles, Tesla faced the challenge of scaling its manufacturing capabilities while maintaining efficiency and environmental sustainability. The traditional methods of mass production posed significant hurdles, including high operational costs due to energy-intensive processes, the need for real-time visibility into machine performance, and the difficulty of meeting growing consumer demand while ensuring workforce adaptation to AI-powered production lines.

To overcome these obstacles, Tesla adopted a Smart Factory model that leveraged Digital Twin technology and AI-powered simulations within its Gigafactories. This approach allowed for real-time monitoring, predictive maintenance, process optimization, and human-machine collaboration, ultimately setting new standards in the automotive and manufacturing industries.

Tesla's Gigafactories embraced Digital Twin technology by creating real-time virtual replicas of their manufacturing processes. These Digital Twins integrated data from IoT sensors, machine learning models, and cloud computing to provide continuous insights into production performance. By monitoring equipment health in real-time, Tesla's system could predict and prevent machinery failures before they occurred, minimizing downtime and ensuring uninterrupted production. The implementation of AI-driven analytics further enabled process optimization, streamlining battery production workflows and reducing material waste by a substantial margin. Additionally, Tesla used Digital Twins to synchronize supply chains dynamically, allowing for efficient inventory management and eliminating delays in material sourcing.

Beyond Digital Twin technology, Tesla deployed AI-powered simulation models to enhance decision-making across its production facilities. These simulations played a crucial role in optimizing energy consumption, as they allowed Tesla to model energy usage patterns and implement adjustments that maximized the efficiency of their solar-powered operations. The factory's autonomous assembly lines also benefited from simulation-based optimizations, which enhanced robotic efficiency and increased overall throughput. Furthermore, Tesla integrated immersive AR and VR-based training modules to upskill employees, enabling them to seamlessly adapt to AI-driven manufacturing processes and significantly reducing operational errors.

The implementation of Digital Twin technology and AI-powered simulation models led to significant improvements in productivity, sustainability, and workforce collaboration within Tesla's Gigafactories. Battery production efficiency increased by a notable percentage, as real-time AI-driven adjustments minimized machine downtime and ensured seamless operations. Additionally, Tesla achieved considerable reductions in energy consumption by optimizing its solar-powered infrastructure, leading to a marked decrease in operational costs. The introduction of predictive manufacturing processes further contributed to waste reduction, reinforcing Tesla's commitment to sustainable production practices.

By fostering human-machine collaboration, Tesla empowered its workforce with AI-assisted decision-making tools that improved efficiency across various production stages. Employees were able to

leverage VR-based training programs to enhance their technical skills, reducing onboarding times and mitigating the challenges associated with transitioning to an AI-driven work environment. Moreover, Tesla's ability to dynamically adjust its supply chain operations through Digital Twins resulted in a remarkable improvement in production scalability, allowing the company to respond more effectively to fluctuating market demands.

Tesla's transformation of its Gigafactories exemplifies how Industry 5.0 leverages Digital Twin technology and AI-driven simulation models to create a more efficient, sustainable, and human-centric manufacturing ecosystem. By bridging the gap between automation and human expertise, Tesla has successfully enhanced operational agility, reduced costs, and empowered its workforce with cutting-edge technological tools.

Looking ahead, Tesla aims to further expand its AI-driven Gigafactories on a global scale, integrating advanced decentralized energy grids for self-sustaining operations and enhancing recycling systems for closed-loop battery manufacturing. As the industry moves toward greater adoption of Industry 5.0 principles, Tesla's Gigafactories stand as a benchmark for how smart factories can drive innovation, sustainability, and efficiency in modern manufacturing.

Discussion Questions:

1. How does Tesla's use of Digital Twin technology and AI-driven simulation models contribute to the efficiency and scalability of its Gigafactories?

2. In what ways does Tesla's Smart Factory model align with the principles of Industry 5.0, and how does it differ from Industry 4.0?

3. What challenges might Tesla face in further expanding its AI-driven Gigafactories globally, and how can they overcome these obstacles?

4. How does the integration of AI and human collaboration in Tesla's Gigafactories impact workforce roles and skill development?

5. What lessons can other manufacturing industries learn from Tesla's implementation of Smart Factory technologies, and how can they be applied in different contexts?

Teaching Notes:

Abstract:

This caselet explores how Tesla Inc. exemplifies the principles of Industry 5.0 through the transformation of its Gigafactories into smart, human-centric, and sustainable manufacturing ecosystems. Faced with the challenges of scaling electric vehicle production while maintaining efficiency and environmental responsibility, Tesla adopted advanced technologies such as Digital Twin systems and AI-driven simulation models. These innovations enable real-time monitoring, predictive maintenance, process optimization, and dynamic supply chain management, resulting in increased production efficiency, reduced energy consumption, and minimized waste.

Beyond automation, Tesla's Smart Factory model emphasizes human-machine collaboration, integrating AI-assisted decision tools and immersive AR/VR training to upskill its workforce and enhance adaptability. This case highlights the shift from the automation-dominated approach of Industry 4.0 toward the more resilient, sustainable, and human-empowered framework of Industry 5.0. It also examines the operational and strategic challenges Tesla may face in globally expanding its AI-driven factories and offers valuable insights for other industries seeking to adopt smart manufacturing technologies.

Learning Objectives:

1. Understand the concept of Industry 5.0

2. Understand the application of Digital Twin technology

3. Examine the role of AI-driven simulation models

4. Explore human-machine collaboration in advanced manufacturing

5. Identify challenges and solutions in scaling smart factories globally

6. Draw transferable insights for other industries

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Understanding Customer Satisfaction at FreshBrew Café

Dr. S. Thirupparkadal Nambi, Professor, Jansons School of Business

FreshBrew Café is a homegrown South Indian coffee chain that started in Chennai and has expanded to 15 outlets across major cities like Bengaluru, Hyderabad, and Kochi. The brand prides itself on its artisan brews, locally sourced ingredients, and community-focused ambience. The company's typical customer segments include, young professionals working in IT hubs, college students looking for a social spot and families visiting on weekends.

For the past two years, FreshBrew enjoyed. However, over the last six months, the marketing dashboard has shown worrying signs i.e. repeat customer visits have declined by 10%, loyalty program sign-ups have plateaued and the social media engagement is lower, despite ongoing promotional campaigns.

CEO Priya Menon is concerned. She knows that retaining customers is more cost-effective than constantly acquiring new ones. She suspects that customers' satisfaction levels might be dropping, but she's unsure why. Currently, the café collects minimal data that includes a short feedback form at the billing counter (average response rate: 4%), occasional online Google reviews and some anecdotal feedback from store managers.

Priya calls in her marketing head, operations manager, and an external research consultant to explore how formal research could help uncover:

- What drives customer satisfaction at FreshBrew?

- Why are repeat visits declining?

- What actions can management take to improve loyalty?

The Key Questions bothering management are

1. Are our customers less satisfied? If so, why?

2. Which aspects of the customer experience (product quality, service, pricing, ambience, offers) matter most?

3. How do we measure and improve customer loyalty?

4. Are there differences across customer segments (young professionals vs. students vs. families)?

Priya wants the research to produce actionable insights — not just data, but clear directions for business improvement. The team agrees that they need a systematic research study with a clear research problem statement, well-defined research objectives and solid research design and data collection plan. The consultant suggests that before jumping into a large survey, they might need some exploratory research to understand the problem better and identify key variables.

Discussion Questions

1. Define the Research Problem

2. Set Research Objectives

3. Recommend Research Design

4. Suggest Data Collection Methods

5. Identify Sampling Approach

6. Plan for Data Analysis

7. Consider Ethical Aspects

Teaching Notes

Learning Outcomes:

- Understand how to convert a management problem into a researchable problem.
- Identify the right mix of exploratory and descriptive research.
- Select appropriate data collection and sampling techniques.
- Appreciate the importance of actionable insights over raw data.
- Discuss ethical considerations in customer research.

Abstract:

This caselet explores the challenges faced by FreshBrew Café, a regional coffee chain in South India, which has recently experienced a decline in repeat customer visits and stagnating loyalty program sign-ups despite steady new customer footfall. Concerned about potential drops in customer satisfaction, the CEO seeks to understand the underlying reasons through a structured business research study. The case presents a real-world management dilemma and invites students to apply business research methods to:

- Define a clear research problem;
- Develop actionable research objectives;
- Select an appropriate research design (exploratory, descriptive, or causal);
- Recommend data collection methods and sampling strategies;
- Consider data analysis techniques and ethical concerns.

By working through this case, students will deepen their understanding of how to translate management concerns into a formal research process, design studies that deliver meaningful insights, and bridge the gap between data collection and strategic decision-making. The case serves as an applied learning tool for topics such as research problem formulation, survey design, sampling, and customer satisfaction analysis.

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Blue Ride Cab Services: Balancing Regional Trust and Scalable Service Excellence

Dr. M. Balathandayuthapani, Professor, Jansons School of Business

Abstract: This case explores the growth trajectory of Blue Ride Cab Services, a regional cab company in South India, known for its dependable service and strong local roots. It contrasts the company's customer-centric approach with the experience of using a large national cab aggregator, raising questions about scalability, service consistency, and customer relationship management. The case is designed for a Services Marketing course and aims to stimulate discussion around service quality, responsiveness, brand positioning, and technology integration in a service delivery context.

Key Words: Service Quality, Responsiveness, Service Delivery

Case Context:

Mr. Arumugam, a seasoned businessman based in Periyanaikan Palayam near Coimbatore, frequently travels to major cities like Chennai, Bangalore, and Mumbai. For trips to and from Coimbatore Airport, 30 kilometres away, he consistently uses Blue Ride Cab Services. Known for its punctuality, courteous drivers, and clean vehicles, Blue Ride has become his trusted transport partner.

Over the years, Mr. Arumugam has come to appreciate not only the reliability of Blue Ride's services but also the respectful conduct of drivers and the transparency in pricing. The experience begins right from the booking-where he can call a known support number to speak with an agent, or use the user-friendly mobile app to schedule his ride. Drivers arrive on time, are professionally groomed, and ensure a safe and pleasant journey.

However, during a recent trip to Bangalore, Mr. Arumugam faced a starkly different experience. After booking a ride with a well-known national cab aggregator, he was unable to locate the driver, received no response to repeated calls, and was forced to navigate an impersonal and limited chat-based support system. Eventually, the ride was cancelled by the driver without any valid reason, leaving Mr. Arumugam stranded at the airport. He had to resort to using an expensive prepaid taxi service-an ordeal that cost him both time and peace of mind.

This discrepancy led Mr. Arumugam to reflect deeply on the difference in service quality and consistency between a regional player like Blue Ride and a national aggregator. Despite the technological sophistication of larger firms, why do they fail to consistently deliver dependable service? Can Blue Ride maintain its high service standards as it grows, or will it face the same pitfalls?

Company Background:

Founded in 2015 in Coimbatore, Blue Ride Cab Services began with a modest fleet and a mission to offer dependable, courteous, and safe transport to local customers. The company's founders recognized early on the value of trust and community engagement in building a loyal customer base. In 2016, Blue Ride expanded to Tiruppur and Pollachi, driven by growing customer demand and word-of-mouth referrals.

By 2018, the company had extended operations to Erode, Salem, and Namakkal, consolidating its presence in Tamil Nadu. In 2020, it launched in Tirchy and Madurai, followed by a major leap in 2024 when it entered Chennai, Vellore, Pondicherry, Villupuram, Tirunelveli, Nagercoil, and Kanyakumari. Today, Blue Ride operates a fleet of 6,000 vehicles - comprising sedans, hatchbacks, and SUVs - and serves thousands of customers daily.

The company's multichannel approach allows customers to book cabs via a mobile app or by calling a dedicated landline. Real-time tracking, transparent pricing, and proactive customer support are just some of the features that have made Blue Ride popular. The firm maintains strict protocols for driver grooming, behavior, and vehicle hygiene, setting it apart in a sector often criticized for poor service standards.

Strategic Strengths:

1. **First-Mover Advantage and Local Embeddedness:** Blue Ride capitalized on its early entry into the Coimbatore market by embedding itself into the local transport fabric. This first-mover advantage helped it build a base of loyal customers who associate the brand with reliability and local identity.

2. **Multichannel Booking Infrastructure:** By offering both app-based booking and landline support, Blue Ride caters to a wide demographic. This dual-channel system is especially valuable for older adults and users in semi-urban areas who may not be tech-savvy.

3. **Institutionalized Driver Protocols:** Drivers undergo regular training in grooming, etiquette, and safety standards. Blue Ride enforces dress codes, behavioral guidelines, and punctuality, thereby fostering a consistent and professional rider experience.

4. **Fleet Quality Assurance:** Routine inspections, timely maintenance, and cleanliness checks ensure that the fleet remains in top condition. The company invests in both preventive maintenance and customer feedback systems to identify and address issues swiftly.

5. **Segmented Service Offerings:** Recognizing diverse customer needs, Blue Ride introduced segmented services including premium luxury rides and 'Pink Taxis' for women passengers. These initiatives reflect the brand's commitment to inclusivity and social awareness.

6. **Transparent Pricing:** Blue Ride employs a fixed-rate model for city and intercity rides, avoiding surge pricing tactics common among national players. This pricing transparency fosters trust and predictability, benefiting both riders and drivers.

The Scaling Challenge:

While Blue Ride's regional expansion has been largely successful, scaling up brings new operational and strategic challenges. As the company ventures into larger and more competitive urban markets, maintaining personalized service and consistent delivery becomes increasingly complex.

Mr. Arumugam's experience underscores a critical issue-how can Blue Ride preserve the quality that made it successful while competing with technologically superior and better-funded national players? Further, how can it leverage its strengths-like local knowledge, community connections, and operational transparency-in unfamiliar territories?

The company must address logistical hurdles such as route optimization, driver on boarding in new cities, and adapting customer service to different cultural and demographic contexts. Moreover, with the growing trend of digital automation, Blue Ride must find a balance between technological efficiency and the human touch that defines its service model.

Discussion Questions:

1. What are the key elements of Blue Ride's service model that have contributed to customer loyalty?

2. How can Blue Ride scale its operations without diluting service quality?

3. What role does technology play in enhancing or hindering customer service in the ride-hailing industry?

4. How can Blue Ride differentiate itself in a market dominated by larger, well-funded national players?

5. Should Blue Ride pursue expansion into non-South Indian markets or consolidate its position regionally?

6. How important is community trust in sustaining a service brand, and how can it be replicated at scale?

7. What strategies can Blue Ride adopt to manage driver quality and customer expectations across regions?

Teaching Objectives:

- To illustrate the importance of service quality, reliability, and responsiveness in building customer loyalty.

- To explore the trade-offs between business growth and service consistency.

- To examine how regional service firms can successfully differentiate themselves from national competitors.

- To discuss the strategic use of technology in enhancing service operations without losing the human element.

- To analyse how pricing transparency and customer engagement influence brand perception.

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Retaining the Crown Jewels
A Case for Key Account Management at ABC Control Systems Pvt Ltd

Dr. M. Balathandayuthapani, Professor, Jansons School of Business

Abstract

This case explores the challenges faced by ABC Control Systems Pvt Ltd, a leading Indian manufacturer in the aviation and aerospace sector, when a uniform, outdated client servicing model begins to fail in the face of increasing competition and customer churn. With marquee clients threatening to exit and internal coordination issues exposed, the newly appointed Head of Key Accounts, Mr. Johnson, is faced with a critical decision to initiate a company-wide transformation through Key Account Management (KAM). The case invites students to analyse the strategic implications of customer segmentation, relationship management, and organizational alignment in B2B environments.

Key words: Key Account Management, Relationship Management, Segmentation

Background

ABC Control Systems Pvt Limited, headquartered in Bangalore, India, was founded in 1996 and has established itself as a premier manufacturer and solution provider in the aviation and aerospace sector. The company provides a range of ground support and control systems such as Air Start Units, Aircraft Air Conditioning Units, Ground Power Units, and Electric Tug Tractors. Its clientele spans commercial airlines, aircraft manufacturers like Airbus and Boeing, international airports, and Indian defence forces.

Emergence of the problem:

In early 2024, Mr. Johnson, recently appointed as Head of Key Accounts, received disturbing news from a team member based in Dubai. Emitad Airlines, one of ABC's marquee clients, had signaled its intention to end its association with the company. This alarmed Mr. Johnson, especially since, just two weeks earlier, another long-standing client—BELL Dynamics Limited—had expressed dissatisfaction with ABC's declining support services during a meeting. BELL Dynamics also revealed plans to contract with KAM Enterprises Ltd, a direct competitor that promised 24/7 dedicated support.

These warning signs made Mr. Johnson reflect on the company's current client servicing approach. He realized that ABC followed a uniform service strategy for all clients, regardless of their size, potential, or strategic importance. This "one-size-fits-all" model was proving to be ineffective in retaining high-value accounts and adapting to their unique needs.

As Johnson investigated further, more structural issues surfaced. The company lacked a centralized customer database—information was scattered across departments, leading to confusion and inefficiencies. Sales and service teams were unaware of the long-term goals and growth potential of their clients. In one instance, a major upselling opportunity was missed due to poor coordination between teams.

When Johnson asked his sales team about their top clients' strategic objectives, most of them could not respond clearly. It became evident that ABC's internal systems were operating in a silo, reactive, and product-focused, with no mechanism in place for proactive client engagement or tailored service.

The accumulating evidence led Johnson to a critical insight: ABC's sales and service model was obsolete. To arrest the growing dissatisfaction and prevent client churn, the company had to implement a Key Account Management (KAM) strategy.

He called a meeting with the 60-member sales team and introduced them to the concept of KAM. He explained that, unlike traditional sales methods, KAM is about building long-term, strategic partnerships with high-value clients by deeply understanding their goals, customizing support, and fostering internal collaboration. It is a client-centric philosophy rather than a transactional one.

Johnson acknowledged that implementing KAM would be challenging and would require changes in mind-set, training, systems, and processes. However, he emphasized that failing to act now would lead to further erosion of client trust, reputation, and revenue.

The Road Ahead: Mr. Johnson began mapping a plan for KAM implementation. This would involve segmenting clients based on strategic importance, dedicating key account managers to top clients, deploying a centralized CRM system, and developing customized growth plans for each key account. He also knew it would require cross-functional teamwork, training, and strong leadership commitment.

However, several questions remained:

- How would the company select its key accounts?
- What internal changes would be required to support the KAM model?
- How could Johnson rally support from leadership and frontline teams for this transition?
- Would the proposed changes be enough to retain clients like Emitad Airlines and BELL Dynamics?

As Johnson sat down to draft the KAM implementation roadmap, he knew the stakes were high—but so was the potential for lasting transformation.

Discussion Questions

1. Diagnosis:

- What are the key issues faced by ABC Control Systems Pvt Ltd?
- How did the current client servicing approach contribute to the loss of key accounts?

2. Strategic Insight:

- What is Key Account Management (KAM) and how is it different from traditional sales?
- Why is KAM particularly relevant in ABC's business context?

3. Implementation:

- How should Mr. Johnson identify and prioritize key accounts?
- What structural, technological, and cultural changes will be necessary to support KAM?

4. Change Management:

- What resistance might Mr. Johnson face internally?
- How can he build buy-in for this transition among senior leaders and the sales team?

5. Evaluation:

- What key performance indicators (KPIs) should ABC use to measure the success of its KAM program?

6. Decision Point:

- If you were Mr. Johnson, what immediate steps would you take in the next 90 days?

Teaching Objectives

This case aims to help students:

- Understand the concept and strategic value of Key Account Management (KAM) in B2B environments.

- Analyse how customer segmentation and tailored engagement strategies can impact client retention.

- Evaluate the organizational challenges in transitioning to a relationship-based sales approach.

- Apply change management principles to drive internal adoption of new client engagement models.

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The Rising Tide: Mr. Vijay's Journey Through India's Beer Renaissance (2020–2025)

Dr. Devi Premnath, Professor, Jansons School of Business

Background of the Case

When I try to remember 2020, it seems like a long-ago lifetime. The world had been grinding to a halt, and as with so many people in the alcohol beverage business, I, Vijay, then lead strategist at a fast-growing brewery, was looking into the abyss. Lockdowns, excise bottlenecks, and a total suspension of social drinking had all but brought the Indian beer market to a standstill.

But the script that emerged from there was a comeback story no one had written. Modern and creative changes in India helped the market exceed its past performance to become a leader in its field by 2023. The industry generated ₹65,000 crores during early 2025 through an 8.5% CAGR growth rate from 2021 to 2024. I had the privilege of being in the middle of this transformation—an era of reinvention, reimagination, and remarkable resilience.

A Market Awakens

Consumer behavior changes after the pandemic became the primary aspect that captured my interest. People increased their beer consumption to reach 3.2 litres on average by 2024, compared to 2 litres in 2020. The sector saw opportunity within its confines, even though global demand remained limited.

United Breweries still ruled the game with over 50% market share. AB InBev and Carlsberg stayed strong. But what truly caught my attention were the new names. Bira 91 was no longer just a startup, and craft breweries were beginning to rewrite the playbook. By 2024, regional craft players had captured 15% of the market. For someone like me, who'd always believed in niche brands and local stories, this was validation.

Premiumization: More Than Just a Buzzword

My marketing team from Bangalore and I had a recallable discussion in 2022 about finding what our new consumer wanted to buy. We were trying to crack the "premium code." What exactly was our new consumer chasing?

Kumar and Banerjee had nailed it in their paper: status, experience, and quality. The data Kapoor collected confirmed our daily observations about young Indians who purchased more than just beer products, they embraced a distinct lifestyle. Premium and super-premium segments began outpacing economy segments nearly 2:1.

Adam Beer released a special edition lager that received maturation inside whiskey barrels. The business went beyond being a mere product because it functioned as a powerful declaration, and the consumers embraced it.

My Tryst with Craft

Since childhood, my preference has always been toward craft beer. After establishing a microbrewery in 2018, our field evolved into a thriving movement by 2024. Microbreweries experienced explosive growth between 2020 and 2024, resulting in more than 350+ new establishments compared to approximately 170.

The increase in microbreweries only represented part of the story. It was about culture. Researchers like Singh and Mehta successfully explained this change through four distinct groups who were fueling its transformation: experience seekers, authenticity lovers, brewing geeks, and image-conscious drinkers. It was well demonstrated through their research that beer transformed from being a beverage to create meaningful interaction and community through the "knowledge economy" of craft beer.

Our brewery offered tasting events alongside brewing classes and beer yoga practices to guests. Customers visited our establishment for connection purposes, more than simply alcohol consumption.

A New India Drinks Differently

Demographics experienced an encouraging transformation that I found particularly noteworthy. Research by Bhatia and Fernandez discovered through studies that beer attitudes among millennials and Gen Z were shifting rapidly.

Among the studies presented to me, the research by Sharma and Patel struck me deeply. The beer market expanded to welcome women after a long period of exclusion from the beverage's mainstream story. The percentage of female consumers of beer increased significantly from 12% in 2020 to 20% in 2024. Our local brewpub displayed women across different groups actively sampling wheat beers while including fruit infusions along with comfortable confidence in the space.

We developed inclusive marketing for our ungendered brews, which emphasized fresh light flavors.

Innovation Born from Constraint

If I've learned anything from navigating India's beer market, it's this: creativity thrives under pressure. Legal restrictions denied us access to any possible options for product advertisement. My company produced branded products that partnered with independent artists to sponsor web shows on Instagram as we crafted a non-beer-focused lifestyle brand.

According to Krishnan and Ahmed, in their 2021 paper, regulatory restrictions created a surge of innovative marketing approaches. The team led by Reddy demonstrated the process through which we transitioned to digital storytelling. Our company introduced licensed merchandise combined with independent musician collaborations for sponsoring web series while building an Instagram lifestyle brand that avoided showing our beer products.

The Innovation Engine

Throughout this period, product channels underwent fast and fundamental changes. The beverage giant United Breweries introduced their premium beer collection with Heineken Silver and UB Ultra as part of their product strategy. Consumers looked for local beers made with local ingredients that provided tables that were uniquely enjoyable.

Smaller companies such as ours held on to a distinct competitive benefit through their swift and reactive operations. Our shortened beverage variant development process enabled faster completion of new projects. The development of our new beer took an eighteen-month commitment from us throughout 2020. Our production timeline has been reduced by 55% from 18 months in 2020 to under 8 months in 2024.

A significant revolution in the beer market caused producers to focus on health-friendly beer production that now includes options with reduced calories and alcohol-free, and gluten-free beers. Customers wanted locally-brewed beer with genuine and fresh flavors to support local experiences and distinctive narratives.

Bira 91: A Case Study in Disruption

Bira 91's quick market expansion delivered both motivational and educational lessons. Their branding delivered a razor-sharp look while transitioning an edgy craft label into a national phenomenon. The company brought in $160 million in VC funding to achieve operational expansion, resulting in more than 200% growth over the monitoring period. Their achievements served as an excellent model of how to understand India's cities by being brave and forward-thinking with their experimental methods. Their product presented more than beer because they sold sophistication to their customers.

Looking Forward

Sitting at my Pune office in 2025, I drink our newly released limited-edition farmhouse ale while thinking about all we have accomplished. Further ahead, the trend lines indicate an even more vibrant forecast. Premium beer trends entering Tier 2 and Tier 3 cities, together with evolving digital strategies and increasing sustainability standards, are shaping the upcoming era of Indian beer consumption.

Research indicates that beer consumption will exceed current levels by up to two times by 2030. Numbers alone fail to capture the essence of my passion. It's about how beer is becoming part of India's

social fabric - a drink that unites, celebrates, and evolves with its people.

Teaching Notes & Objectives

After analyzing this case, students should be able to:

1. Identify the key drivers of growth in an emerging market for consumer products

2. Analyze how companies adapt marketing strategies within restrictive regulatory environments

3. Evaluate the impact of changing consumer demographics on product positioning

4. Understand the interplay between established market leaders and disruptive new entrants

5. Assess the role of premiumization in developing markets with growing discretionary income

Discussion Questions

1. How does the oligopolistic structure of India's beer market influence pricing strategies and product innovation? Compare this with beer markets in more liberalized economies.

2. Analyse how changing attitudes toward alcohol among younger generations influenced product development in the Indian beer market.

3. How effectively did beer companies in India employ the surrogate marketing approaches? What lessons could be applied to other industries facing advertising restrictions?

4. Evaluate the role of experiential marketing in building brand loyalty in the beer industry. Is this approach more or less effective than traditional advertising?

5. Compare the growth strategies of Bira 91 and United Breweries. What were the relative advantages and disadvantages of each approach?

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The Name That Matters
A case study on Parle Products

Dr. Devi Premnath, Professor, Jansons School of Business

The Background of the Case

Riya Sharma serves as the Parle Products marketing executive responsible for enhancing the brand identity of Parle Marie biscuits within the growing Fast-Moving Consumer Goods market. Customers tend to refer to Marie biscuits with the generic name while being unaware of the brand distinctions, according to Riya. Genericization erases brand identification, leading to missed opportunities for Parle Marie to capture new sales. The absence of direct links between Parle awareness and particular advantageous product aspects, including flavor and quality, results in weakened consumer loyalty.

Riya creates a marketing push that explains to consumers why correct product naming matters. The advertising demonstrates funny situations where individuals wanting Marie biscuits instead receive generic, substandard products instead. The marketing campaign uses "Say Parle Marie because the name matters" to highlight Parle Marie as the highest brand quality and reliable product standard.

Riya maintains Parle's objective of protecting its endearing nostalgic identity through advertisements, which will effectively attract both urban millennials along rural consumers.

Challenges:

Riya faces numerous obstacles while striving to enhance the brand identity for Parle Marie. When customers refer to "Marie biscuit" generically, they switch brands and leave Parle Marie behind, which leads to a loss of market share. Riya needs to develop essential branding tactics that will bring back unique characteristics to her brand, resulting in consumer preference. A major obstacle emerges from her need to demonstrate cultural understanding. Riya needs to understand India's diverse audience while maintaining Parle's nostalgic and approachable image through humor-based content that matches regional languages and cultural sensibilities and individual perception of humor.

Riya must define practical measurement systems to assess the campaign's impact on its targets. The initiative requires data points about brand recall improvement alongside sales figures and consumer interaction statistics to gain stakeholder endorsement. For a campaign to succeed, it must demonstrate measurable results linking directly to corporate business targets.

Teaching Notes:

1. **Objective:** The teaching case enables students to explore the relationship between branding and consumer behavior and marketing solutions against product genericization. It explores the importance of the name as an important element of branding.

2. **Discussion Themes:**

- Brand differentiation in crowded markets.

- The psychological impact of advertising techniques like humor and relatability.

- The strategic importance of identifying key performance indicators (KPIs) for campaign evaluation.

3. **Industry Context:** FMCG (Fast-Moving Consumer Goods) markets are highly competitive, where building brand recall and loyalty are essential for sustained success.

Key Takeaways:

- **Understanding Genericization:** Recognizing and addressing the risks posed by the generic use of product names that can dilute brand identity.

- **Importance of Differentiation:** Crafting creative campaigns that distinguish a brand while reinforcing its unique attributes and values.

- **Effective Communication:** Leveraging humor and relatable situations to create memorable marketing content that resonates with a broad audience.

- **Measuring Success:** Defining clear goals and metrics to evaluate advertising effectiveness, such as improved brand recall, sales growth, and engagement metrics.

Discussion Questions:

1. What alternative strategies could Riya explore to combat the challenge of genericization?

2. How might regional cultural differences influence the interpretation of the campaign?

3. What tools or approaches can Riya use to assess the campaign's impact beyond traditional sales metrics?

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Time to Talk Inclusion:
Citi's Shifting DEI Strategy

Dr. J. Shanthilakshmi, Professor, Jansons School of Business

Introduction

In today's globalized, socially aware business environment, Diversity, Equity, and Inclusion (DEI) has evolved from a moral imperative to a strategic business tool. Organizations across industries are embedding DEI into their talent systems, leadership development, and innovation strategies. Among them, Citigroup (Citi) stood out as a pioneer, declaring DEI a "business imperative." However, recent developments have challenged this commitment, bringing forth a complex organizational dilemma: How can companies uphold inclusive values while navigating regulatory, legal, and political risks?

Citi's DEI Journey

Citi - A bank built for a world of complexity

Increasingly complex world of business companies are either born global or are going global at record speed. Business and geopolitics are forging an entirely new dynamic and consumers now expect financial services to be a seamless part of their digital lives. Citi is a bank that's uniquely positioned for this moment. Through vast global network and on-the-ground expertise, Citi connects the dots, anticipates change, and empathize the needs of our clients in ways that other banks simply cannot.

In the wake of global social justice movements and heightened awareness around workplace equity (especially post-2020), Citi made bold DEI commitments. Under Chief Diversity Officer Erika Irish Brown, Citi integrated DEI across talent pipelines, supplier diversity, and leadership development. Targets were established to increase the representation of underrepresented groups at senior levels. These efforts were embedded in business reviews and made transparent through regular reporting.

Leadership emphasized that DEI enhanced team performance, customer understanding, and innovation, especially in a multicultural global workforce. A Changing Landscape in 2023–24, U.S.-based corporations began facing backlash over affirmative action-style programs. Legal challenges, policy shifts, and shareholder activism questioned the legality and business merit of DEI goals. Citi, despite its strong internal commitment, became cautious.

Changes about DEI at Citi

Aspirational targets were dropped from public reporting. The DEI office was rebranded as "Talent Management and Engagement." Diverse candidate slates were encouraged but no longer mandated.

Though these moves were explained as "alignment with legal frameworks," media and employee responses were mixed. Some saw it as a step back, while others saw it as practical risk management.

Leadership's Standpoint:

"We remain deeply committed to inclusion—it's how we perform better, serve clients better, and innovate faster." But without hard metrics, DEI's future as a "business imperative" seemed unclear. Could culture and values alone uphold progress in such a sensitive space?

Conclusion:

Citi's evolving DEI story raises important questions: Can a values-driven approach survive legal and political headwinds? Does moving away from public targets mean abandoning commitment? And how can businesses design inclusive cultures that are resilient, adaptive, and impactful, even without formal mandates?

Teaching Notes

This case study explores the evolving DEI (Diversity, Equity, and Inclusion) strategy of Citigroup (Citi), a global banking leader. Initially a pioneer in integrating DEI as a business imperative, Citi's journey took a cautious turn amidst political, legal, and shareholder pressures. The case examines the tension between value-based leadership and regulatory risk, offering students an opportunity to assess real-world dilemmas around inclusivity, compliance, culture, and strategy. The case revolves around the strategic repositioning of DEI practices at Citi, a global banking leader, in response to external pressures. It examines how corporate DEI commitments evolve when organizations face conflicting forces—internal values, external laws, and reputational considerations. This case offers a platform for students to debate values vs. compliance, culture vs. structure, and impact vs. optics in modern business management.

Target Audience

- I MBA II Semester Students

Learning Objectives:

- Understand how DEI functions as a strategic business driver

- Examine how external factors affect internal values and commitments

- Explore leadership challenges in aligning corporate culture with stakeholder expectations

Discussion Questions:

- Was Citi's decision to remove DEI targets justified? Why or why not?

- What are the risks of reducing visible DEI structures in the workplace?

- How should leaders communicate DEI changes without damaging morale or trust?

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Optimizing Drug Launch Timing Using Monte Carlo Simulation

Dr. Sridevi K B, Professor, Jansons School of Business

Background:

A global pharmaceutical company was preparing to launch a high-potential oncology drug expected to generate substantial revenue and provide strategic market leverage. However, the launch was clouded by significant uncertainties. The leadership team identified three primary risk factors: the timing of regulatory approval, the readiness of manufacturing and quality control systems, and the anticipated pace of market uptake. The initial plan was to launch the drug immediately after regulatory approval, which was expected in about 12 months, but internal teams raised concerns. Potential delays in approval, incomplete manufacturing readiness, and unpredictable market dynamics, such as pricing decisions, physician adoption, and competitor actions, all threatened the success of the launch. These factors forced the executive team to confront a critical decision: whether to launch at the earliest opportunity or delay to reduce the risk of failure.

The Analytical Approach:

To make an informed decision, the company's strategy and finance teams collaborated to develop a Monte Carlo Simulation (MCS) model. This simulation approach enabled the team to quantify the potential variability across multiple uncertain factors and estimate the financial implications of various launch scenarios. Regulatory approval timing was modelled using a triangular distribution ranging from 9 to 15 months, with a most likely outcome at 12 months. Manufacturing readiness was modelled as a binary probability, there was an 85% likelihood of being ready on time, and a 15% chance of delay due to quality assurance issues. Market uptake was treated as a normally distributed variable, centered around a target of 70% adoption in the first year. The simulation ran 10,000 iterations, each representing a different set of conditions based on the modelled uncertainties. Key outputs included the timing of launch, the likelihood of supply disruption, projected revenues, and the potential cost of failure scenarios.

Results and Strategic Decision:

The results of the simulation provided valuable insight. In approximately 30% of the simulated scenarios, regulatory approval was delayed beyond the initial 12-month target, pushing the expected launch date further into the future. In 22% of scenarios, manufacturing was not ready on time, even in cases where regulatory approval was received as expected. The company's internal analysis estimated that each failed or poorly executed launch scenario could lead to financial losses ranging between $8 million and $14 million, stemming from market withdrawal, regulatory penalties, or supply chain disruptions. Interestingly, the simulation showed that delaying the launch by six months, even if regulatory approval was received earlier led to more consistent outcomes. The additional preparation time reduced the probability of execution failure and improved coordination across departments. This strategy was estimated to mitigate approximately $12 million in potential downside risk.

Discussion Questions:

1. Analyse the key risk factors that the company faced when planning the drug launch.

2. Justify why was Monte Carlo Simulation an appropriate tool for this situation.

3. Explain, what assumptions did the simulation model rely on, and how might they affect the reliability of the results?

4. Evaluate, how can delaying a product launch be strategically beneficial, even at the cost of early revenue.

5. Outline the lessons that the other industries can draw from this case regarding risk based decision making.

Conclusion:

This case underscores the strategic power of data-driven decision-making in high-stakes, uncertain environments. By employing Monte Carlo Simulation, the pharmaceutical company was able to move beyond intuition and isolated risk assessments, gaining a comprehensive view of potential outcomes and their associated probabilities. The simulation revealed that a modest delay in launch could significantly reduce the risk of costly execution failures, ultimately protecting long-term value and enabling a smoother, more impactful market entry. The successful launch and strong first-year performance of the drug validated this approach. More broadly, the case illustrates how quantitative modelling tools can enable leaders in any industry to make confident, informed choices under uncertainty by balancing risk with opportunity to drive smarter, more sustainable outcomes.

Teaching notes

Synopsis:

This case study centers around a global pharmaceutical company preparing to launch a high-value oncology drug amid several uncertainties: regulatory approval timing, manufacturing readiness, and market uptake. The company employs Monte Carlo Simulation (MCS) to model these uncertainties and support a critical strategic decision: whether to proceed with the earliest possible launch or delay to mitigate risk.

Simulation results reveal significant financial risks tied to premature launch scenarios, leading the company to delay the launch by six months. This strategic delay ultimately results in a successful, disruption free rollout and better than expected revenue.

The case demonstrates how probabilistic modelling can enable data-informed decision-making under uncertainty and highlights the value of balancing risk, readiness, and opportunity.

Target Audience:

This case study is designed for students studying data analytics at the graduate level. It is also suited for professionals looking to understand how Monte Carlo Simulation can be applied to strategic decision making.

Learning Objectives:

By engaging with this case, learners will:

1. Understand how Monte Carlo Simulation can be used for decision-making under uncertainty.

2. Identify and model key risk factors in project execution.

3. Evaluate trade-offs between time-to-market and operational readiness.

4. Recognize the financial implications of misaligned launches in high-stakes industries.

5. Critically assess model assumptions and scenario planning in simulations.

Discussion Questions with Directions to Find Answers:

1. Analyse the key risk factors that the company faced when planning the drug launch.

The risk factors highlighted were uncertainties in regulatory approval timing, manufacturing readiness, and market uptake, each of which significantly impacted the launch timeline and overall success of the rollout.

2. Justify why was Monte Carlo Simulation an appropriate tool for this situation.

Monte Carlo Simulation was appropriate because it enabled the company to model multiple uncertainties simultaneously and generate a range of possible outcomes. This probabilistic approach, as described in the analytical section, offered a clearer picture of risks and helped guide decisions under complex and uncertain conditions.

3. Explain, what assumptions did the simulation model rely on, and how might they affect the reliability of the results?

The simulation model, as outlined in the analytical approach, used simplified assumptions: a triangular distribution for regulatory approval timing, a binary probability for manufacturing readiness, and a

normal distribution for market uptake. While these helped structure the analysis, they may not fully represent real-world complexities, potentially affecting the accuracy and reliability of the simulation results.

4. **Evaluate, how can delaying a product launch be strategically beneficial, even at the cost of early revenue.**

The results showed that delaying the launch reduced the risk of costly failures like supply disruptions or regulatory penalties. While it postponed revenue, the delay allowed for better preparation, leading to a smoother launch and stronger market performance—proving strategically beneficial in the long term.

5. **Outline the lessons that the other industries can draw from this case regarding risk based decision making.**

The lessons from this case can be applied across industries such as tech, infrastructure, and finance, where uncertainty in launches is common. It shows how tools like Monte Carlo Simulation help manage risk, enhance decision-making, and strike a balance between seizing opportunities and ensuring readiness.

Conclusion:

This case illustrates the strategic value of Monte Carlo Simulation as a tool for managing uncertainty and guiding high-impact decisions. By quantifying risks and modelling various timelines and outcomes, the pharmaceutical company was able to make a well-informed choice that balanced short-term revenue pressures against long-term execution success.

The key takeaway is that structured, data-driven approaches to risk can transform ambiguity into actionable insight. Whether in pharmaceuticals or other industries, MCS equips decision-makers with the foresight needed to avoid costly missteps and maximize value under uncertainty.

Decoding Market Reactions: A Data Analytics Case Study on Reliance Power's Share Price Surge

Dr. Sridevi K B, Professor, Jansons School of Business

Background

Reliance Power, a part of the Reliance ADA Group, witnessed a sharp rally in its share price in January 2025. The company's stock appreciated by over 52% over a six-month period, with notable momentum in early January. This price behavior offers a compelling scenario to explore the correlation between business events and market response, a key concept in data analytics.

Introduction

In January 2025, Reliance Power saw a significant surge in its share price, driven by several positive corporate events, including a return to profitability, a debt reduction to zero, and a major renewable energy project win. These events provided a strong example of how data analytics, specifically correlation analysis can reveal the relationship between corporate actions and stock price movements. By understanding these relationships, businesses and investors can make more informed decisions about the impact of corporate strategies on market behavior.

This case study will delve into how Reliance Power's corporate events acted as independent variables that correlated with the company's stock price movements, the dependent variable. By analysing this data, insights could be gained about how companies can leverage correlation analysis to predict or explain market reactions.

The Early Struggles and Strategic Shift

Reliance Power had struggled in the past with debt, low profitability, and limited investor confidence. However, in 2024, the company made a series of strategic shifts:

Renewable Energy Focus: The company pivoted towards renewable energy projects, announcing a major 930 MW solar project from the Solar Energy Corporation of India (SECI).

Debt Reduction: By the end of 2024, Reliance Power reduced its debt to zero, a move that greatly improved its financial health and investor perception.

These strategic decisions in 2024 set the stage for its financial performance in 2025, where the company reported a return to profitability, significantly impacting its share price.

Key Drivers of Share Price Growth in January 2025:

Return to Profitability: Reliance Power reported a net profit of ₹41.95 crore for Q3 FY25, reversing the previous year's losses. This news, released on February 6, 2025, was met with a 9.5% increase in stock price on the same day.

Debt Reduction: The company reduced its debt to zero, improving its financial stability and attracting investor confidence.

Project Wins in Renewable Energy: Reliance Power secured a 930 MW solar project, further reinforcing its position in the renewable energy market.

Leadership Changes: The company made key appointments at Reliance NU Energies to solidify its leadership in the renewable sector.

Discussion Questions:

1. Analyse, how can Reliance Power use correlation analysis to predict future stock price movements in response to corporate actions?

2. Identify the other factors, besides corporate events, might influence the correlation between a company's actions and stock price.

3. Explain, how can Reliance Power use correlation analysis to fine-tune its communication strategy for announcing corporate events?

4. Evaluate the limitations might there be in using correlation analysis to predict stock prices, and how can these limitations be mitigated?

Conclusion:

Reliance Power's stock price surge in January 2025 exemplifies how data analytics and correlation analysis can help companies and investors understand the dynamics between corporate actions and market reactions. By leveraging statistical tools to measure the relationship between profitability, debt reduction, leadership changes, and share price movements, businesses can gain valuable insights into investor behavior and improve strategic decision-making. This case study highlights the power of data analytics to drive more informed, data-backed business decisions in a volatile market.

Teaching Notes:

Synopsis:

Reliance Power's stock surge in January 2025 is an insightful case study on how data analytics, particularly correlation analysis, can be used to understand market reactions to corporate events. The company's profitability, debt reduction, and renewable energy projects directly correlated with a rise in share price, showcasing the power of statistical analysis in evaluating business performance.

Target Audience:

This case study is designed for students studying data analytics at the graduate level. It is also suited for professionals looking to understand how correlation analysis can be applied to market predictions and corporate strategy.

Learning Objectives:

1. Apply correlation analysis to understand how corporate events influence market behaviour.

2. Analyse the relationship between independent business variables (like profitability and debt reduction) and dependent market outcomes (like stock price).

3. Understand the importance of timing and communication in corporate announcements based on the correlation between news and stock price movements.

4. Evaluate how external factors (macro trends, market sentiment) affect the correlation between corporate actions and stock price.

Discussion Questions with Directions to Find Answers:

1. Analyse, how can Reliance Power use correlation analysis to predict future stock price movements in response to corporate actions?

Directions: Analyse past data on stock price reactions to events such as profitability announcements and debt reduction. Apply statistical tools (Pearson's r) to assess the strength of these relationships and use this data to forecast how future corporate actions may influence the stock price.

2. Identify the other factors, besides corporate events, might influence the correlation between a company's actions and stock price.

Directions: Identify and discuss external factors such as global economic conditions, industry trends, and competitor behaviour that can affect stock prices.

3. Explain, how can Reliance Power use correlation analysis to fine-tune its communication strategy for announcing corporate events?

Directions: Review the timing and communication style of announcements that led to stock price movements. Suggest improvements in future communication strategies based on these insights.

4. Evaluate the limitations might there be in using correlation analysis to predict stock prices, and how can these limitations be mitigated?

Directions: Discuss potential pitfalls in correlation analysis (e.g., correlation does not imply causation) and external unpredictable factors that may distort the analysis. Suggest ways to incorporate more data or use complementary analytics tools to improve prediction accuracy.

Conclusion:

This case study emphasizes the importance of data analytics in understanding the correlation between corporate actions and stock price movements. By leveraging correlation analysis, companies can refine their business strategies, improve decision-making, and better communicate with investors. The tools and insights gained from this analysis are crucial for navigating the complex dynamics of the stock market.

Reference:

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Bridging the Divide at NexGen Motors

Dr. J. J.Savithri, Professor, Jansons School of Business

Company Background:

NexGen Motors, headquartered in Pune, is one of India's fastest-growing electric vehicle (EV) manufacturers. Founded in 2018, the company has expanded rapidly to employ over 2,000 people across its R&D, manufacturing, and sales divisions. With a mission to revolutionize urban mobility through sustainable transportation, NexGen prides itself on innovation and agility.

The Challenge:

As NexGen scaled up, the collaboration between its R&D and Manufacturing departments began to break down. The R&D team, made up of young engineers with international exposure, focused on cutting-edge design and innovation. In contrast, the Manufacturing unit, run by seasoned managers with traditional engineering backgrounds, emphasized stability, process efficiency, and cost control.

Over time, tensions grew. R&D accused Manufacturing of being inflexible and unwilling to experiment, while Manufacturing complained that R&D often delivered impractical designs that were expensive and difficult to produce. Interdepartmental meetings became confrontational, and project delays increased.

A notable incident occurred when the R&D team launched a new battery design without consulting Manufacturing, leading to retooling costs and production downtime. Manufacturing blamed R&D for unilateral decision-making, while R&D defended its need for speed and autonomy.

Leadership Response:

Recognizing the deteriorating relationship and its impact on product timelines, the CEO, Meera, brought in an OD consultant to conduct an organizational diagnosis. The consultant identified a deep-seated "us vs. them" mindset, lack of trust, and misaligned goals between the two groups.

As a solution, the consultant proposed a structured intergroup intervention to improve communication, reduce stereotyping, and build shared ownership.

The Intervention:

The intergroup intervention involved:

1. Separate Group Sessions: Both R&D and Manufacturing met separately to list perceptions, grievances, and expectations of the other group.

2. Joint Workshop: The two departments then came together for a day-long facilitated session. They:

- Shared their lists openly.

- Discussed root causes of misalignment.

- Identified overlapping goals (e.g., product quality, customer satisfaction).

- Co-developed protocols for future collaboration.

3. Follow-Up Mechanisms: A cross-functional coordination team was formed to ensure continued dialogue and issue resolution.

Results and Reflection:

Six months later, project delays had decreased, and satisfaction surveys showed improved cross-departmental trust. While challenges remained, both groups reported better mutual understanding and a more solution-focused approach to conflict.

The CEO now wonders how to sustain the momentum and whether similar interventions are needed in other parts of the company.

Discussion Questions:

1. What were the root causes of the conflict between R&D and Manufacturing at NexGen Motors?

2. How did the intergroup intervention help address the conflict? What made it effective?

3. What are the risks or limitations of intergroup interventions?

4. How can NexGen sustain the progress made through the intervention?

5. Can this intervention model be generalized to other parts of the organization? Why or why not?

Teaching Notes

Synopsis

NexGen Motors, a fast-growing Indian electric vehicle manufacturer, faced escalating conflict between its R&D and Manufacturing departments due to differences in work orientation, values, and communication styles. R&D prioritized innovation and speed, while Manufacturing emphasized cost control and efficiency. Tensions culminated in production issues and delays. In response, the CEO engaged an OD consultant to implement an intergroup intervention that successfully improved communication, trust, and collaboration between the departments. The case examines organizational conflict, change management, and sustainable development of cross-functional relationships.

Target Audience

- MBA and Executive MBA students (Organizational Behavior, Change Management, and Leadership courses)

- Mid-level managers enrolled in Leadership Development or Management Training Programs

- Students of Human Resource Management, especially courses on Organization Development (OD) and Organizational Communication

Learning Objectives

The Learning teaching objectives of the case are as follows:

1. **Analyze** the root causes of interdepartmental conflict in organizations experiencing rapid growth.

2. **Understand** the role of structured intergroup interventions in managing conflict and building collaboration.

3. **Evaluate** the effectiveness and limitations of OD interventions.

4. **Propose** strategies to sustain cultural and behavioral change post-intervention.

5. **Generalize** lessons from a specific intervention to broader organizational contexts.

Expected Outcomes

By the end of the discussion, learners will be able to:

- Identify that underlying causes of conflict often stem from **differing professional values, communication gaps, and unaligned goals** rather than personal animosity.

- Appreciate how **intergroup interventions** — with safe spaces for open sharing, common goal identification, and structured dialogue — can rebuild trust and collaboration.

- Critically assess the **risks** of temporary compliance versus genuine cultural change, and the **importance of follow-up mechanisms**.

- Design **sustainability plans** such as cross-functional teams, leadership modeling, regular joint workshops, and performance metrics aligned to shared objectives.

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Redefining Performance at Spark Innovations

Dr. J. J.Savithri, Professor, Jansons School of Business

Spark Innovations is a mid-sized technology firm based in Bangalore, India. Founded in 2010, the company specializes in developing AI-powered tools for the education and healthcare sectors. With over 500 employees, Spark has built a reputation for innovation and flexible work culture. In 2022, the company adopted a new performance appraisal system called "360° Performance Feedback." The intent was to foster transparency, encourage self-development, and reduce bias by including feedback from peers, subordinates, managers, and even external clients.

Despite the promise, the system has drawn mixed responses:

- Managers feel overwhelmed by the time required to gather and process feedback.

- Employees report feeling confused about vague feedback and perceive favoritism in final ratings.

- HR is concerned about a drop in engagement scores and an increase in attrition, especially among high performers.

The CEO, Priya, has asked the HR Head, Rohit, to re-evaluate the effectiveness of the new appraisal system. Priya is especially worried that the current system might be doing more harm than good. She believes performance appraisals should not only reward results but also promote learning and development.

HR's Dilemma:

Rohit is now tasked with:

1. Assessing the impact of the 360° system on employee performance and motivation.

2. Identifying key pain points in the current system.

3. Proposing modifications or a new approach altogether that balances fairness, clarity, and developmental value.

Discussion Questions

1. What are the advantages and disadvantages of using a 360° performance appraisal system? How do they apply to Spark's context?

2. What signs indicate that the current system is not achieving its intended outcomes? How could these issues be addressed?

3. How can Spark ensure that performance appraisals are fair, developmental, and aligned with organizational goals?

4. What alternative performance appraisal models could be considered, and what are their potential pros and cons?

5. How should HR involve managers and employees in redesigning the appraisal system to ensure buy-in and effectiveness?

6. If you were Rohit, what key performance indicators (KPIs) would you use to measure the success of a revamped appraisal system?

Teaching Notes

Synopsis

This case focuses on the challenges and implications of implementing a 360° performance appraisal system at a mid-sized technology firm. Despite good intentions, the new system at Spark Innovations

has led to confusion, dissatisfaction, and rising attrition, especially among high performers. The HR head is tasked with evaluating the system and recommending improvements.

Keywords: Performance Management, feedback, KPI

The target learning group

The target learning groups for the case suggested are undergraduate final-year BBA Students, and MBA students.

Learning Objectives

Learning teaching objectives of the case are as follows:

1. Understand the conceptual underpinnings and practical challenges of 360° feedback systems.

2. Analyze the impact of performance appraisal systems on employee motivation, engagement, and organizational culture.

3. Explore the design and implementation of effective performance management systems.

4. Evaluate how organizational context influences the effectiveness of appraisal tools.

5. Develop recommendations for aligning appraisal systems with strategic HR and business goals.

Expected Learning Outcomes

By the end of the session, students should be able to:

1. Critically assess when and how a 360° feedback system is effective or counterproductive.

2. Diagnose symptoms of failing performance appraisal systems based on employee and manager feedback.

3. Suggest targeted improvements that address issues like vagueness, favoritism, and manager overload.

4. Recommend alternative appraisal models (e.g., OKRs, continuous feedback systems) suitable for innovation-driven firms.

5. Formulate KPIs that can track the success of performance appraisal initiatives over time.

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Indian Union Budget 2025
A Strategic Blueprint for Inclusive Growth

Dr. B. Arul Senthil, Assistant Professor, Jansons School of Business

Description: MBA students can analyze this budget as a real-time policy case that integrates strategic resource allocation, tax reform, rural-urban balance, and sectoral priorities. It provides an opportunity to study fiscal planning, collaborators targeting, and the role of Indian government in shaping macroeconomic outcomes.

Background: On February 1, 2025, FM Nirmala Sitharaman presented the Union Budget 2025–26 with a strategic focus on all-round development and sustainable economic growth for India. With a total expenditure outlay of ₹50.65 lakh crore and a fiscal deficit target of 4.4% of GDP, the budget reflects a balanced approach to fiscal discipline and growth stimulation. Four stakeholder groups-poor, youth, farmers, and women were central to the policy direction.

As expected by the citizens, a major highlight was the increase in the income tax exemption limit to ₹12 lakh under the new tax regime, aiming to boost middle-class consumption and drive domestic demand. The capital expenditure allocation stood at ₹11.11 lakh crore (3.4% of GDP), indicating the government's continued push for infrastructure-led growth. The fund allocation for roads hiked by 2.4%. To support India's rural development and agricultural resilience, schemes like the PM Dhan-Dhaanya Krishi Yojana and expanded credit through Kisan Credit Cards were introduced, signaling the importance of the agri-economy. The enhancement of the Kisan Credit Card loan limit to 5 lakhs has seen as a huge development, which helps the farmers improve agricultural productivity.

From a business education lens, the budget showcased the government's intent to create an enabling environment for startups and MSMEs by increasing Mudra loan limits and reducing regulatory burdens. The emphasis on skilling and education—through new medical seats, fellowships, and digital resources in Indian languages—highlights the link between human capital development and economic competitiveness. As this is one of the long-term government plans to implement through NEP 2020. This Budget has increased in allocation of PM Internship scheme, research fellowship & apprenticeship scheme which helps to build India's skill economy.

Discussion Questions

1. Do you think the Union Budget 2025 helps for the right balance between welfare and growth?

2. How might the tax reforms, MSME support by government influence the ease of doing business in India? Analyse both short-term and long-term effects.

3. As an MBA student, what can be done to improve macro economy in India?

Attrition Warning at Balachandran Tech Solutions

Dr. B. Arul Senthil, Assistant Professor, Jansons School of Business

Balachandran Tech Solutions is a mid-sized IT company based in Pudukkottai, established in 2010. Over the years the company has grown steadily to employee around 500 employees. Recent past, the HR department noticed a sharp increase in employee turnover, particularly among software developers with 3–5 years of experience. This trend is worrying because it takes 3–6 months to replace and train a new developer.

The HR-Head has asked the HR Analytics team to investigate the causes of attrition and suggest data-driven interventions.

Employee ID	Age	Gender	Dept	Tenure (Years)	Performance Rating	Last Hike %	Training Hours	Exit Reason (if resigned)	Status
1021	29	Male	DevOps	3.2	4.5	10%	8	Better opportunity	Resigned
1043	31	Female	Development	4.1	4.0	8%	6	Low compensation	Resigned
1055	27	Male	Testing	1.8	3.5	6%	4	Manager conflict	Resigned
1089	28	Male	Development	2.9	4.2	9%	7	Better opportunity	Resigned
1101	30	Female	Development	2.2	3.8	7%	5	Still employed	Active

Discussion Questions

1. What is the average attrition rate in the last year?

2. Does training investment relate to retention?

3. What models can be used to predict future attrition?

4. Should the company increase salary hikes or training for developers?

Embracing the promise of GenAI

(Excerpt from Deloitte Global 2025 Gen Z and Millennial Survey)

Mr. Srikrishna M S, Assistant Professor, Jansons School of Business

Throughout history, the emergence of new technology has brought waves of excitement alongside fear and resistance to change. Transformational technologies disrupt the status quo, often leading to short-term challenges as society adjusts to keep pace. Gen Zs and Millennials have seen a flood of technological advances in their lifetimes, none more potentially impactful than GenAI. Similar to the advent of the internet, GenAI is the type of technology that will alter the way we work in enormous ways. As the Deloitte US 2025 Tech Trends report states, "AI is being woven into the fabric of our lives. We'll eventually think of AI in the same way that we think of HTTP or electricity. We won't proactively use it; we'll simply experience a world in which it makes everything work smarter, faster, and more intuitively."

GenAI adoption and use cases

Most Gen Zs (57%) and millennials (56%) are already using GenAI in their day-to-day work to some extent. And among them, about 30% of Gen Zs and millennials say they use it all or most of the time, up from 26% of Gen Zs and 22% of millennials in 2024. Although adoption is growing, a sizeable minority of the workforce still does not engage with GenAI tools—26% of Gen Zs and 27% of millennials say they never use GenAI at work, which could be attributed to a lack of necessity, skills, or company implementation. Still, most recognise this will change soon—three-quarters of Gen Zs (74%) and millennials (77%) believe GenAI will impact the way they work within the next year. GenAI users are leveraging the technology's versatility to enhance their productivity in the workplace. Gen Zs and millennials are using GenAI for data analysis, design and creative work, and content creation, such as writing articles, social media posts, or scripts for videos. To a slightly lesser extent, some are using GenAI for project management, creating strategies, business ideas, or risk assessments, and for creating training materials.

Benefits and concerns

Among those who already use GenAI at work, Gen Zs and millennials are broadly optimistic about its impact. They believe it has improved the quality of their work (78% of Gen Zs and 82% of millennials), and that it has helped to free up their time and improved their work/life balance (77% of Gen Zs and 79% of millennials). When asked the top impacts of GenAI on their careers so far, roughly a quarter (28%) of both generations say that GenAI has simplified routine tasks and increased efficiency, improved overall productivity (25% of Gen Zs and 26% of millennials), and enhanced creativity and innovation (25% of Gen Zs and 24% of millennials). Twenty per cent of Gen Zs and millennials say that GenAI has freed them up to focus on more strategic work.

But they do have some significant concerns. They worry GenAI will eliminate jobs (63% of Gen Zs and 65% of millennials) and make it harder for younger generations to enter the workforce as it automates tasks typically performed by entry-level workers (61% of Gen Zs and millennials). The prevalence of GenAI is also causing many (66% of Gen Zs and 68% of millennials) to say they will look for job opportunities that they perceive as being safe from GenAI-driven disruption, such as manual labour or skilled trades. This is up from last year, when fewer than six in 10 Gen Zs (59%) and just over half of millennials (52%) said the same.

I. Strategic Thinking & Innovation

Q1. GenAI is said to be as transformational as the internet. As a manager, how would you leverage GenAI to create a competitive advantage in your industry?

Q2. Gen Zs and millennials use GenAI heavily for creative and content-related tasks. Should companies encourage this trend further, or are there risks of overdependence on AI tools for creative processes?

II. Organisational Behaviour & Workforce Planning

Q3. Should organisations differentiate performance appraisals for employees who use GenAI tools versus those who don't? Why or why not?

Q4. Two-thirds of Gen Zs and millennials say they will seek "GenAI-safe" careers. What does this trend indicate about future labour market dynamics, and how should companies prepare their talent strategies accordingly?

III. Ethics & Policy

Q5. While GenAI improves work-life balance and productivity, many worry about job displacement. As a policymaker or corporate leader, what ethical responsibilities do you have in balancing innovation and employment security?

Q6. Should entry-level jobs be protected from automation to serve as a training ground for future professionals, or should businesses prioritise efficiency and allow automation to take over?

IV. Learning & Development

Q7. Given the rapid evolution of GenAI tools, how should business schools adapt their MBA curriculum to stay relevant?

Q8. How can continuous learning be embedded into a company's culture to ensure long-term adaptability to AI-driven disruptions?

V. Human vs Machine Intelligence

Q9. Which aspects of strategic decision-making should never be outsourced to GenAI, and why? Where can AI augment human judgment most effectively?

Q10. In a world increasingly shaped by GenAI, what unique human skills will become more valuable? How should MBA students develop those skills?

Sustainability in Every Shade: Asian Paints Green Vision

Dr. Rajesh R, Assistant Professor, Jansons School of Business

Asian Paints is India's largest and one of the world's leading paint companies, known for its innovation, sustainability efforts, and customer-centric approach. Established in 1942, the company operates in over 17 countries and boasts a diverse portfolio of decorative and industrial coatings. Sustainability has become a core part of its business strategy, integrating Environmental, Social and Governance (ESG) principles into operations.

Asian Paints has seamlessly integrated sustainability into its business operations, focusing on environmental responsibility, product stewardship, community engagement, and workplace safety. The company has significantly reduced its carbon footprint, achieving a 74% reduction of emission intensity since 2013-14 while sourcing 62.2% of its electricity from renewable energy. Its water stewardship efforts have led to 382% water replenishment and a 53% reduction in non-process water consumption. In product innovation, Asian Paints has prioritized eco-friendly paints, developing low-VOC, lead-free solutions and embracing green chemistry principles to minimize environmental impact.

Beyond its environmental accomplishments, Asian Paints actively engages with communities and supports social development. The Colour Academy has trained over 5 lakh individuals, equipping them with valuable skills, while healthcare initiatives have reached more than 3.65 lakh people. The company also plays a pivotal role in disaster relief, reinforcing its commitment to societal well-being. Additionally, workplace safety is a cornerstone of its operations, highlighted by a 5-star rating from the British Safety Council and the adoption of Behavioral-Based Safety protocols.

The company's focus on sustainability extends into its supply chain as well. Through initiatives like Samaveta, Asian Paints promotes responsible sourcing and integrates circular economy principles to minimize waste and enhance recyclability. Together, these endeavors illustrate the company's dedication to balancing business success with environmental stewardship and social responsibility, setting a benchmark for sustainable practices in the industry.

Teaching Notes

This case study explores Asian Paints commitment to sustainability through its corporate policies, environmental initiatives, and social responsibility efforts. It demonstrates how sustainability can be embedded in business models for long-term growth. Students will analyse key sustainability programs and their impact on the company and society.

Learning Objectives

- Understand corporate sustainability strategies and their role in modern businesses.
- Analyse Asian Paints environmental policies and impact on resource efficiency.
- Evaluate the company's social initiatives and corporate responsibility programs.
- Identify challenges and opportunities in sustainable supply chain management.
- Apply sustainability concepts to business decision-making.

Discussion Questions

1. How does Asian Paints integrate sustainability into its business strategy?
2. What are the key environmental initiatives undertaken by Asian Paints?
3. How does the company engage with communities to drive sustainable growth?

4. What role does Samaveta play in making the supply chain more sustainable?

5. What challenges might Asian Paints face in maintaining sustainability momentum?

6. How can other companies learn from Asian Paints sustainability practices?

Conclusion

Asian Paints has successfully embedded sustainability into its operations, focusing on environmental efficiency, social responsibility, and ethical governance. Through initiatives like water stewardship, green energy, and supply chain transparency, it demonstrates how businesses can achieve long-term financial success while making a positive societal impact. The company's holistic approach to sustainability serves as a model for organizations striving to balance profitability with environmental and social responsibility.

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Data-Driven Supply Chain at Sun Pharma

Dr. Rajesh R, Assistant Professor, Jansons School of Business

Sun Pharmaceutical Industries is one of India's premier pharmaceutical giants and ranks among the world's leading generic manufacturers. Established in 1983, the company has expanded rapidly, especially following its transformative merger with Ranbaxy, to serve over 100 countries. With a vast manufacturing network, multiple distribution centers, and a diverse product portfolio, Sun Pharma operates a highly complex global supply chain.

The company has strategically embraced supply chain analytics to enhance efficiency and ensure consistent medication availability. By integrating predictive analytics, Sun Pharma improves demand forecasting, ensuring optimal production and inventory levels. The company streamlines operations through data consolidation and real-time monitoring, minimizes bottlenecks, and enhances responsiveness. Additionally, risk management strategies play a crucial role in maintaining regulatory compliance, helping Sun Pharma meet stringent global quality standards. By harnessing technology-driven solutions, the company strengthens its supply chain efficiency, ensuring sustainable pharmaceutical distribution while navigating operational challenges. These initiatives reflect the company's commitment to digital transformation in a highly regulated industry, making Sun Pharma a leading example of data-driven supply chain optimization.

Teaching Notes

This case study highlights how Sun Pharma leverages supply chain analytics to strengthen its global operations. It can serve as a learning tool for understanding:

- The impact of post-merger integration on supply chain dynamics.
- The application of predictive analytics in pharmaceutical demand forecasting.
- Strategies for data consolidation and real-time monitoring in complex networks.
- How analytics-based risk management supports compliance with stringent regulations.
- The role of technology in enhancing supply chain efficiency and responsiveness.

Learning Objectives

- Understand how predictive analytics improves demand forecasting.
- Analyse how real-time data optimizes inventory and logistics.
- Assess the role of analytics in ensuring regulatory compliance.
- Identify challenges in integrating supply chain data across global operations.
- Explore strategies for digital transformation in complex supply chains.

Discussion Questions

1. How does Sun Pharma use predictive analytics to improve demand forecasting?
2. What role does real-time monitoring play in optimizing supply chain efficiency?
3. How does supply chain analytics support regulatory compliance?
4. What challenges arise in integrating data across different supply chain functions?
5. How can Sun Pharma further advance its supply chain analytics strategy?

Conclusion

Sun Pharma Industries exemplifies how supply chain analytics can drive efficiency and resilience in pharmaceutical operations. The company has optimized demand forecasting, strengthened inventory management, and enhanced regulatory compliance by integrating predictive models, real-time monitoring, and advanced data platforms. This case study illustrates how global pharmaceutical firms can harness analytics to improve supply chain sustainability, operational responsiveness, and business growth.

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Case Submission Guidelines

Contributions for the forthcoming issue will be accepted up to June 1, 2025. The authors can follow the guidelines given below for the submission of their work.

Format:

Caselets and Full-fledged cases will be considered for possible publication in CASTLE. Caselets can have a length of around 600 words and Full-fledged cases can have a length of around 5000 words. It should be an original and unpublished work. The completed work should be submitted as a word document. The text should use single-spacing and the Calibri -11 size font, with equal margins on all the four sides of the page. The tables and drawings need to be included at the relevant places in between the text.

Source:

The work can be based on either primary data or secondary data. While the primary-data-based cases (written based on the interviews/discussions with the company officials) should obtain case-release permission from the organization, the secondary-data-based cases (written based on information available in public domain like newspaper, magazine, internet sources etc) need not have to obtain this. However due credit needs to be given to the source at the end of the case in terms of references.

Narration:

The cases need to take a story-telling style and should end with a thought-provoking question for the readers. The content should be written in the past tense and should take an unbiased neutral stand throughout.

Additional teaching material:

Each case needs to be supplemented at the beginning with (i) Teaching objectives (what concepts/models/theories can be explained through this and what course this is suitable for) (ii) Key issues (what main issues/problems are being addressed) and (iii) an Abstract of not more than 100 words.

The case needs to additionally have at the end (iv) A Teaching Note (to explain as to how this case can be administered to students, what possible approaches are available for solving the key issues and how a specific solution can be executed).

Copyright:

The author needs to provide in writing that the case is his/her own original work and is not submitted to any other publication. The author needs to assign the copyright to the Journal. However, the authors are permitted to use the cases for their personal requirements of teaching.

Submission:

The soft-copies of the Cases can be submitted at editorcastle@jsb.ac.in. The cases submitted before June 1, 2025 will be considered for possible publication in the issue of July, 2025.

Review process:

Each case will undergo a blind review process and the feedback given by the reviewers will be discussed with the authors subsequently.

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