INSTITUTE VISION AND MISSION

VISION:
To emerge as a Center of Excellence for Learning and Research in the domains of engineering, computing and management.

MISSION:
IM1: Provide congenial academic ambience with state-of-art resources for learning and research.
IM2: Ignite the students to acquire self-reliance in the latest technologies.
IM3: Unleash and encourage the innate potential and creativity of students.
IM4: Inculcate confidence to face and experience new challenges.
IM5: Foster enterprising spirit among students.
IM6: Work collaboratively with Technical Institutes / Universities / Industries of National, International repute.

DEPARTMENT OF MANAGEMENT STUDIES VISION AND MISSION

VISION
Become Center of Excellence for Educating Management Students as Leaders of Tomorrow.

MISSION

- Provide congenial academic ambience with necessary infrastructure and learning resources.
- Inculcate confidence to face and experience new challenges from industry and society.
- Ignite the students to acquire self-reliance in State-of-the-Art Technologies.
- Foster Enterprising spirit among students.

Program Educational Objectives (PEOs)

PEO1: Have in-depth knowledge through life-long learning to conceptualize, critically analyze and add value in the areas of business management.
PEO2: Have lateral thinking enabling simple solutions for complex managerial problems.
PEO3: Ignite the passion for entrepreneurship.
PEO4: Inculcate a spirit of ethical and social commitment in the personal and professional life and to add value to the society.

Program Outcomes (POs)

POs	Statements
PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster analytical and critical thinking abilities for data - based decision making
PO3	Ability to develop value-based leadership ability
PO4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PO6	Demonstrate competencies in theoretical concepts and practices in the field of human resource management
PO7	Apply the ever-evolving marketing techniques to encounter the challenges and leverage opportunities
PO8	Apply financial knowledge and skills to take business decisions in professional business Environment

Program Specific Outcomes (PSOs)

PSOs	Statements
PSO1	Apply core and functionary management skills for professional growth and business evaluation
PSO2	Adapt to dynamic changes in an environment relevant to professional managerial practice and entrepreneurship as emerging leaders

Human Resources Case Studies

INDEX

Case Study 1:

Employees knowledge process

Harsha and Franklin both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in the HR department as employee counsellor and Franklin in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature, Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he uses to be in the past. He noticed some behavioural changes with him. During general conversations, he feels that Franklin is taunting her that she is famous among the employees in the organization, on the other hand, he is not even recognized by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions shocked while going through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she does not know this before she also revealed here current experience with him. Mr. Mehta who does not want to lose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Metha took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitation, opened his thinking in front of Mr. Mehta. The problem of Franklin is

1) when he comes alone to canteen the people from others don't even recognize him but if he accompanied by Harsha he gets well treated by others.

2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so.

3) Even in meetings held in the office, the points raised by Harsha will get more value so many times he keeps silent in the meeting.

It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also questioned that " Harsha and myself have the same qualification, from the same institute, passed out in the same year both with first class. We have the same number of experiences in this organization. Moreover, the responsibilities with me are more valuable than those of Harsha. After all these things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here".

By listening to this statement Mr.Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behaviour of the employees. After listening to Mr. Mehta Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with like before.

Questions for HRM Case Studies: Case Study 1

1. Find the reason that Mr. Mehta would have given to Franklin.

Solution :

Gist: Harsha and Franklin are both post graduate management students in different streams,where they are placed different positions within the same organization.

Facts to be noted:

1.The organization Responsibilities are more with Franklin than those of Harsha

2.Though Harsha and Franklin are having same number of Experiences,Franklin is facing Degradation in each day of work.

3.Franklin developed the thought of being ignored by fellow employees and does not want to continue with the organization.

Solution to Q.no.1

Mr. Mehta listening to this case understood the situation and realized the reason behind the partial response given by the employees towards Franklin and Harsha. As Franklin said both Harsha and Franklin are passed out from the same college in the same year. Both of them joined the company together both have the same experience. Even in performance-wise, both stands in the same level i.e. both are constant performers and good performers.

Franklin analyzed all the above-said similarities between him and Harsha. He also stated that he holds more responsibility than that of Harsha. One thing Franklin did not notice or analyzed is the job profile of Harsha. It is true that Franklin holds more responsibility than that of Harsha but when it comes to direct interaction with employees Harsha wins the employees' attention in this aspect. Harsha being a counsellor in HR she faces the employees every day. She developed good rapport among the employees due to her friendly nature. She is always remembered by the employees whenever they face any problem as she gives good counselling and most of the time she suggests the best solutions for such issues.

Franklin though holding a key position in finance his profile does not allow him to interact with the employees. Though he has a helping tendency he does only when someone approached him personally. As the employees of other departments do not have any relation with him they never approach him for help.

Mr. Mehta having a good experience understood these things when Franklin explained his problems one by one. Later he relates each situation, explained by Franklin with the above said reasons and made Franklin understood the reality.

Mr. Mehta said that the security in the gate or the employees in the canteen who recognized Harsha and not Franklin would have interacted with her during counselling or approached her for any

issues. And as usual, she would have counselled well or solved the issues of them that is the reason why they treat her and wish her whenever where ever they meet her. When it comes to the case of Franklin they would have hardly met him or interacted with him.

When it comes to the point that even in-office meetings Harsha, points are valued so Franklin keeps mum. For this, Mr. Mehta replied that the points put forward by her would be related to employees or from the employees' point of view which actually the management wants to know so they give value to her points. And as quoted Fraklin after, one or two such incidents keep silent in the meeting. He never made an attempt to raise some suggestions so management does not have any option to listen to that suggestion.

Conclusion: After listening to all the explanations given by Mr. Mehta Franklin realized his mistake and felt proud of the Rapport developed by Harsha among the employees. He said to Mr. Mehta that he will take back his resignation. And rushed to Harsha to make an apology and to meet her as a friend as like his college days.

Case Study 2:

Employee Equality

Watson Public Ltd Company is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers. The company has 2 different cafeterias at different places one near the plant for workers and others near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of **Employee Equality.**

The company has one registered trade union. The relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing a countable number of problems in supplying the materials in the recent past days. Problems like quality issues, mismatch in packing materials (placing material A in the box of material B) incorrect labelling of material, not dispatching the material on time, etc…

The management views the case as there are loopholes in the system of various departments and hand over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to the system but it relates to the employees. When investigated he come to know that the reason behind the casual approach by employees in work is

- The company hired new employees for a higher-level post without considering the potential internal candidates.

- The newly hired employees are placed with higher packages than that of existing employees in the same cadre.

Questions:

1. Narrate the case with a suitable title for the case. Justify your title.

   Solution

   Gist: Watson Public Ltd company is a employee-oriented company for more than ten decades. Employee Equality is not the need for every hour. In the above-said case, Watson Ltd had provided all facilities to employees at each grade in an equal manner.

   Facts of the case:

   - The employees started creating certain issues like materials are meeting the quality supply schedule is not met etc.
   - The HR manager said that the policy of hiring new employees for the higher post without considering old potential employees is the major problem.

   Solution to Q.no.1

   "Employee recognition VS Employee equality". As the HR manager states that employees are not been recognized for the potential rather the company has gone for new recruitment. Because of which the company faces problems.

   The points rose by the HR manager as the reason for the latest issues in the organization is justifiable or not. Support your answer with Human resource related concepts.

   Yes, the points raised by the HR manager is justifiable because "Human beings are social Animals as popularly" said by many Human resources Scholars. So human minds demand social recognition, self-respect, consideration, etc for their work and performance.

   In the above-said case, even the company provides and stands by the concept of employee equality when it fails to recognize the potential talents of existing employee they felt dissatisfaction towards the organization and they showed in the way of quality issues and slow down production.

   Help the organization to come out from this critical issue. If you are in the role of HR manager what will be your immediate step to solve this case.

If I was in the post of the HR manager I will try to discuss the issue and ask for the reason from the management for new recruiting rather than considering available potential talents. I will personally analyse the reasons provided by management and if acceptable I will discuss the same with the employees. Everything is possible with a discussion. So I will discuss and convince the employee that this won't happen again in the organization. I will also initiate the collective bargaining process for reasonable salary hike for the existing employees.

Conclusion:

In every aspect of the organization,recoginition of the potential employees must be defined.Thereby it develops the concept of Employee Equality which is futher resulted in effective output of the work.

CASE STUDY:3

Title: "MAKAR" Gained profit by missed opportunity & lost wealth.

"Makar" a textile manufacturing unit located in the city of Jaipur with enough infrastructure and a good workforce. The organization is specialized in shirting and suiting particularly the supplies that are done in Rajasthan only. The organization is run by the CEO who is commonly known for well educated, experienced, a businessman with a humane approach. Mr. Mukund CEO "Makar" considered the employees as a competitive advantage of his organization and want to keep the workforce always updated to face the challenges from their competitors.

Mukund the people's leader

Mr.Mukund, who heads the production himself, developed an efficient top management group which includes Mr.Prem Heading marketing, Mrs.Mrunal leading HR and T&D, Mr.Vaidya leading finance. All these department heads are always been supportive heads for the ideas of Mr.Mukund in handling the workforce. Mr. Mukund always quotes that "I believe that satisfied, educated, the dedicated workforce will be a key to success at any condition to any organization. Money spent on employees will always be an investment for my organization."

Activity of the Organization

Training and development become a day to activity in the organization. Employees are been trained by well-versed trainers in that area. The organization also encourages the employees to do further studies as part of the career development program and they get a helping hand from the organization.

Happy Employees

The employees of Makar are very much satisfied with this kind of support from the organization and they realized that being with Makar their personal growth will be assured. Because of the above-said things Makar had many advantages like highly trained and qualified workforce, highest quality of supplies assured, less rate of attrition, dedicated workforce, meeting the targets on time, satisfied workforce, etc…

Announcement by Mr. Mukund

One day the employees of Makar were in deep Grief when the news hit the office that Mr. Mukund CEO made an announcement, " Dear employees. You all are my colleagues rather than my employees. I always feel that I am one of you with more responsibility. Now my age is not allowing me to shoulder that responsibility, I wish to give way to my younger generation. So I have decided to handover the charge to Mr. Mithun, My only son, who had completed his studies and returned to India. I know you all will be with him as a pillar and extend your support, in the same manner, you supported me. Without you people, this organization would not have reached these heights. I am Sure you all will support him.

Now it has been three months since Mr. Mithun take over the charge and from day one he started auditing in almost all the departments with a motto to reduce cost. And he got a strong statistics that the compensation is the highest cost bared by the company compared to any other cost incurred in the organization.

Mitun's decision: Shocked Mrunal

Mitun called Mrs. Mrunal the head HR and told her "Mrs. Mrinal, I need an immediate action plan to reduce the labor force by 30% by way of Lay-off" he continued, "Mrunal I hope you are getting my point and I want it to happen soon". Mrs. Mrunal got shocked by listening to this decision and said to Mr.Mithun that " Sir it is my responsibility to tell you that the workforce which we have is an excellent, well trained, loyal and self-motivated workforce. In case of lay off such the competitors will take advantage of that. We can think of other options rather than Layoff."

Mr.Mithun was not in a position to listen to her words he said that "sorry Mrs.Mrunal I am not ready to review my decision and neither wants any alternatives for this I want this work to be done within a week". Finally, with all her regrets Mr. Mrunal reduced the workforce by 30%. On the other hand, the employees who were waived from Makar joined the competitors with a better package.

One day in his office Mr.Mithun was discussing with Mrs.Mrunal that the cost of labor in the organization has been reduced to a great level which increases the net profit also. After listening to this Mrs.Mrunal said that "it is well-said sir, we have reduced the labor cost and increased the

profit but it is more true that we have missed the great opportunity to grow more by losing our wealth to the competitors"

Questions on Case study on T&D with solution

1. "Employees are the competitive of the advantage of Makar" comment on this statement relating to the approach of Mr. Mukund CEO

2. How did you judge the actions taken by Mr. Mithun to reduce the cost of labor was it really a successful one.

3. "We have gained the profit by losing our wealth" discuss the statement of Mrs.Mrunal and support her statement.

4. From the above-said case find the opportunity which was missed by Makar due to the lay off as mentioned by Mrs. Mrunal.

Solution

Gist: "Makar" being a textile Manufacturing Unit in the city of Jaipur has enough infrastructure ans goodwork force. Training has become a day to activity in the organization.Mithun announcement of reduction of workforce has resulted in deteriorating the wealth of the company.

Facts of the Case:

1.Training and development become a day to activity in the organization

2. Makar had many advantages like

- Highly trained and qualified workforce,

- Highest quality of supplies assured

- Less rate of attrition,

- Dedicated workforce

- Meeting the targets on time

- ,Satisfied workforce, etc…

3.Mithun Decided to reduce the workforce by 30% which missed the great opportunity to grow more by losing our wealth to the competitors"

Solution to Q.no.1

Competitive Advantage means the point where you specialized when compared to that of your competitors. That is an edge over your competitors. In the said case Mr. Mukund and his team enabled employees to get well trained and also encouraged to precede their further studies. Hence they become skilled, educated, well trained, and qualified employees.

When the employees are been considered as the competitive advantage of any organization then it becomes a greater strength of that organization. Because when the employees are the competitive advantage that means that they are well trained and they are much satisfied with the organization the same way a well trained and satisfied employee will produce products which are rich in quality.

To comment on the statement said by Mr.Mukund it is true that employees are the competitive advantage of Makar. The reasons why employees are considered so is a) they are well trained up to date b) they are educated c) skilled d) Habituated to cope up with the change in technology e) producing high-quality f) time-bound etc.

Solution toQ.no.2

As soon as Mithun took over the charge he wants to reduce the cost of production or you can say the overall expenses of the company in all means. When he noticed that the cost of labor is very high he didn't analyze in the way why it is high and what the company is getting because of spending on it.

According to me decision taken by Mr. Mithun is not a wise or successful Idea because:- a) Mr.Mukund has spent years together and invested lots of money to mold the employees in such a way. Mr.Mithun's decision will not allow him to encash the investment done by his father he

b) Mr.Mithun fire the employees from the organization on whom they have invested because of which the competitors will get a chance to utilize the benefit of money that Makar had to spend on the employees.

c) this decision may also reduce the level of motivation and morale of the remaining employees as the job security becomes a question mark in Makar.

Solution to Q.no 3

Mrs.Mrunal HR head of Makar was opposing the decision of Mr.Mithun from starting itself. Because being an HR Mrunal was clear that the amount spent on employees for training is not an expense but it is an investment. But Mithun didn't listen to her words. And being an employee she has been forced to separate some of the employees from MAKAR. And Mrunal did it. But she is not happy about what she had done. So she said this statement. This statement is very well suitable for Makar. Let us separate this statement in two parts and discuss "We have gained the profit + by + losing our wealth"

In this statement "We have gained the profit" means by reducing the workforce Makar has reduced the expenses which resulted in an increase in the profit "losing our wealth" means Makar has invested a lot of money on employees by way of training and made them a strong workforce which is also a competitive advantage to Makar. By separating them from Makar it is can be said that Makar lost its wealth and wealth here denotes the highly skilled employees.

Solution toQ.no. 4

Mrs.Mrunal said that "Makar has missed a good opportunity by means of Layoff". The opportunity mentioned here is:-

When we go through the case carefully it was mentioned that "Makar has a good infrastructure and workforce", but it is serving the need of Rajasthan only. And it is also mentioned that Makar has gained a good value among the customers as they don't have any negative points to say about Makar.

In this situation when it is noticed that Makar has an excess workforce that is well trained the CEO should consider the option of extending the business to nearby states. This will develop the business and increase profit.

Expansion of Business is the Opportunity which was Mentioned by Mrs. Mrunal in the case.

CASE STUDY 4

Title of case study: Proper communication Channel a way to Effective Management

Background of the case study

AutoSpare public Ltd is an Age-old automobile industry involves in the manufacturing of engine Spare parts. They are highly valued among the customers as they are a monopoly in some of their parts. Most of the Indian Automobile leaders are the customers of Auto Spare to name a few TATA, Force Motors, M&M and Cummins, etc.

Auto spare has 3 manufacturing Unit and all of them are situated in 3 various places in Southern India and the management is been done from one of the Manufacturing plants located in Chennai. As most of the customers are located in the Northern and western regions of the country the marketing managers are spread in those places convenient to meet the customer. Only the VP Marketing and GM Marketing are working from the head office. They act as a link between the company and the marketing people as they communicate the targets to the marketing people and submit the reports, send by those people, to the higher authorities.

Mr.More, Mr.Mehta, Mr.Rajesh are the marketing team looking after the western region, from where more number of customers are operating. The Job profile of these people includes getting monthly requirements from the clients, mailing the same to the respective departments, looking after the supply whether the goods are reaching the customers as per schedule, and attending the customers in case of any quality issue regarding auto spare parts. And sending the weekly report consists of reports in detail about all the above-said things to the VP & GM Marketing.

In recent days the western region of Autospare is facing a different problem. Even though there is a slag in the Automobile industry being a monopoly Autospare doesn't face a problem as it gets a continuous schedule to supply from the customers. But the marketing department finds it very difficult to get the material from the plant and supply it to the needy customers. Most of the time it happens that the production itself was supposed to be stopped due to the non-availability of materials from Autospare.

The marketing team has to attend quality issues at least thrice a week. They have sent a number of reports regarding these issues but all at the vein, no improvement from the production side. The marketing executives were losing their good terms with the customers. Slowly the customers started to develop other sources for the parts manufactured by Autospare Pub Ltd. Still, they are finding it difficult to develop such sources as the raw material required is unique. In this situation, the CEO of Autospare visited the customers of the western region. Almost all the customers highlighted the quality as the main issue. And most of them also stated that Autospare fails to supply the products as per schedule most of the time.

As soon as he returned to head office he sent a mail to all the marketing executives in the western region claiming that:-

- "The executives failed to maintain their rapport with that of customers.
- The sales in the western region are not up to the mark due to the irresponsive nature of the marketing department.
- Failed to check out whether the schedule is met or not.
- All the employees in the marketing department of the Western region including the territory head, along with GM and VP must give a detailed explanation about the issue."

He also demanded a detailed report, from Production VP, regarding Production and dispatch of products along with schedules received by the production department from the Marketing Department.

He also instructed HR Head to investigate the issue and submit the report and also suggest a reporting model that will avoid such an issue later.

Questions on this HRM case study

1. Who is at fault in this case CEO or VP GM Marketing or Production Department or marketing people in the western region. Justify your answer. (can make necessary assumptions if required)

2. Consider yourself as one of the marketing executives from the western region and frame a report as demanded by the CEO (can make necessary assumptions if required)

3. If you are the HR Head how will you proceed for the investigation? what will be the reporting model that you will suggest to the CEO?

Solution

Gist: Auto spare is a company which is located in three different regions. Being a monopoly Autospare doesn't face a problem as it gets a continuous schedule to supply from the customers.

Facts of the case:

- .Marketing department finds it very difficult to get the material from the plant and supply it to the needy customers
- The sales in the western region are not up to the mark due to the irresponsive nature of the marketing department.
- Failed to check out whether the schedule is met or not.

Solution to Q no.1

By analyzing the case it is clearly given that the Marketing department of the western region has sent a number of reports all in vain. Hence the fault, in this case, is on the CEO only. we can quote two major reasons for this a) If the marketing department has sent a number of reports it is the duty of the CEO to take action against these reports and give directions for rectifying actions b) the customer has highlighted the quality issue as the main issue. Even after that, the CEO didn't consider it as a problem. Hence CEO is at fault (assumptions: VP GM has reported the reports sent from the western region to the CEO)

Solution to Q.no 2

Considering myself as a marketing executive I will frame a report highting the following points:

1. Number of earlier reports sent to the head office
2. Number of quality issues faced during last month from each customer
3. Number of times the company failed to supply the materials to the customers on time
4. How frequently the western region keep updating the schedule to the production department

Solution to Q.no.3

Being Head HR I will conduct the investigation in the following manner:

1. with western region marketing people- To understand the real problem. Will intimate them to submit a report on the same

2. With VP and GM Marketing: To understand their communication and reporting patterns. Whether they comminate with all departments and CEO properly and timely

3. With the production department: How they process the communication received from the marketing department. Is there really a quality issue exist.

Conclusion:

Thus it is understood the proper communication enables to manage the organization process effectively .

Case Study:5

Customer Relationship Management (CRM) in Banking: A Case Study of ICICI Bank

Focus on ICICI Bank's Initiatives

The use of Customer Relationship Management (CRM) in banking has gained importance with the aggressive strategies for customer acquisition and retention being employed by banks in today's competitive milieu. This has resulted in the adoption of various CRM initiatives by these banks to enable them achieve their objectives.

The steps that banks follow in implementing Customer Relationship Management (CRM) are:

- Identifying CRM initiatives with reference to the objectives to be attained (such as increased number of customers, enhanced per-customer profitability, etc.),
- Setting measurable targets for each initiative in terms of growth in profits, number of customers, etc. and
- Evaluating and choosing the appropriate Customer Relationship Management (CRM) package that will help the company achieve its CRM goals (a comparison of pay-offs against investments could be carried out during the evaluation exercise).

Customer Relationship Management (CRM) has been deployed in retail banking. The challenges in managing customer relations in retail banking are due to the multiple products being offered and the diverse channels being used for the distribution of the products. Customer expectation from banks can be summed up as

"*Any time anywhere service, personalized offers, and lower payouts".*

ICICI Bank's CRM Initiatives

ICICI Bank has to manage more than 13 million customers. The bank has over 550 branches, a network of 2025 ATMs, multiple call centres, Internet banking and mobile banking. Its customers

often use multiple channels, and they are increasingly turning to electronic banking options. Business from the Internet. ATMs and other electronic channels now comprises more than 50 per cent of all transactions.

In the process of making its business grow to this level, ICICI Bank has distinguished itself from other banks through its relationship with customers.

The Teradata solution focuses on a Customer Relationship Management (CRM) platform. Information from various legacy and transaction systems is fed into a single enterprise called wide data warehouse. This allows the bank to generate a single view of its customers. The warehouse has the capability to integrate data from multiple sources comprising Oracle and flat files. The Behaviour Explorer enables profiling of customers and querying on various parameters. These enable the bank staff create suitable campaigns for targeting individual customers on the basis of their requirements.

The logistics in the system have also led to other benefits like interactive reports, unearthing cross-selling opportunities as well as finding out about the channel usage undertaken by a segment. The data access was facilitated through the use of Cognos Power Cubes.

The Benefits of CRM

- **Customers' usage pattern**: ICICI's CRM data warehouse integrates data from multiple sources and enables users to find out about the customer's various transactions pertaining to savings accounts, credit cards, fixed deposits, etc. The warehouse also gives indications regarding the customer's channel usage.
- **New product development**: Analysis at ICICI guide product development and marketing campaigns through Behaviour Explorer, whereby customer profiling can be undertaken by using *ad hoc* queries. The products thus created take into account the customer's needs and desires, enabling the bank to satisfy customers through better personalization and customization of services.

- **Central data management**: The initial implementation of CRM allowed ICICI to analyse its customer database, which includes information from eight separate operations systems including retail banking, bonds, fixed deposits, retail consumer loans, credit cards, custodial services, online share trading and ATM.

Questions

1. Explain the initiatives take by ICICI Bank to promote Customer Relationship Management (CRM).
2. Discuss the benefits of the initiatives taken by ICICI Bank to promote Customer Relationship Management (CRM).

Solution:

Gist: The use of Customer Relationship Management (CRM) in banking has gained importance with the aggressive strategies for customer acquisition and retention being employed by banks in today's competitive milieu.   This has resulted in the adoption of various CRM initiatives by these banks to enable them achieve their objectives

Facts of the case:

- Identifying CRM initiatives with reference to the objectives to be attained (such as increased number of customers, enhanced per-customer profitability, etc.),
- Setting measurable targets for each initiative in terms of growth in profits, number of customers, etc. and
- Evaluating and choosing the appropriate Customer Relationship Management (CRM) package that will help the company achieve its CRM goals (a comparison of pay-offs against investments could be carried out during the evaluation exercise).

Solution to Q.no.1

ICICI Bank's CRM Initiatives

ICICI Bank has to manage more than 13 million customers.   The bank has over 550 branches, a network of 2025 ATMs, multiple call centres, Internet banking and mobile banking.   Its customers often use multiple channels, and they are increasingly turning to electronic banking options.   Business from the Internet. ATMs and other electronic channels now comprises more than 50 per cent of all transactions.

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The logistics in the system have also led to other benefits like interactive reports, unearthing cross-selling opportunities as well as finding out about the channel usage undertaken by a segment.   The data access was facilitated through the   use of Cognos Power Cubes.

Solution to Q.no.2:

The Benefits of CRM

- **Customers' usage pattern**: ICICI's CRM data warehouse integrates data from multiple sources and enables users to find out about the customer's various transactions pertaining to savings accounts, credit cards, fixed deposits, etc.   The warehouse also gives indications regarding the customer's channel usage.
- **New product development**: Analysis at ICICI guide product development and marketing campaigns through Behaviour Explorer, whereby customer profiling can be undertaken by using *ad hoc* queries.   The products thus created take into account the customer's needs

and desires, enabling the bank to satisfy customers through better personalization and customization of services.

- **Central data management**: The initial implementation of CRM allowed ICICI to analyse its customer database, which includes information from eight separate operations systems including retail banking, bonds, fixed deposits, retail consumer loans, credit cards, custodial services, online share trading and ATM.

Conclusion:

The use of Customer Relationship Management (CRM) in banking has gained importance with the aggressive strategies for customer acquisition and retention being employed by banks in today's competitive milieu.   This has resulted in the adoption of various CRM initiatives by these banks to enable them achieve their objectives.

Case Study: 6

Managing Employee Discipline

Mr. Harry, Branch Manager, Luxemburg Main Branch of XYZ Bank was wondering as to what could be done to restore the punctuality of the staff in his branch. A majority of the staff members were taking time off from the work, on a number of occasions, during the day, which resulted in work remaining incomplete, and in the payment of overtime wages for its completion. The problem was generally not faced by other banks in Luxemburg, except the PQR Bank, another Indian bank having branches in Luxemburg. Other local and British banks were able to exercise sufficient control over their staff to ensure proper attendance and maintain office decorum.

Initially, Mr. Harry tried to persuade the staff to be punctual. He sermonized them on several occasions. None of this, however, made any dent on the problem. Failing in these methods, he resorted to punishment of the erring members of the staff. This led to some improvement but not to the desired levels. He also felt that prolonged use of this method may, indeed, lead to more serious trouble. He therefore thought of analyzing and identifying the root cause to the problem.

His investigation in the habits formed, revealed that the unauthorized "time off" was used mainly for personal work which included shopping, personal errands, meeting friends, going for coffee, etc. When caught, the general explanation given by the staff member was that he had gone out for a cup of coffee. Mr. Harry noticed that no canteen facilities were available in the branch nor was there any space, where it could be set up. The British and other local banks, however, had made adequate provision for the purpose.

An automatic coffee vending machine was installed, but the move did not succeed as the stall complained that the coffee given was not up to the standard. The members of the staff protested and refused to use the machine.

Days passed by. One day, it occurred to Mr. Harry that the muster-roll of the branch did not have any provision of marking the period of the absence by the members of staff in the event they had to go out for coffee. It was not possible to know or to control the period of their absence. To

overcome this, he decided to install a "time-clock" at the maingate with in & out" trays for attendance cards. The staff was advised to use these cards for marking their arrival and departure and also the absence periods. Authorized outside work could be authenticated by the immediate Supervisor.

The idea was brought to the notice of the branch union by the staff members. There was resistance to the idea initially. Mr. Harry, however, pointed out to them that this was a scientific method of recording the attendance and it was not possible to falsify the same. As it happened, during that period only, the services of three members of the staff were terminated for dishonesty and fraud. They had altered the time marked in their muster-roll for departure, thereby, claiming overtime for a period in which they did not work. This was proved by the photocopy of the day's muster-roll taken by Mr. Harry, from time to time, by an unscheduled visit to the branch late at night without any indication to any one in the branch.

Mr. Harry pointed out to the union representatives that by the introduction of "time clock," the temptation to alter time by members of the staff would be removed and that it would he of long-term benefit to the staff. The union members almost came round to accepting (he idea but, still, were not fully convinced.

At this stage. the Regional Manager, who came to know of the proposal of installing the Clock, suggested to Mr. Harry that as no other bank in Luxemburg was adopting this procedure, he should have this scheme approved by the Secretary of the Luxemburg Bankers Association.

The meeting with the Secretary was failure. He was a man of old British tradition and was shucked at the idea of introduction of a time-clock in the banking industry there. All efforts by Mr. Harry to convince him that there was nothing wrong in it and that most officers of major corporations had this system did not move him. Other bankers, when individually contacted, also did not favor the idea.

Not willing to go all alone, the Regional Manager advised Mr. Harry to shelve the idea.

Questions For Discussion:

- Analyse the root cause of employee indiscipline?
- Identify the problems of loss of control over staff?
- State failures of corrective measures?

Solution:

Gist: The case of managing employee discipline at XYZ Bank's Luxemburg Main Branch revolves around the following key points:

Staff members were taking unauthorized time off, leading to work remaining incomplete and the need for overtime pay for its completion

The branch manager, Mr. Harry, tried persuading and punishing the staff to be punctual, but these efforts were not effective

Mr. Harry investigated the issue and found that the unauthorized time off was mainly used for personal work, such as shopping, errands, meeting friends, and going for coffee

The branch manager installed a time-clock at the main gate with in & out trays for attendance cards, which led to resistance from the branch unio

The regional manager suggested getting the scheme approved by the Secretary of the Luxemburg Bankers Association, but the Secretary was not in favor of it

The case highlights the challenges of managing employee discipline and the importance of identifying the root cause of indiscipline, as well as the need for effective communication, clear rules and consequences, and a fair investigation process to address employee discipline issues

Facts of the Case:

Discipline among employees is important because it

- Ensures productivity and efficiency

- Encourages harmony and co-operation among employees
- Acts as a morale booster for the employees
- Puts things in order and ensures conforming to rules and regulations
- Facilitates control and coordination

Solution to Q.no:1

1.Root cause of employee indiscipline: The main reason for the staff's unpunctuality and absence from work was their use of unauthorized time off for personal activities, such as shopping, errands, meeting friends, and going for coffee

Solution to Q.no.2

2.Loss of control over staff: The branch manager, Mr. Harry, faced difficulties in maintaining control over his staff, leading to work remaining incomplete and the need for overtime pay for its completion

Solution to Q.no.3

3.Problems with corrective measures: Mr. Harry's initial attempts to persuade and punish the staff to be punctual were not effective, and the use of a time-clock was met with resistance from the branch union

Conclusion

It's always best to slow down and review the matter calmly and with an open mind. Yes, further action or even termination may be the right course of action, but gathering facts and details now can prevent headaches later.

The case demonstrates the challenges of managing employee discipline and the importance of identifying the root cause of indiscipline. It also highlights the need for effective communication, clear rules and consequences, and a fair investigation process to address employee discipline issues

Case Study:7

KINGFISHER AIRLINES

Vijay Malaya's "Dream bird" Kingfisher came under huge financial mess caused due to some uninhibited and high-risk decision making launched in 2005, Kingfisher was grounded in late 2012 because of bankruptcy and non-payment of loans of closing the airline owed more than US 1 billion to a consortium of 17 banks.

So, what caused the demise of the glamours Airline despite having gained brand visibility and a loyal customer base?

1.**Lack of Direction**

Kingfisher was initially launched as value added airline, it later positions it self as a low-cost Airline after it launched Kingfisher Red [The Spun Off Fleet of Air Deccan]

2.**Acquisition of Air Deccan**

To launch overseas operations failed most attempts to gain visibility on high traffic international routes like [Bangalore – London, Bangalore- Silicon Valley] didn't yield healthy results. Also, with the takeover of Crisis-ridden Air Deccan, Kingfisher afford a loss of over US 160 million for Consecutive Five years.

3.The Airline also suffered due to frequent changes & absence of any long-term CEO or MD.

4.In 2011 the Airlines fleet size was reduced as many of its Aircrafts were grounded due to family faulty engines. Even as the engines were over hauled, changing marketing conditions & rising fuel severely affected the yields.

5.Withdrawing from the law fare segments [Kingfisher Red] In order to divert its customers base to its premier segment [Kingfisher]didn't help either as the consumers would prefer low-cost flyers.

Questions:

1.Identify the factors Kingfisher Airlines to fail?

2.What was the process have to be undergone to be successful?

Solution:

Gist:

Kingfisher Airlines, launched in 2005, was initially positioned as a value-added airline but later repositioned itself as a low-cost airline after launching Kingfisher Red, the spun-off fleet of Air Deccan. The acquisition of Air Deccan, which was crisis-ridden, led to a loss of over US 160 million for five consecutive years. The airline also suffered due to frequent changes and the absence of any long-term CEO or MD. In 2011, the airline's fleet size was reduced as many of its aircraft were grounded due to faulty engines. Even as the engines were overhauled, changing marketing conditions and rising fuel prices severely affected the yields. Withdrawing from the low-fare segment (Kingfisher Red) in order to divert its customer base to its premier segment (Kingfisher) didn't help either as consumers preferred low-cost flyers.

Facts of the case:

The reasons behind the demise of Kingfisher Airlines:

1. **Lack of Direction**: Kingfisher Airlines was initially launched as a value-added airline, but it later positioned itself as a low-cost airline after launching Kingfisher Red, the spun-off fleet of Air Deccan.

2. **Acquisition of Air Deccan**: The acquisition of crisis-ridden Air Deccan led to a loss of over US 160 million for five consecutive years.

3. **Frequent Changes and Absence of Long-term CEO or MD**: The airline suffered due to frequent changes and the absence of any long-term CEO or MD.

4. **Faulty Engines**: In 2011, the airline's fleet size was reduced as many of its aircraft were grounded due to faulty engines.

5. **Withdrawing from the Low-fare Segment**: Withdrawing from the low-fare segment (Kingfisher Red) in order to divert its customer base to its premier segment (Kingfisher) didn't help either as consumers preferred low-cost flyers.

Solution to Q.no 1

The factors that led to the failure of Kingfisher Airlines include:

1. **Huge Debt**: The airline faced a significant deficit of around Rs. 7,000 crores (approximately 1 billion USD), leading to a severe cash crunch and the grounding of its fleet

2. **Mismanagement**: The company experienced poor financial planning, over-expansion, and a lack of focus on core operations, which rendered its business model unsustainable

3. **Regulatory Issues**: Kingfisher Airlines faced regulatory challenges, including the suspension of its flying license by the Directorate General of Civil Aviation (DGCA), resulting in significant losses for the airline

4. **Economic Slowdown and Competition**: The global economic slowdown, rising fuel prices, and intense competition from other domestic airlines impacted the airline's ability to pass on increased costs to customers, leading to further losses.

5. **Overambitious Expansion**: The airline's overambitious expansion, including the acquisition of Air Deccan and rapid addition of routes and aircraft, outpaced its financial prudence and contributed to its downfall

These factors, among others, such as mismanagement, regulatory issues, and economic challenges, collectively led to the failure of Kingfisher Airlines

Solution to Q.no.2

The process that Kingfisher Airlines needed to undergo to be successful involved several key aspects. The airline initially achieved success in gaining customer satisfaction by offering a great and comfortable flying experience to its passengers. However, to sustain this success and avoid failure, the airline should have focused on the following:

1. Financial Prudence: The airline's overambitious expansion, including rapid addition of routes and aircraft, should have been tempered with financial prudence.

2. Innovation and Adaptation: Kingfisher Airlines failed to innovate and adapt its business model to changing market conditions, which is essential for long-term success.

3. Strategic Management: The airline needed solid business fundamentals and effective adaptation to market dynamics to avoid failure.

Conclusion:

In conclusion, the failure of Kingfisher Airlines can be attributed to several factors, including overambitious expansion, financial mismanagement, regulatory issues, economic challenges, and lack of innovation and adaptation. The airline's rapid expansion, including the acquisition of Air Deccan, outpaced its financial prudence, leading to a significant deficit and severe cash crunch. Additionally, the airline failed to innovate and adapt its business model to changing market conditions, leading to a lack of focus on core operations and unsustainable business fundamentals. Regulatory challenges, such as the suspension of its flying license by the Directorate General of Civil Aviation (DGCA), further impacted the airline's ability to operate and sustain profitability. Finally, the global economic slowdown, rising fuel prices, and intense competition from other domestic airlines also contributed to the airline's downfall.

Case Study 8:

Indian Premier League

Conceptualized in 2007 club type format at of cricket IPL with all ingredients of success is the perfect example of controversy marketing BCCI is IPL generated a level of excitement and generally seen in football, Basket Ball and baseball, Franchises other than the large number cricket crazy Indian fans, what else IPL did become a global brand name?

1.Its value proposition is past placed action and the 3.5 hour movie like entertainment with high stakes involved IPL as showed the commercial potential of T20.

2.IPL has a global appeal. The International star players Influence the level of support and the interest for instance Shane Warnes's contribution in Rajasthan Royals is much talked about with appreciation in Australia.

3.Media exposure was a crucial factor in the success of IPL the season receives continuous coverage in local, National and International press even during the closed Season.

4.Involvement of Bollywood celebrities like Shahrukh Khan,Preethi Zinta, Shilpa Shettyas Both Franchisers And Promoters brought in lot of glammer and razz matazz in the series. These people are brand themselves in India.

5.IPL marketing strategies brings a lot of spice to auctioning of franchisers and participating players, cheerleaders, opening ceremony and live concerts, even the commentators use phrases to attract and please sponsors making them pay more.

Questions:

1.According to you what are the ingredients of success of IPL?

2.What is the influence IPL one day cricket matches?

Solution:

Gist:

The Mumbai Dabbawalla story is a remarkable example of operational and supply chain management. The Dabbawallas have been operating for over 125 years, delivering home-cooked meals with an unprecedented level of accuracy and reliability. Their unique and desirable aspects include a smooth and reliable delivery system, a simple and efficient coding system, and a close linkage to the Mumbai railway system, which sets the speed and aids in the scheduling of the delivery process. The Dabbawallas' self-organizing teams, minimal reliance on technology, and high motivation and sense of purpose have contributed to their success. Their efficient and foolproof logistic system has even led to partnerships with other organizations, such as Flipkart. The Dabbawallas' commitment to their work and their innovative initiatives, such as "Share My Dabba" and "Roti Bank," further demonstrate their exceptional business model and social responsibility.

Facts of the Case:

The key points of the IPL case study are:

1.Innovative Format: The IPL's innovative format, which includes high-quality cricket, has contributed to its success and popularity

2.**Fundamentals and Skill**: The IPL's success underscores the importance of fundamentals and skill in the game of cricket, which have remained indispensable across generations

3.Data Analytics: The use of data analytics has provided valuable insights into the performance of teams, players, and the overall health of the competition, enabling better decision-making and strategy development

4.Team Comparison: The primary information when it comes to a tournament would be the performance of teams in the IPL, which is commonly found in the points table

4.Business Opportunities: The IPL has contributed to the growth of the Indian economy, generating numerous employment opportunities and stimulating various sectors

These factors, including the innovative format, emphasis on skill, data analytics, team comparison, and business opportunities, have collectively contributed to the remarkable success and sustainability of the IPL.

Solution to Q.no.1

The success of the Indian Premier League (IPL) can be attributed to several key ingredients:

Fundamentals and Skill: The IPL's success underscores the importance of fundamentals and skill in the game of cricket, which have remained indispensable across generations

1.**Effective Marketing**: The IPL has been well-marketed, creating a unique and engaging experience for consumers and fans, leading to its widespread popularity and success

2.**Data Analytics**: The use of data analytics has provided valuable insights into the performance of teams, players, and the overall health of the competition, enabling better decision-making and strategy development

3.**Familiarity and Learning**: The IPL has provided players with integral learning experiences, familiarizing them with different pitches and conditions, which can contribute to their success in other cricketing events, such as the World Cup

4.**Engaging Format**: The IPL's format and presentation have all the ingredients of a perfect recipe, making it a compelling and enduring sporting event

5.These factors, including the emphasis on skill, effective marketing, data analytics, player development, and engaging format, have collectively contributed to the remarkable success and sustainability of the IPL.

Solution to Q.no.2

The Indian Premier League (IPL) has had a significant impact on Indian and international cricket. The IPL has revolutionized the way cricket is played, watched, and commercialized in India, providing a platform for both domestic and international players to compete at the highest level. The IPL has transformed how cricket is enjoyed by countless cricket fans across the country, becoming a cultural phenomenon in India. The IPL has also contributed to the growth of the Indian economy, generating numerous employment opportunities and stimulating various

sectors. The IPL has become the world's largest cricket competition, witnessing manifold growth in viewership and attracting top cricketers from various countries. The IPL's success lies in its ability to provide an exciting, fast-paced format that captivates audiences across the globe, and its investments in infrastructure, talent development, and marketing. The IPL has also become a platform that accommodates talent from all over the world, creating an opportunity for players to come together, learn from each other, and build strong team spirit. The IPL has captured hearts and minds of fans worldwide and become an integral part of India's sporting and marketing platform.

Conclusion

The conclusion of the IPL case study highlights the following key takeaways:

1**. Fundamentals and Skill:** The IPL's success underscores the importance of fundamentals and skill in the game of cricket, which have remained indispensable across generations

2**. Effective Marketing**: The IPL has been well-marketed, creating a unique and engaging experience for consumers and fans, leading to its widespread popularity and success

3. **Data Analytics**: The use of data analytics has provided valuable insights into the performance of teams, players, and the overall health of the competition, enabling better decision-making and strategy development.

Case Study:9

The Mumbai Dabbawalla Story

This famous case of operation and supply chain management is used by many B-School were used in India & Abroad including Harvard recognized with six sigma the level of accuracy their model has earned and them admires from Britain's prince Charles to entrepreneur Richard Barson so that is so unique and desirable about this case.

Let us see, The Dabbawalla in Mumbai have collected hot meals during lunch from customers offering distance homes and carried them to schools & office across the city. They are known to use a delivery system that has been smooth, reliable and has survived even extreme conditions.

Their whole process is linked closely to Mumbai railway system it sets the speed and helps in scheduling in delivery process. The Coding system that they use is simple and convenient for all the Dabbawallas. There has specific code for the neighborhood were the dabba is to delivered a bunch of characters denoting the office address and they delivery and finally combination of color for the railway station of origin.

Their operating self-organize teams of 25 individuals each the most experienced one's act supervisors while also delivering their dabbas.

Every dabbawalla individually negotiates with customers might sound surprising but a good reason for their success is very less reliance on technology and at most dependency on human capital. They are highly motivated because them realize their importance of their work. If they do not deliver a person some where ends up missing his launch for them delivering food is like offering service to God.

Relaying on their efficient and full proof logistic system, Flipkart recently decided to partner with Mumbai Dabbawalla is to navigate the city streets.

Questions:

1.What is the strength you identify in this case study?

2.Can you Apply elements of this case to any other business?

Solution:

Gist: Mumbai Dabbawalas are a group of nearly 5,000 people who deliver home-cooked food to Mumbaikar from home to office daily[12]. They were founded in 1890 by Mahadeo Havaji Bachche[13]. The lunchboxes are picked up in the late morning, delivered predominantly using bicycles and railway trains, and returned empty in the afternoon[4]. Some interesting facts about Mumbai Dabbawalas include[35]:

- The first and only time they went on a strike was in 2011.
- They have certified efficiency and accuracy.
- They use color coding for identifying lunchboxes.
- Their organization skills were the topic of research and studies.
- They have been featured in documentaries and even on the Guinness Book of World Records.

Facts of the Case:

The Mumbai Dabbawalla case study is a remarkable example of efficient operation and supply chain management. Some important facts to note in this case include:

1. **Zero-defect delivery system**: The dabbawalas have built a zero-defect delivery system, ensuring that lunchboxes are delivered to their destinations without any errors

2. **Customer focus:** The dabbawalas believe that "customer is the king" and emphasize the importance of customer satisfaction. They have been in business for over a century and continue to serve around 2 lakh customer

3. **Self-managed and semi-literate workforce**: The dabbawalas manage themselves in terms of hiring, logistics, customer acquisition and retention, and conflict resolution. Despite being semi-literate, they efficiently manage the business without any technological assistance.

4. **Simple coding system:** The dabbawalas use a simple coding system to sort and deliver lunchboxes, ensuring that they reach their intended destinations without any mix-ups

5. **Strong teamwork and cooperation**: The dabbawalas work closely with each other, relying on their sharp memory and communication skills to maintain the smooth functioning of the business

6. **Highly reliable service:** The dabbawalas' service is legendary for its reliability, even during challenging situations such as heavy monsoons, floods, riots, and terrorist attacks

7. **Democratic decision-making and emotional bonds:** The dabbawalas' democratic decision-making process and deep emotional bonds among workers contribute to their high degree of organization and management

These facts highlight the unique and desirable aspects of the Mumbai Dabbawalla business model, making it a celebrated example of service excellence and efficient operations.

Solution to Q.no.1

The Mumbai Dabbawalla case study is a renowned example of efficient operation and supply chain management. The strengths identified in this case study include:

Teamwork, honesty, and discipline: The dabbawalas work in self-organized teams of 25 individuals, with experienced members acting as supervisors. They are known for their commitment, passion, and dedication to their work, ensuring that they deliver home-cooked meals to offices without any error

Ownership, time management, and customer satisfaction: Each dabbawala is responsible for managing their own territory, and they take pride in their work. They strictly adhere to time management and ensure that customers receive their meals on time

Low cost and efficient logistics: The dabbawalas use a simple coding system to sort and deliver lunchboxes, and they rely on the Mumbai railway system to help schedule their delivery process. This efficient logistics system has earned them a Six Sigma certification, with an error ratio of just 1 in 16 million

Strong focus on training and discipline: The dabbawalas emphasize the importance of training and discipline, ensuring that their work ethic and attention to detail are passed down to new members

Solution to Q.no.2

Applying elements of this case study to other businesses includes:

Adopting a decentralized, grassroots approach to operations, allowing for greater flexibility and adaptability to local conditions

Implementing a simple and effective coding system to streamline the sorting and delivery process

Focusing on teamwork, honesty, and discipline to create a strong work cultur

Emphasizing customer satisfaction and maintaining a high level of quality in service

Integrating technology into the supply chain process, such as using smartphones or tablets for communication and tracking

Conclusion:

However, it is essential to consider the challenges and potential threats when applying the Dabbawalla model to other businesses, such as the dependence on local train services and restricted access to education

. Additionally, integrating the Dabbawalla system into modern distribution businesses may require technological advancements and scalability considerations

Case Study 10:

Procter & Gamble Double Down Strategy During Covid-19 Pandemic

According to this case study, Procter & Gamble used the strategy of "Double down" during the Covid-19 pandemic to increase its brand visibility. When the US government implemented a lockdown after the Corona virus outbreak, people began stockpiling essential suppliers in anticipation of a lockdown.

As a result, retailers could not keep enough of the most popular products in stock. Businesses reduced their media spending in anticipation of the economic downturn. However, despite the uncertainty, P&G decided to increase its Marketing Investment to increase its brand visibility.

Though the market and economy where slowing, did P&G's advertising strategy succeed?

Solution:

Gist: Procter & Gamble (P&G) is an American multinational consumer goods corporation headquartered in Cincinnati, Ohio[1]. It was founded in 1837 by William Procter, a British, and James Gamble, an Irish soapmaker.

The company specializes in a wide range of personal health/consumer health, personal care, and hygiene products

As of 2023, P&G reported a revenue of US$82.01 billion, an operating income of US$18.13 billion, and a net income of US$14.65 billion[1]. The company has approximately 107,000 employees

P&G's mission is to use every opportunity to set change in motion and to be a force for good and growth[3]. They are committed to community impact, environmental sustainability, and equality & inclusion

Facts of the Case:

The case of Procter & Gamble's "Double Down" strategy during the Covid-19 pandemic highlights several important facts:

Increased brand visibility: P&G decided to increase its marketing investment during the pandemic to enhance brand visibility, despite the economic downturn and uncertainty in the market

Consumer behavior changes: The pandemic led to changes in consumer behavior, such as increased stockpiling of essential items and a shift in shopping patterns

Panic buying and stockpiling: People began to stockpile essential items in anticipation of a prolonged lockdown, leading to supply chain disruptions and challenges for retailer

Reduced media spending: Many businesses cut down on media expenditure in anticipation of an economic downturn

P&G's strategic response: P&G's "Double Down" strategy involved increasing its marketing investment to maintain brand visibility and remind consumers of its products and their benefit

Successful advertising strategy: P&G's decision to increase marketing spend during the pandemic was successful in terms of brand visibility and consumer engagement, leading to a positive impact on demand for its products

Adaptability and innovation: P&G's ability to adapt its marketing strategy and maintain brand visibility during the pandemic demonstrates the company's agility and innovation in responding to challenging market condition

Solution to Question above:

During the Covid-19 pandemic, Procter & Gamble (P&G) implemented a "Double Down" strategy to increase its brand visibility. This decision was made when the US government imposed a lockdown, leading to panic buying and stockpiling of essential products. While many businesses reduced their media spending in anticipation of an economic downturn, P&G chose to increase its marketing investment to enhance its brand visibility. The effectiveness of P&G's advertising strategy during the market slowdown was a success. The company's decision to ramp up its advertising plans instead of withholding the budget proved beneficial in increasing brand visibility and reminding consumers of the benefits of its brands, leading to a significant increase in marketing spend and a positive impact on demand for its products

.P&G's "Double Down" strategy during the Covid-19 pandemic has been praised for its effectiveness in increasing brand visibility and maintaining consumer engagement, demonstrating the company's agility and innovation in responding to the crisis and adapting to changing market conditions

. The decision to increase marketing spend, particularly in categories such as beauty, healthcare, and baby products, was instrumental in reminding consumers of the benefits of P&G's brands and products, leading to a positive impact on demand and consumer engagement

.The case study of P&G's "Double Down" strategy serves as an example of how a company's decision to increase marketing investment during a market slowdown can yield positive results in terms of brand visibility, consumer engagement, and demand for its products

. The company's focus on essential products, community support, and increased marketing spend has been recognized as a key factor in its ability to navigate the challenges posed by the pandemic and maintain its market presence

Conclusion:

Overall, P&G's "Double Down" strategy during the Covid-19 pandemic has been a successful approach to maintaining brand visibility, consumer engagement, and demand for its products, demonstrating the importance of strategic marketing investment during challenging market conditions

Marketing Case Studies

INDEX

Case Study1

Indian Refrigerator Market

India's Refrigerator market estimated at Rs. 2750 Cr. is catered mainly by 10brands. The annual capacity is estimated at around 4.15 million units is running head of demand of 1.5 million. As there is a demand and a surplus supply, all the manufacturers are trying out for new strategies in the market.

Times have changed and also the buying behaviour of the customer. Earlier itwas cash and carry system. Now dealers play an important role in selling; nowthe systems is exchange for old "bring your old refrigerator and take a new one with many gifts".

A new company by name Electrolux has entered the market which hasacquired Allwyn, Kelvinator and Voltas brand.

Researchers have revealed that urban and city sales are declining and hence all manufacturers are trying to concentrate on rural markets.

Electrolux strategy is customisation of market, with special attention to the Northern and Southern India markets, while Godrej the main player thinks thatdealer network in rural market for sales and service will be beneficial and is trying to give more emphasis on dealer network, whereas Whirlpool has adopted the strategy of increasing the dealer network by 30%.

The market shares of the major players are as follows:

1	Godrej	30%
2	Videocon	13%
3	Kelvinator	12%
4	Allwyn	10%

5	Voltas	5%
6	Whirlpool	27%
7	Daewoo	1%
8	L.G	1%
9	Others	1%

Questions

A)   Examine whether the refrigerator market be segmented on geographical baseplanned by Electrolux?

B)   Analyze the marketing mix for rural market.

C)   Evaluate the alternatives 125 L and 150 L models be an ideal choice to launch in ruralmarket.

Gist:

Electrolux has entered the market which hasacquired Allwyn, Kelvinator and Voltas brand. It was found that urban and city sales are declining and hence all manufacturers are trying to concentrate on rural markets. The company formulates strategies such as customization and establishing dealer network in rural areas.

Facts of the Case:

1. India's Refrigerator market estimated at Rs. 2750 Cr. is catered mainly by 10brands.

2. A new company by name Electrolux has entered the market which hasacquired Allwyn, Kelvinator and Voltas bran

3. Declining sales in urban areas

4. Competitive strategies is formulated specifically for rural areas.

Solution for A

A)   The main justification for Electrolux strategy would be Electrolux is amalgamation of 3 companies, Kelvinator, Voltas and Allwyn. Allwynis popular in South Indian market, while Kelvinator is famous in NorthIndia Market. Electrolux wants to cash in on the popularity of the respective brands. It is not possible to segment according to North or South Indian Market, once a company's name becomes a logo, then thereason for buying for customers for other brand depends upon price, quality, usability and features of the product. The storage pattern of foods in North India and South India is same. Same is the case of rest of India, so it won't be possible to segregate the market according to the geographical base.

Solution for B

B)   The rural market is small but significant as far as refrigerator is concerned. Moreover, the cost of selling of dealer in the rural market should also be justified. The type of food the rural people consume should also be taken into account; they prefer to have more of natural foods and less of derived food products like Ice-creams, butter, cheese etc. The cost of the refrigerator should be less attractive to buy. The sizeand material should be so adjusted that the cost price would be reasonable. The capacity of the refrigerator should be 100 l - 300 l. Much more space has to be given for storing vegetables. Other important factor to be taken into consideration is the Power supply which is not so good in rural areas. To avoid the voltage fluctuations inbuilt stabilisers will be the selling features in the rural areas.

Solution for C

C) The chances of selling of 125 l and 150 l refrigerators are high becausethe prices of the refrigerators would be less. This would be a major factor. The second aspect would be they don't have many items to store.They would prefer a small refrigerator, also the space in their homes arenot very big wherein a small refrigerator would serve their needs.

Conclusion:

The rural markets are the potential markets for refrigerators. The growing purchase power and the need to improve the standard of living of the people in rural area paves for the new entrants to successfully market consumer electronics in rural markets with right strategies.

Case study 2 :

Coca-Cola Marketing Strategy 2024: A Case Study

Introduced more than 120 years back, Coca-Cola is still the most sipped soda worldwide, with a staggering 1.9 billion servings daily spanning 200+ countries. The brand has always been xc++enthusiastic about engaging customers more effectively. The robust Coca Cola Marketing Strategy has been able to invigorate the masses over the years, ranking as the world's largest manufacturer and licensor of 3,500 nonalcoholic beverages.

Coca-Cola Target Audience

Coca-cola has colossal brand recognition as it targets every customer in the market. Its perfect marketing segmentation is a major reason behind its success.

Age

- Firstly, the company targets young people between 10 and 35. They use celebrities in their advertisements to attract them and arrange campaigns in universities, schools, and colleges.
- They also target middle-aged and older adults who are diet conscious or diabetic by offering diet coke.

Income and Family Size

It introduces packaging and sizes priced at various levels to increase affordability and target students, middle class, and low-income families and individuals.

Geographical segmentation

Coca-Cola sells its products globally and targets different cultures, customs, and climates. For instance, in America, it is liked by older people too. So, the company targets different segments. It also varies the change accordingly, like the Asian version is sweeter than other countries.

Gender

Coca-Cola targets individuals as per their gender. For example, Coca-Cola light is preferred by females, while coke zero and thumbs up are men's favorite due to their strong taste.

Coca-Cola Marketing Channels

Coca-Cola initially employed an undifferentiated targeting strategy. In recent times, it has started localizing its products for better acceptability. It incorporates two basic marketing channels: Personal and Non-personal.

Personal channels include direct communication with the audience. Non-personal marketing channels include both online and offline media, such as

- Newspapers
- Promotion Campaigns
- Events
- Television
- Posters
- Emails
- Webpages
- Leaflets
- Billboards
- PR activities
- Social Media
- Magazines
- Radio

Question:

1. Analyze the new marketing mix strategies of Coca Cola

Solution:

Gist: Coca cola wants to change its marketing strategy from undifferentiated to differentiated strategy. The marketing mix elements are to be modified according to the current requirements.

Facts of the case:

1. The company targets young people between 10 and 35

2. Coca-Cola initially employed an undifferentiated targeting strategy. In recent times, it has started localizing its products for better acceptability.

3. Personal channels include direct communication with the audience

Solution to Q.No:1

Coca-Cola Marketing Strategy

A uniquely formulated Coca Cola marketing strategy is behind the company's international reach and widespread popularity. The strategy can be broken down into the following:

Product strategy

Its soft drinks are offered globally, and its product strategy includes a marketing mix. Its beverages like Coca-Cola, Minute Maid, Diet Coke, Light, Coca-Cola Life, Coca-Cola Zero, Sprite Fanta, and more are sold in various sizes and packaging. They contribute a significant share and generate enormous profits.

Pricing Strategy

Coca-Cola's price remained fixed for long time. The company had to make its pricing strategy flexible with the increased competition with competitors like Pepsi. It doesn't drop its price significantly, nor does it increase the price unreasonably, as this would lead to consumers doubting the product quality and switching to the alternative.

Place Strategy

Coca-cola has a vast distribution network. It has six operating regions: North America, Latin America, Africa, Europe, the Pacific, and Eurasia. The company's bottling partners manufacture, package, and ship to the agents. The agents then transport the products by road to the stockist, then to distributors, to retailers, and finally to the customer. Coca-Cola also has an extensive reverse supply chain network to collect leftover glass bottles for reuse. Thus, saving costs and resources.

Promotion Strategy

Coca-Cola employs different promotional and marketing strategies to survive the intense competition in the market. It should spends higher to promote its brand, utilizing both traditional and international mediums for advertisements.

With technological advancement, social media and online communication channels have become the most significant part of the Coca-Cola marketing strategy. It actively uses online digital marketing platforms like Facebook, Twitter, Instagram, YouTube, and Snapchat to post images,

videos, and more. The Coca Cola marketing strategy primarily includes SEO, email marketing, content marketing, and video marketing.

Conclusion: The marketing mix elements has to be re modified for the digital age to retain the position of market leader in beverages.

Case Study 3

Distribution Strategies of Mediquip

Mediquip Ltd. is a company dealing in distribution of medical equipments. The company recently imported 15000 units of sugar testing machines to test the sugar levels without taking blood samples. For deciding the marketing strategy, the Chief Executive Officer of the company called a meeting of the marketing heads of different zones.

In the meeting, Sandeep, the North Zone Marketing Head, suggested that since the machines were sophisticated they need to visit hospitals personally, to explain its working to the hospital staff who would be using the machines. He also suggested that additional trained people may be recruited for the same.

Himanshu, another Zonal Head, added that since lot of money had been spent on the import of the machines, the company was short of funds to pay to the additional staff as suggested by Sandeep.

Rahul, a newly appointed Zonal Head of South Zone suggested that since the size of the order is not large, a detailed study of the factors determining the choice of channels of distribution is required before making the right choice.

Questions:

1.Identify the factors influencing the choice of channels of distribution which were discussed in the meeting.

2.Explain briefly the other consideration to be taken care of in each factor identified

Solution:

Gist: Mediquip equipments distributing medical equipments faces certain issues in the current distribution strategy and would like to consider many other factors to design the new strategy.

Facts of the Case

1. Mediquip Ltd. is a company dealing in distribution of medical equipments

2. Zonal manager suggested that since the machines were sophisticated they need to visit hospitals personally

3. The size of the order is not large, a detailed study of the factors determining the choice of channels of distribution is required before making the right choice.

Solution to Q.No : 1

1. The factors influencing the choice of channels of distribution which were discussed in the meeting are listed below:

o **Product related factors:** It has been mentioned that the machines were sophisticated.

o **Market related factors:** It has been mentioned that the size of the order is not large. (in)

o **Company related factors:** It has been mentioned that the company was short of funds to pay the additional staff which had to be recruited to personally visit and train the hospital staff.

   Solution to Q. No;2

2. The other considerations to be taken care of in each of these factors is explained below:

o **The market related factors:**

▪ **Geographical concentration of potential buyers:** If the potential buyers for the firm's product are geographically concentrated at a few specific places, it is advisable for the marketer to adopt direct channels of distribution. If the market for the product is widely scattered, indirect channels of distribution will be more effective.

▪ **Size of market:** If the size of the target market is small, it is advisable that the marketer adopts methods of direct channels of distribution like online selling, mail order house, personal selling etc. wherein there are no intermediaries between the manufacturer and the consumers. However, if the marketer intends to target larger markets he should adopt indirect channels of distribution (one level, two level or three level) by using intermediaries like wholesalers , retailers etc.

S.No	Type of channel	Size of market	Geographical concentration of potential buyers
1.	Direct	Small	Concentrated
2.	Indirect	Large	Widely scattered

o **Product related factors:**

- **Nature of product:** Considering the technical nature of the industrial products they require short channels i.e., direct channel or involving few middlemen. Moreover, they are made to order and expensive products purchased by selective buyers. Whereas the consumer products, being standardised, less expensive, less bulky, non-technical can be better distributed by long network of channels, involving many middlemen. Moreover they are purchased frequently.

- **Type of product:** If the product under consideration is perishable like fruits, vegetables, and dairy products short channels should be adopted in order to preserve their quality. Whereas non-perishable products like toiletry products (e.g., shampoo , toothbrush, deodorants etc.), groceries (cooking oil, pulses etc.), fabrics can be best marketed through longer channels so as to reach wide spread consumers.

- **Unit value of the product:** If the unit value of a product is low as in case of most convenience products, long channels are considered more appropriate whereas products of high value should be sold through shorter channels.

S.No	Type of channel	Nature of product	Type of product	Unit value of the product
1.	Direct	Perishable	Industrial	More
2.	Indirect	Non- perishable	Consumer	Less

o **Company related factors:**

- **The degree of control it wants to hold on other channel members:** Short channels may be used if the management of the firm desires to have greater control on the channel members, but if the management does not plan to exercise strict control over the middlemen indirect channels or large number of intermediaries may be opted for.

S.No	Type of channel	The degree of control it wants to hold on other channel members
1.	Direct	Concentrated
2.	Indirect	Widely scattered

o

Conclusion:

The company should consider the market related factors and product related factors to design the new distribution strategy.

Case study: 4

Integrated Marketing Communication at Coconut Joy Ltd.,

"Coconut Joy Ltd." are the manufacturer of vegetarian frozen dessert food products made with coconut milk, agave syrup and other certified ingredients. The founders of the company Lovely and Lalita originally developed this treat to meet their own needs but found that their friends and families around were also keen to use the products. It was not only the vegetarians, but also those who could not get enough environment friendly sustainable food, that appreciated the product. It did not take long for Lovely and Lalita to recognise the potential of their little venture. In the beginning they started from their home with the product being sold through local family parties that enable guests to personally meet the owner. This helped to establish strong connections with the prospective buyers and the company could put the product on shelves of natural food store. The company used* all marketing activities to grow and expand. The company began sponsoring booths at festivals, drawing attention to its newly created vegetarian products. It also disseminated relevant information to media about its products and the people who helped in building the company's reputation. Lovely and Lalita were invited for an interview with one of the leading TV channels in which they talked about their environment friendly vegetarian products. To show its gratitude to customers, local business and government officials who supported the company from the beginning, "Coconut Joy Ltd." hosted a gala event and involved all of them to raise funds for a few local NGO's. The company also asked its fans and customers to send songs and poetry conveying their impression about "Coconut 'Joy's Ltd." products.

Questions:

1. Identify and explain the communication tool used by "Coconut Joy Ltd". .
2. Briefly explain the role of the tool identified

Solution to Q.No:1

1. Public relations is the communication tool used by "Coconut Joy Ltd". Public relations refers to the practice of managing communication between an organisation and its publics in order to create and maintain a positive image about itself and its products.

Solution to Q.no. 2:

2. The role of public relations department is described below:

- o **Press Relation:** It manages relations with the press to present true and correct information about the company. Thus, public relations helps to create a positive image about the company in the eyes of various interest holders like consumers, government, suppliers etc.

- o **Product Publicity:** It undertakes product publicity for new products through sponsorships. Thus, it helps in launching new products as they may be accepted easily because of good reputation of business.

- o **Corporate Communication:** It promotes image of the company through different ways of corporate communication like publication of newsletters, brochures, articles or arranging for talk shows or speeches of high officials of the company.

- o **Lobbying:** It is proactive in promoting or defending regulations that affect business by maintaining healthy relationships with associations of commerce and industry, government officials and different ministers in charge of corporate affairs etc.

Conclusion: Coconut Joy Ltd., can use public relation, publicity, corporate communication and lobbying strategy along with other regular strategies like indoor and outdoor advertisement.

Case study 5:

Product Mix Modification of Unilever

Unilever has found a new way to make ice creams by using an ingredient called 'ice structuring protein' which is widely found in nature especially, in fishes which allows them to survive in freezing arctic waters. Combining ISP with stabiliser technology allows to make ice creams that don't melt so easily thereby making it more convenient for small children and consumers in hot countries. Fat and sugar are key nutrients in ice cream and very important as structural building blocks. But with consumers less keen on saturated fat and sugar in their diets, there is a greater need to utilise additional structure from the ice phase to maintain excellent sensory delivery.

Ice content and ice crystal size play a critical role in determining the taste and texture in ice cream. Re-crystallisation and coarsening of ice lead to quality loss, resulting in cold eating products. This problem is exacerbated by elevated temperatures and temperature fluctuations experienced on storage. To counter these effects, conventional technology uses good process control and additives, such as gums or thickeners. However, both these challenges (better nutrition and good quality) taken together demand a new dimension in ice control.

The discovery of ice structuring proteins (ISP) signalled that nature might provide a solution to these challenges. Research showed that these special proteins could not only limit growth rate of ice and its re-crystallisation but could also influence the morphology of the ice structure. Unilever established a major R&D programme complemented by external collaborators to explore ISP functionality and its possible use in ice cream and water-ices. Later it focused on five key challenges: developing a sustainable source, compiling a comprehensive safety dossier, securing regulatory approval from authorities around the world, and conducting consumer research to determine product development and innovation. The introduction of ISP as a new ingredient in ice cream will enable new generations of vitality based innovation that have not been possible until now.

Questions:

1. Identify the component of marketing mix being taken into consideration by the company.

2. Explain briefly the function of marketing highlighted here.

3. List any two values that the company wants to communicate to the society.

Gist: Unilever has modified its product mix through an innovative method of making the ice cream with a new component. It is considered by the company as a socially responsible move.

Facts of the case:

1. Unilever has found a new way to make ice creams by using an ingredient called 'ice structuring protein'

2. it focused on five key challenges: developing a sustainable source, compiling a comprehensive safety dossier, securing regulatory approval from authorities around the world

Solution to Q.No 1:

1.The component of marketing mix being taken into consideration by the company is 'Product'. Unilever has found a new way to make ice creams by using an ingredient called 'ice structuring protein' which is widely found in nature especially, in fishes which allows them to survive in freezing arctic waters. Combining ISP with stabiliser technology allows to make ice creams that don't melt so easily thereby making it more convenient for small children and consumers in hot countries. In the context of above case:

The component of marketing mix being taken into consideration by the company.

a) Product

b) price

c) place

d) promotion.

Solution to Q.No 2:

2) The function of marketing highlighted here.

a) Gathering and analysing marketing information

b) Marketing planning

c) Product designing and development

d) Branding

. **Product designing and development:** Every marketer strives to achieve his marketing objectives by creating offerings to satisfy a need or a want. Therefore, one of the core functions of marketing is to develop the product in the most effective and efficient way. Every marketer

endeavours to add value to his product by introducing constant innovations in the product to enhance both its utility and attractiveness in the eyes of the potential buyers and gain a competitive edge.

Solution to Q.No 3:

3. The two values that the company wants to communicate to the society are:

o   Responsibility towards consumers

o   Technological advancement.

Conclusion: Innovation in product mix through research and development leads to the long term success of the products. The decision of Unilever is beneficial for both the company and the society.

Case study :6

Brand Management: Nike Case Study

n general, brand management describes marketing, advertising, overall placement, distribution, and design of the company's products and services that substantively contribute to the development of the brand's personality. However, this term is also related to the perception and perceived values created by a company and its relationship with consumers. This paper includes the evaluation of Nike, an outstanding sports apparel and footwear corporation, and its response to the customers' behavior affected by a global trend of climate change.

Since the company's foundation, Nike, Inc. has focused on discoveries and innovations in its sphere in order to provide products of high quality to athletes all over the world. It was founded in 1964 by Phil Knight, the track athlete of the University of Oregon, and Bill Bowerman, his coach . Originally, the company was called Blue Ribbon Sports, and it operated as a distributor for Onitsuka Tiger, a Japanese shoemaker . After the opening of its first retail store in California in 1966, Knight and Bowerman expanded their business in various regions across the United States . In 1971, Blue Ribbon Sports became an independent company with a new name and its own logo, Swoosh, that imitated the goddess's wing, and released its own footwear line . Eventually, Nike took the leading position in the country's athletic market through multiple marketing communication ways that contributed to the customers' awareness about products.

In the present day, Nike, Inc. is a multinational corporation with a wide arrangement of products that are available across the globe. Over the past several years, it has increased its revenue from 16$ billion to 24$ million, with 19% of the footwear market share. It is currently based in Beaverton, Oregon, and includes such brands as Nike, Jordan, and Converse. The company defines its principal business activity as "the design, development and worldwide marketing and selling of athletic footwear, apparel, equipment, accessories and services" . Nike, Inc. distributes its products through corporation-owned retail stores, digital platforms, and a substantial number of independent licensees, sales representatives, and distributors in the majority of countries all over the world. Virtually all apparel, equipment, and footwear of Nike, Inc. are produced by independent contractors both in the territory and outside the United States.

There are six main categories of products – NIKE Basketball, Running, the Jordan Brand, Training, Football, and Sportswear. The company additionally markets footwear and sports clothes that are designed for children.

Nike, Inc. releases multiple products for recreational and athletic uses such as baseball, cricket, American football, tennis, lacrosse, volleyball, wrestling, walking, skateboarding, and other outdoor activities. Moreover, it sells a specific line of accessories and equipment that includes sports balls, bags, bats, gloves, socks, eyewear, digital devices, protective equipment, and timepieces (NIKE, Inc., 2018). In general, the company aims to expand its positions in the market and the relevance of its brand through innovative development techniques. In addition, Nike has obtained "a strong name or title in the market of running basketball and football categories in North America and central and Eastern Europe" . Moreover, it works in cooperation with world-class partners in order to expand opportunities for children, adolescents, young adults, retired athletes, and their communities. The company's strategy implies constant development and market exploration for retail effectiveness and customer satisfaction.

Company's Mission and Heritage

The company defines its goal as the unconceivable motivation, passion for sport and innovations, and enthusiasm to do all possible things in order to expand the potential of every person. The official statement of Nike's mission sounds "to bring inspiration and innovation to every athlete in the world. If you have a body, you are an athlete" . According to the company's statement, the world of athletes is united "in the joy of movement," and the inspirational power of sport helps to overcome differences and breaks down barriers worldwide. Nike, Inc. believes that its team diversity serves every customer individually, accelerates innovation, and supports creativity. The company focuses on inclusion and diversity throughout its business and corporate culture to empower its employees "to realize their full potential and create breakthrough innovations for athletes"   In addition, Nike, Inc. embraces different perspectives of its high-performing team as every member may bring unique ideas and experiences.

Throughout its history, the company aimed to create groundbreaking sport innovations, increase the sustainability of its products, build a diverse and creative global team, and positively influence living and working communities all over the world. It pursues to continue its legacy of exceptional quality and innovative thinking to develop various products for athletes "of every level of ability" to reach their potential . Nike, Inc. aims to provide access to sport for every child and adult. In addition, the

corporation creates business opportunities for Nike to avoid competition and provide the brand's value for its shareholders.

Question:

1. Examine the brand perception of consumers towards Nike

Solution

Gist: The mission, vision and heritage of Nike contributes to the brand value and the company likes to establish strategies for brand building and communication. The brand perception of the consumers plays a vital role in building brand value.

Facts of the case:

1. The company defines its goal as the unconceivable motivation, passion for sport and innovations, and enthusiasm to do all possible things in order to expand the potential of every person.

2. The company creates business opportunities for Nike to avoid competition and provide the brand's value for its shareholders.

Brand Perception by Consumers

Nike may be currently characterized by-products that are well-known all over the world, effective advertisement campaigns, and positive views shared between consumers, their families, and friends. After purchasing the brand's footwear, equipment, apparel, or accessories, customers experience their quality and remain satisfied . Moreover, the athletes' commitment to the brand may be explained by the corporation's focus on inclusive culture. This aspect implies equal opportunities for all adults and children, regardless of their age, gender, ethnicity, sexual orientation, socioeconomic status, and location. In addition, Nike attracts consumers who pay particular attention to the sustainability of manufacturing and products as the company uses innovative materials, such as recycled leather fiber, to avoid a negative impact on the ecology. That is why the majority of customers feel that they got comfortable, environmentally friendly, and good-looking products.

In the present day, Nike, Inc. is a multinational corporation with a wide arrangement of products, brand heritage, well-defined missions, effective advertisement campaigns, and positive views shared between consumers, their families, and friends. The company defines its goal as the unconceivable motivation, passion for sport and innovations, and enthusiasm to do all possible things in order to expand the

potential of every person. It goes without saying that global trends substantively influence people's behavior, especially in the sphere of consumption and service.

Conclusion: The consumer perception towards Nike brand is very positive and the brand value is very close to the mission , vision and heritage of the company.

Case study 7:

Personalization approach of Intel

Intel, one of the most popular technology brands worldwide, ranks 7th on the Fortune 500 list. With their marketing strategies, it's no wonder that the organization enjoys massive customer loyalty.

Intel was already a trusted technology partner for many computer manufacturers. However, they wished to establish a positive brand image in the business world and the public eye.

They began by strategically leveraging co-op advertisement campaigns targeted toward OEMs (Original Equipment Manufacturers). It helped them put their products into mass-produced PCs, ultimately meant for the public.

The arrangement was simple: Intel agreed to pay for their OEM partners' advertising as long as they got to stick their logo on OEM products. The PC came out with an "Intel Inside" sticker on the CPU.

This "Intel Inside" campaign was a stellar success, not just figuratively. There are numbers to prove it. In 1991, before the campaign began, Intel stood at a market capitalization value of about $1 billion. After implementing this strategy, their market cap rose to $5 billion by 2003.

Since then, the phrase "Intel Inside" has been associated with reliability and is proving to be a tough climb for Intel's competitors like AMD. Partnerships can be fashioned into marketing for brand awareness and trust.

Partnerships can be fashioned into marketing for brand awareness and trust. The case study showcases how Intel leveraged partnerships with computer manufacturers to promote its microprocessors, which helped create brand recognition and consumer trust.

Marketing should showcase the innovative value of a product to the customers who need it and use it: IBM's defensive marketing strategy of self-attack and focus on product differentiation, and value delivery helped position the brand as a consistent innovator that launches improved technologies and services.

Marketing strategies must evolve with time and communities. There must be a resonation between a brand and the people: Microsoft's focus on Global Diversity and Inclusion (GD&I) and its three core pillars of representation, addition, and invention helped the brand resonate with its target audience.

Build the strategies and products on what the people want to believe in: Apple's focus on creating a revolution of people who believe in something and delivering products that ride that wave has helped the brand stay on top.

Dell's direct model of business and marketing, which eliminated intermediaries and gave the brand a first-hand understanding of consumer needs, helped the company grow five times faster than the industry average.

Personalization is one approach to tackle the problem of product-centric marketing and leverage the power of customer customer-centric marketing. The website personalized messaging system helped to create a unique personalized experience on   website

Question:

1. Analyze the strategies adopted by Intel.

Gist: Intel was very successful in "Intel Inside " Campaign. But later the competition from companies like IBM, Dell has forced it to modify its communication strategy and adopt personalized messaging approach.

Facts of the case:

1. Intel leveraged co-op advertisement campaigns targeted toward OEMs

2 "Intel Inside" campaign was a stellar success

3. Marketing strategies must evolve with time and communities

Solution to Question No:1

Marketing strategies draw from the simplest concepts like needs of consumers and how to reach them through the brand promotion. Intel have become leaders in their respective industries by adopting innovative marketing strategies. From direct-to-consumer models to community-building campaigns, the approaches have allowed it to connect with customers and build lasting relationships based on trust and value.Attempt to understand the ideal consumer and fashion a simple campaign that strikes the right chord.

Intel's e-business websites can offer personalized content for individuals at all levels of the customer organization – engineering, marketing & sales, management, procurement. Providing

customers with the information that matters most to them makes it easier and faster for customers to take action. Intel also can try new strategies like

- **Referral Messages:** Referrers send personalized messages containing referral codes or links to friends, emphasizing personalization for a more impactful connection.
- **Referral Emails**: Utilize personalized subject lines, preheader texts, and tailored content based on recipient behavior to increase the chance of engagement and action.
- **Social Share Messages**: Encourage brand ambassadors to personalize social media posts by focusing on the benefits and using first-person narratives, making messages concise and engaging to maximize program success.

Conclusion: Intel innovations in customer campaigns are the right measure taken at the right time. Implementing personalized approach in different methods like referral marketing and social media marketing will improve the business performance of Intel.

Case study 8:

Zomato's Business Model

When Zomato started, it aimed to become the best restaurant search and discovery platform. It had the names of different restaurants, menus, costs, reviews, and other essential details. It offered in-depth information on more than 1.4 million restaurants across 23 countries. Over the years, it has become a popular online food delivery platform. Now customers can order food from their favorite restaurants by using their website or app. Zomato has many delivery executives who pick up the order from the eatery and deliver it to the customer's address. Zomato is an Indian group founded by two IIT graduates, Deepinder Goyal, and Pankaj Chaddah, in Delhi NCR in 2008. Once Deepinder saw his colleagues ordering food from different restaurants. That was when Deepinder came up with bringing these restaurant menus online. One day they noticed their colleagues standing in a long queue in the cafeteria waiting for lunch. So they thought about how much time people could save if they did not have to wait and get their favorite food delivered to their doorstep whenever required. It is how they started the online food delivery service under "FoodieBay" and renamed it "Zomato." In the initial stage, FoodieBay listed restaurants in Delhi and NCR. But, they soon grew their business in other metro cities like Kolkata and Mumbai. As FoodieBay started attracting more and more customers, the founders decided to revamp its name to appeal to audiences outside India too. So then they changed the name of FoodieBay to "Zomato." By 2016, Zomato had its sophisticated app doing food deliveries from registered restaurants. The success of Zomato lies in its unique Business Model. Zomato is an app whose business model works around food supply online, providing knowledge, user reviews, and menus of partner restaurants. Here are some of the essential components of Zomato's business model:

1. **Customer segments-** The customer segment of Zomato has three different components: Local restaurants, reviews, and users.

2. **Zomato provisions-** Zomato has created a well-designed valuation model for its food delivery services. Zomato Gold & Piggybank has enhanced the standard of services that Zomato offers.

3. **Alliances of Zomato-** New partnerships with several big names like Visa, Uber Taxi, and Paypal have improved the business model of Zomato.

This online food delivery app provides a discount to advertise its usage and improve its customer base, considering the tough competition in the market. It's mainly a selling strategy. Zomato soon

started its service in the Cloud Kitchen industry too. Zomato is active on Twitter, Instagram, and Facebook. It has 757K followers, 1.5 million followers on Twitter, and more than 737K followers on LinkedIn. Zomato communicates with its customers by creating posts on popular subjects.

The brand is aware of its audiences, likes, and dislikes. As a result, it supports material that people love to share, discuss, and reconsider. To engage customers online, it utilizes popular topics and publishes simple pictures.

During the 2016 Olympics, Zomato promoted its brand on Twitter. The brand used Olympic rings made of coffee and claimed they would receive the gold medal if drinking coffee were a sport. Another hot subject that Zomato targeted was The "Pokemon Go" video game. Zomato started earning from that too. The brand used the famous Pikachu to promote its brand on Twitter. Connecting with the customers by Zomato was aided by positing popular themes. Users possibly don't want to contemplate too much while using social media. Individuals use social media to enjoy and view humorous content.

Zomato's digital marketing strategies keep on getting adjusted with new trends emerging. They find new methods to attract customers' attention. Currently, they are doing a fantastic job.

However, they will benefit considerably if they put forth a sustained effort.

These people are skilled enough to make the most of the Email marketing tool. One of the most innovative and effective strategies is Zomato's email marketing. Zomato keeps its customers loyal to its company by utilizing appealing subject lines and a drive to action.

The brand ran an email marketing campaign on Amazon Prime Video with the theme of the legendary series Mirzapur Season .In addition, it created a CV for Biryani as a vital part of one of its most prominent email marketing methods. Food-related terms like, for example, "Curriculum Vitae of Biryani" was showcased by Zomato. In addition, it used the CTA "hire immediately" instead of "order now." It is the reason why Zomato's email marketing strategy performed so well.

Regarding SEO, Zomato has put a lot of effort into this field. According to Ubersuggest data, Zomato ranks for around 7,544,348 keywords on June 2023. Its organic traffic is 77,874,441 users every month.

The company lists the top keywords in its niche and designs a webpage for those. This indicates to the search engine that these pages are apt for the user's search query. It is a great strategy to ensure that the website ranks top. As of June 2023, Zomato has 12,738, 685 backlinks from

different high-authority domains. It, too, helps Zomato to rank higher. They are active on Social Media too. Zomato has 829K followers on Instagram and around 1.5 M on Twitter.

Zomato's target audience comprises people between 18 and 35 with smartphones and well-versed in using different apps. It focuses on attracting two customers, one who prefers to eat out and another who wants to order food from outside and deliver it to their home. These groups frequently coincide. The Zomato Gold program offers incentives for those who eat out and offers food delivery service for those who want the food delivered at home. Individuals who work and want their food delivered to their office, students who live in hostels and need food, those who lack time to prepare their food, and those who occasionally enjoy eating outside under this group. Zomato uses Google AdWords for its search ad campaigns. It targets terms like "Food," "Restaurant names," "Online food ordering," and many others. It focuses on attracting people who want food delivered to them. It also runs Google Display ads to target individuals on apps and websites from 3rd parties. Zomato has advanced the "hyper-local marketing" idea by advertising its material in regional languages and contacting micro-influencers.

It, in turn, increases the credibility of Zomato by enabling them to connect with more and more audiences. Zomato has focused on Influencer Marketing in its marketing strategy as it identifies its potential. Whether micro or macro-influencer, Zomato is not afraid to move further and leverages its disrepute to expand its user base.

All of us are aware of Zomato's humorous takes on different scenarios through its tweets. Zomato offers content that will make its customers smile, no matter whatever issue they are dealing with currently or the one they encounter regularly. Moreover, its humor spreads fast and has a powerful impact. Memes play a significant role in social media, and the brand has mastered the "meme marketing" method as it recognizes its importance. As a result, the food delivery company attracts a lot of organic traffic. Thanks to the content marketing strategies followed by the brand, which ultimately helps to increase its revenue.

Questions;

1. Identify the Internet Business Model of Zomato

2. Examine the marketing strategies of Zomato.

Solution:

Gist: Zomato is a completely online driven business that has its own internet business model. The marketing strategies of Zomato focuses on customer segment and alliances with good hotels.

Fact of the Case:

1. The customer segment of Zomato has three different components: Local restaurants, reviews, and users.

2. Zomato's target audience comprises people between 18 and 35 with smartphones and well-versed in using different apps

3. . Zomato has focused on Influencer Marketing in its marketing strategy

Solution to Q.No:1

The e-Business model, like any business model, describes how a company functions; how it provides a product or service, how it generates revenue, and how it will create and adapt to new markets and technologies Integrating E Business to an existing business model

E-Business Concept of Zomato

 Price-Pricing is an important part of the e-business concept and should be established on the basis of market research Market Research-The selection and refinement of the business concept should be integrally tied into knowledge of the market it serves   Corporate Strategies-strategies that describe how the business concept will be implemented.   Goals and Objectives - The e-Business concept should be based, in part, on goals such as "become a major car seller- Objectives are more specific and measurable.   The e-business concept describes the rationale of the business, its goals and vision, and products or offerings from which it will earn revenue.

Value Proposition

The value chain, describes a linear set of steps, which could be activities or business processes such as design, production and sales, whereby a manufacturing company delivers value - strives for overall efficiency and cost reduction by increasing the efficiency and reducing the cost of each business process.   Structural Concepts to Deliver Value-company organize its structure and functions according to the type of product or offering delivered .

Sources of Revenue

  Some of these sources of revenue for zomato are: a) Agent commissions

 b) Sales commissions

c) Sales profits.

 A mix of revenue sources is often referred to as a revenue model   Several revenue sources may be available to an e-business.

Activities, Resources and Capabilities

Competencies result from workers with distinctive capabilities; skills and processes that efficiently utilize resources, and combinations of activities that add significantly to the value of the output In order for the business to be successful, workers with certain skills, or capabilities, must be available In **order to perform** activities an organization requires human, tangible, intangible and supporting resources   Activities are specific business processes or groups of processes such as design, production and sales that implement the business concept

Solution to Q.No: 2

Influencer marketing: Zomato has placed a lot of attention on influencer marketing in its advertising strategy because it recognizes its potential. Whether a macro or micro-influencer, Zomato isn't afraid to go above and beyond and leverages its notoriety to grow its user base. We are all aware of Zomato's funny takes on various scenarios via its tweets. Zomato provides content that will make its consumers smile, regardless of the issue they are now dealing with or the one they encounter daily. Additionally, its humor spreads like wildfire and has a powerful knock-on impact.

Memes are extremely popular on social media, and Zomato has mastered the technique of "meme marketing" because it recognizes its significance. The food tech firm generates a lot of organic traffic thanks to this content marketing technique, which eventually helps to increase its overall revenue.

Conclusion

Zomato as a brand leaves a lasting impression on the consumers, and therefore the brand is unforgettable

Case study 9:

Product Mix of KFC

KFC is one of the few **American companies** that can look back on a lengthy history of success and innovation. All of it started with one cook who created a soon-to-be global-well-known recipe extra than 70 years in the past, a listing of mystery herbs and spices scratched out at the lower back of the door to his kitchen. . Back in the early 90s, the main **KFC strategy** was to modify as per the consumer demand. **KFC** has added approximately modifications inside the menu to provide additional products along with chicken wraps, and fillet burgers. It also involves more healthy items which include salads, and coleslaw to have a selection of meal objects for centered clients. Desserts and drinks are a number of the highlighting products which are furnished with the aid of KFC. The other fowl offering, more crispy, is created out of garlic marinade and double dipping the chook in flour before deep frying in a well-known business kitchen set gadget. It additionally serves wedges, potato chips, zinger burgers, coleslaw, depending on the worldwide place. The organization has made its region in the marketplace with steadiness and great products. Through the help of fast facility results, the success of consumer dreams, **KFC** included a couple of enterprise tactics to provide a similar kind of revel in. Their taste and freshness of merchandise are like no other franchise inside the **marketplace** and even though they're offered at a lower rate, consumers get a balanced, healthy meal with an identical amount of deliciousness.

KFC (Kentucky Fried Chicken) utilizes demographic segmentation to cater to the requirements and desires of its customers. KFC's customers are primarily teenagers and young adults. **KFC business** used to offer a similar menu worldwide, implying that it had a non-differentiated targeting technique. However, KFC has begun to localize its menu in recent years, following McDonald's lead. This has improved **KFC's establishment** in its market acceptance. Furthermore, it has shifted its positioning strategy from commodity to value in recent years. There are only a few **KFC outlets** that provide vegetarian food. When it is about non-vegetarian options, however, KFC remains unrivaled. It's all about the chicken wings, and the chicken bucket is a crowd favorite. The majority of non-vegetarians come to KFC because of this outstanding targeting method. In the worldwide brand ranking chart, **KFC** is presently placed 147th. The organization has been able to achieve top-of-mind awareness (TOMA) because of its consistent

positive brand positioning. **KFC business** is now targeting the left-out sector with its development of a Veg-menu and localization approach, which will aid in its brand management. Another aspect that aids **KFC's business** is its ongoing branding initiatives, which include both above- and below-the-line marketing strategies.

McDonald's, Kyochan, Kokoriko, and a slew of other regional and national fast-food chains compete with **KFC business**. In emerging countries, local fast-food outlets are also giving KFC a run for their money. Various fast-food outlets in developed countries are corroding each other's market share. Subway and McDonald's are two of the main **KFC competitors**. Those are both burger joints, and although McDonald's serves burgers, Subway serves sandwiches. Although Subway has yet to realize its full distribution capacity, KFC and McDonald's are continuously at odds because of their massive global popularity.

Questions:

1. Examine the product mix of KFC

2. Develop solution for issues related to product.

Gist: KFC is known for its success and innovation. The product mix of KFC is decided based on the needs and wants of the consumers. As the consumer expect health and fitness through food products, the company has to redefine its product mix.

Facts of the case:

1. **KFC strategy** was to modify as per the consumer demand.

2. KFC's customers are primarily teenagers and young adults

3. Subway and McDonald's are two of the main **KFC competitors**

Solution to Q.No: 1

KFC is a well-known and trusted brand in several countries because of its rapid franchising and global expansion. The original **KFC chicken** formula is a closely guarded secret and a competitive advantage over the company's competitors. . KFC has some benefits since it allows the restaurant to provide things from its partners that it does not have and so meet more consumers' needs. **KFC** is the world's top market leader among firms that sell chicken as their principal product. KFC has easily distinguished itself from other fast-food companies with its iconic motto and signature chicken products.

KFC business has contracted with suppliers who have supplied infected poultry or mistreated chicken over the decades, resulting in decreased sales and a tarnished reputation. **KFC's chicken menu** is primarily comprised of high-calorie, high-salt, and high-fat meals and beverages. Such a menu provokes criticism from obesity-fighting organizations, lowering KFC's appeal. Consumers frequently forego unhealthy options in favor of healthier alternatives.

As the desire for healthier foods grows, **KFC** may expand its menu to include more healthy choices, turning weaknesses into strengths. KFC may take full use of the home delivery prospect (it is now testing delivery services) and reach out to more consumers. **KFC business** might add new items to its menus, such as pork, beef, or just vegetarian meals, to appeal to a broader audience and attract more customers.

The fast-food sector in industrialized economies is already overloaded with several fast-food franchises, posing a danger to **KFC establishments** struggling to grow in developed economies. As a result of government and other organizations' efforts to combat obesity, individuals have become more aware of consuming healthy food instead of what **the KFC menu** has to serve as their key products.

Solution to Q.No: 2

Increasing demand for more healthy meals clients now are changing their needs and wants for convenient food to greater wholesome food. Many rapid-meals agencies had modified their menu and provided more alternatives to clients to deal with these changes. Although KFC has a

vegetarian fast-meals category like coleslaw, and mashed potatoes, KFC has restrained menu gadgets compared to **Subway**, **Pizza Hut**, and **McDonald's**. KFC could introduce steamed fowl and vegan burgers on its menu. According to the investigation, the steamed hen has less than one-1/3 of the energy of fried chicken. A vegan burger made from greens and soya bean patty is also more healthy than a fried chicken patty.

Introducing new products to its simplest hen variety **KFC** is thought to be a favorite of chicken meat fanatics and this segmentation is the principal achievement component of KFC. However, focusing on chook products makes KFC hard to compete with every competitor who has a large range of products on their menu. KFC can also introduce new meals to its menus which include pork and fish products. KFC ought to transform the pork and fish meat into a burger patty, nuggets, meatball, or maybe serve in maintaining a slice of red meat or fish meat.

The strategies recommended are

- Greater product diversification is one way to do this.

- Continuing the exercise of combining brands

- Expanding international strategy to the international locations of Japanese Europe and Russia. These movements, for my part, might comfortable the sales stage from falling.

Conclusion

With the **fast-changing lifestyle**, wholesome eating addiction is turning into a part of a cutting-edge lifestyle that has driven customers to attempt new things and stories. Those adjustments have made **KFC** observe the fashion and the desires of the patron in recent times. To deal with the healthy lifestyle, KFC ought to broaden a more fit menu in line with the general public of clients' tastes and the modern flavor fashion.

Case study 10

Performance Marketing of Dominos

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Domino's is a globally recognised pizza brand with a vast network of stores and franchises. It has successfully targeted a wide demographic range, primarily focusing on individuals aged 18-35 in India.

In terms of social media, Domino's India has a notable presence with a significant following on platforms such as Instagram, Facebook, Twitter, and YouTube. Whether by featuring ordinary people in marketing campaigns, utilising relatable hashtags and slogans, or creating engaging videos, Domino's fosters a strong connection with its followers. The brand excels at the moment marketing by producing videos in different languages to reach a wider audience.

One of Domino's recent successful campaigns was launched on Friendship Day, where they emphasised the last slice of pizza as a catalyst for forming new friendships. Through a social experiment campaign, three pairs of strangers bonded over a single slice of pizza, creating engaging and lighthearted conversations. The campaign was live across multiple social media platforms and sparked conversations through an Instagram contest, encouraging users to tag the person they wanted to share the last slice of pizza with on Friendship Day. This approach generated user participation and increased brand engagement.

Email marketing plays an integral role for Domino's India, primarily for order confirmation and remarketing. The brand relies heavily on SMS marketing for sending OTPs, order confirmations, and offer-related messages. Traditional marketing, such as hoardings and banners, continues to promote various offers and highlight nearby stores.

Domino's effectively uses paid advertisements on Google, targeting specific audiences with search ads to promote their offers. The brand also employs targeted ad marketing on platforms like Facebook and Instagram, displaying ads exclusively to the intended audience, ultimately driving traffic to their website or app.

Domino's Pizza implemented a performance marketing campaign called "Pizza Tracker" that allowed customers to track their pizza orders in real-time. This innovative feature not only enhanced customer experience but also increased transparency and trust.

Overall, Domino's India has successfully implemented a comprehensive digital marketing strategy. By focusing on different advertising platforms, the brand effectively engages its target audience, builds brand loyalty and continues to solidify its position as a leading pizza delivery brand in India and beyond.

Question :

1. Identify the effect of the advertisement campaign.

2. Evaluate the impact of the social media marketing.

Gist: Domino's is a globally recognised pizza brand with a vast network of stores and franchises. It is clear the company have found their place in the digital market. hey took a different, more transparent approach in terms of their relationship with customers through social media.

Facts of the case:

1.Domino's target a wide demographic range, primarily focusing on individuals aged 18-35 in India.

2. Domino's India has a notable presence with a significant following on platforms such as Instagram, Facebook, Twitter, and YouTube

3. Domino's effectively uses paid advertisements on Google, targeting specific audiences with search ads to promote their offers

Solution to Q.No.1

. Advertisement campaign : Domino's Pizza has served up a campaign to end 2020, by giving people a chance to celebrate their 2020 ke Dost of the Year.

Recognising the ups and mostly downs of 2020, the brand observed an interesting paradoxical behaviour arise from the circumstances of the year - one where self-isolation and social distancing have actually brought people closer, from reconnecting with old friends to finding friendships in the most unusual of places. And these relationships in general have made the year 2020 bearable.

Solution to q.No:2

Social media marketing:

Domino's have a loud presence on social media; consumers are always responding and stirring up conversations. They know what the people want – humorous quotes alongside high-quality pictures of pizzas that'll leave the audience salivating.

Domino's on Facebook

On the Domino's Facebook page, one can find a good mix of promotional content and community-engaging posts, with lots of colourful and fun visuals. Keeping up with the times, Domino's typically engage with national/hashtag holidays and reference current events. In the example below, Domino's posted a relatable Facebook post appealing to youthful British culture – starting with alcohol and ending with Domino's. It's a running theme for Domino's to exude confidence, perhaps even cockiness, of the popularity of Domino's pizza. This relatable content leads to Domino's' content being shared with friends and family, playing into 'guilty pleasure' culture.

Domino's on Instagram

Instagram is equally on-trend, using popular hashtags and employing the 'taking photos of your food and posting them' tactics. Every week, Domino's UK showcases a different photo taken by employees at stores from across the country. This is a great way to show the human side of the brand, engage employees, and encourage content sharing.

Domino's on Twitter

As with many successful B2C brands on social media, Domino's utilise social media as a customer service tool as well as – and arguably even more than – a marketing tool. On Twitter, Domino's goes down the route of primarily customer service, with interactions, GIFs, and pizza memes sprinkled throughout.

Conclusion:

Domino's social media has latched onto the digital innovative train with no plans to alight. It's quite easy to see the company's success is derived from their online presence, rather than solely down to the falling cost of cheese. To learn more about how to do social media as a fast-food business.

SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES.
(AUTONOMOUS)
Department of Management Studies

Finance Case Studies

INDEX

Case study-1 :

Make or Buy Decision

The management of a company found that, the cost of making a component Rs/-20. The same is available in the market at Rs/-18 with an assurance of continuous supply. Give a suggestion whether to make or buy this part and also give your advise in case the supplier reduces the price from Rs/18 to Rs/-16.

The cost information is as follows.

Material cost – Rs/-7 per unit

Direct labour – Rs/-8 per unit

Other Variable Expenses – Rs/-2 per unit

Fixed Expenses – Rs/-3 per unit

Sol:

I. **In case of market price is Rs/-18:**

Cost of the production is < price of the product is available in the market (17<18)._So it is better, the firm take the force of production rather than purchase of the product (18+3) = 21.

II. In case of market price is Rs/-16:

Cost of production is > price of the product available in the market (17>16).

Comment:

The product available in the market is cheaper than the manufacturing of a product. So it is advised that the firm should purchase the products at the rate of Rs/-16 in the market rather than manufacturing of a product.

Calculation of Total Variable cost per unit:

Materials – Rs.7/-

Direct labour – Rs.8/-

Other Variable Expenses – Rs.2/-

Total Variable Expenses per unit –Rs.17//-

Case study-2

Key Factor

From the following data which product would you recommend, if the Time being the key factor.

Particulars	Product A	Product B
	(Per unit)	(Per Unit)
Direct materials	24	14
Direct Labour@Rs/1 per hr	2	3
Variable Overheads Rs/-2per hr	4	6
Selling price	100	110
Standard time to produce	2hrs	3hrs

Calculation of contribution per hour:

Particulars	Product A	Product B
	(P.U)	(P.U)
Selling Price	100	110
Variable Cost:		

Direct Materials	24	14
Direct Labour @1/-Per hr	2	3
Variable O/h 2/- per hr	4	6
	30	23
Contribution PU	70	87
Standard time to produce 1unit	2hrs	3hrs
Contribution per hr	35 Per hr	29 per hr

Comment:

Contribution per hr on product A is higher than the contribution per hr of product B, Thus the product is Preferable.

Case study-3

Production Capacity

Particulars	Product A	Product B
	(PU)	(PU)
Direct Materials 20 per kg	80	320
Direct labour @ 10/-	100	200
Variable o/h	40	80
Selling Price	400	1000
Total fixed o/h	30000	

Comment on the profitability of each product in case of inadequate supply of raw materials and if the production capacity (time) is limited.

Sol:

Calculation of contribution per unit

Particulars	Product A	Product B
	(PU)	(PU)
Sales	400	1000
Variable cost		
Direct materials	80	320
Direct labour	100	200

Variable o/h	40	80
Total Variable o/h	220	600
Contribution	180	400

Key factor

Product A contribution per kg is 45/-

Product B contribution per kg is 25/-

Comment:

Product A is preferable

Time:

Contribution per hr for product A is 18/-

Contribution per hr for product B is 20/-

Comment: Product B is preferable

Case study-4:

Additional profits on foreign order

The cost statement of a product is furnished below:

Direct materials – 10/-

Direct wages   -   6/-

Factory o/h

Fixed - 1/-

Varible – 1/-

Selling and distribution o/h:

Fixed - 0.50

Variable - 1/-

Selling Price per unit – 24/-

The above values are for an output of 50,000 units. The capacity of the firm is 65000 units, if the foreign customer is willing to buy 15000 units @ Rs/-20 per unit, advise the manufacturer whether the order should be accepted what will be your advise if the order was from local merchant.

Sol:

Calculation of Additional Profits on Foreign order:

Particulars	Per unit	Total
Sales(15000 units @30/-)	20	3,00,000

Variable cost:

Direct materials	10	1,50,000
Direct labour	6	90000
Factrory o/h	1	15000
Selling & Dist o/h	1	15000
Total variable cost	18	2,70,000
Contribution	2	30000

Comment:

If the firm accepts the foreign order it will generate a Additional / marginal profits of Rs/-30000, it should be acceptable

If the firm accepts the local order @ Rs 20/- per unit, it will automatically spoil the relationship with customers , so it is not acceptable.

Case study-5

Selection of suitable product mix

The following information has been extracted from rubber products Lts.

	Product A	Product B
Direct materials	16	12
Direct wages	24hrs	16 hrs
	@ 50 ps.per hr	@ 50ps. Per hr

Variable o/h   - 150% of wages

Fixed o/h   - 1500

Selling price of A – 50/-

Selling price of B – 40/-

The directors need to adopt any one of the following alternative Sales mix in the budget for the next period.

1. 250 units of A and 250nunits of B

2. 150 units of A and 350 units of B

`State which of the following alternative sales mix you would recommend to the management.

Sol;

Calculation of contribution

Particulars	Product A	Product B
Sales	50	40

Variable Expense

Direct materials	16	12
Direct wages	12	8
Variable o/h (150% of wages)	18	12
Total Variable o/h	46	32
Contribution	4	8

I. Altertive 1:

Contributon f Product A

A – 250 units * 4   =1000

B - 250 units * 8   = 2000

Total contribution = 3000

(-) Fixed cost   =1500

Profit   = 1500

II.Alternative 2:

A- 150*4   = 600
B- 350*8   = 2800
   Total cost = 3400
   (-)FC   = 1500
   Profit   = 1900

Comment:

The alternative II Sale\s mix gives highest profit, hence it is preferable

Case Study :6

Case Study Analysis of Decision on Outsourcing of a Component

Nirmal Ltd. currently makes as many units of Component Zed as it needs. Simpat, Production Manager of Nirmal Ltd., has received a quotation from another company for making Component Zed. Jordan Ltd. will supply 1,000 units of Component Zed per year at Rs. 50 per unit. Boston Ltd. can begin supply on 1st July, 2009 and continue for 5 years, after which Nirmal Ltd will not need the part. Jordan Ltd. can accommodate any change in Nirmal Ltd.'s demand for the part and will supply it for Rs.50 regardless of quantity.

Divya, the Financial Controller of Nirmal Ltd., reports the following costs for manufacturing of 1,000 units of Component Zed.

	(Rs.)
Direct materials	22,000
Direct labour	11,000
Variable manufacturing overhead	7,000
Depreciation on machine	10,000
Product and process engineering	4,000
Rent	2,000
Allocation of general plant overhead costs	5,000
Total costs	**61,000**

The following additional information is available:

(a) Component Zed is made on a machine used exclusively for its manufacture. The machine was acquired on 1st July, 2009 at a cost of Rs. 60,000. The machine has a useful life of six years and a zero terminal disposal price. Depreciation is calculated on straight-line basis.

(b) The machine could be sold today for Rs. 15,000.

(c) Product and process engineering costs are incurred to ensure that the manufacturing process for Component Zed works smoothly. Although these costs are fixed in the short run, with respect

to units of Component Zed, they can be saved in the long run if Component Zed is no longer produced. If Component Zed is outsourced, product and process engineering costs of Rs. 4,000 will be incurred for 2009-10 but not thereafter.

(d) Rent costs of Rs. 2,000 are allocated to products on the basis of the floor space used for manufacturing the product. If Component Zed is discontinued, the space currently used to manufacture it would become available. The company could then use the space for storage purposes and saves Rs. 1,000 currently paid for outside storage.

(e) General plant overhead costs are allocated to each department on the basis of direct manufacturing labour costs. The costs will not change in total. But no general plant overhead will be allocated to Component Zed if the part is outsourced. Assume that Nirmal Ltd. requires a 12% rate of return for this project.

The following information may be useful:

Year	0	1	2	3	4	5
PV. Factor at 12%	1.000	0.893	0.797	0.712	0.636	0.567

Required:

(i) Should Component Zed be outsourced? Prepare a quantitative analysis.

(ii) State any sensitivity analysis that seems to be advisable. Do not perform any sensitivity calculations.

(iii) Sen is particularly concerned about his bonus for 2009-10. The bonus is based on the accounting income of Nirmal Ltd. What decision will Sampat make if he wants to maximize his bonus for 2009-10?

Solution

Analysis of Information

Relevant Operating Cash Outflow p.a. if Component Zed is outsourced   **(Rs.)**

Purchase cost (cash outflow)   (a) **50,000**

Relevant cash inflow from outsourcing:

Direct materials	22,000
Direct labour	11,000
Variable overhead	7,000
Product and process engineering	4,000
Rent	<u>1,000</u>
Total cash savings	(b) **<u>45,000</u>**
Net cash outflow	(5,000)

Net Present Value of Cash Inflows if Part is outsourced

Particulars	Years	Amount (Rs.)	P.V.Factor @12%	P.V. (Rs.)
Disposal value of machine	0	15,000	1.000	15,000
Cash outflow due to outsourcing	1	5,000	0.893	(4,465)
	2	5,000	0.797	(3,985)
	3	5,000	0.712	(3,560)
	4	5,000	0.636	(3,180)
	5	5,000	0.567	(2,835)
NPV				**(3,025)**

Analysis:

Since the NPV is negative, it is desirable to manufacture the part internally.

Notes:

1. Equipment depreciation is a noncash cost item. Therefore, it is not relevant.
2. Product and process engineering cost is relevant for the entire period of outsourcing i.e., for 5 years.
3. Allocated rent is irrelevant but rent saved (i.e., Rs.1,000) is relevant.
4. Allocated general plant overhead is irrelevant.

Historical Return on Stock A & B

Stock A&B Have the following historical returns:

Year	Stock A's Return (K_a)%	Stock B's Return (K_b)%
2003	-12.24	-5.00
2004	23.67	19.55
2005	35.45	44.09
2006	5.82	1.20
2007	28.30	21.16

You are required to calculate the average rate of return for each stock during the period 2003 through 2007. Assume that someone held a portfolio consisting of 50% of stock A and 50% of stock B. (You may assume that the year ended on 31st March.)

Question :

What would have been the average return on the portfolio during the period?

Solution:

Calculation of Average Rate of Return on Portfolio during 2003-07.

Year	Stock A's Return (%)	Stock B's Return (%)
2003	-12.24	-5.00
2004	23.67	19.55
2005	35.45	44.09
2006	5.82	1.20

2007	28.30	21.16
	81.00	81.00
Average Rate of Return	81/5years=16.20%	81/5years=16.20%

Calculation of Realized Rate of Return on portfolio during 2003-07

Year	Stock-A			Stock -B			Total Net Return (a) + (b)
	Proportion	Return	Net Return (a)	Proportion	Return	Net Return (b)	
2003	0.50	-12.24	-6.12	0.50	-5.00	-2.50	-8.62
2004	0.50	23.67	11.83	0.50	19.55	9.77	21.60
2005	0.50	35.45	17.72	0.50	44.09	22.04	39.76
2006	0.50	5.82	2.91	0.50	1.20	0.60	3.51
2007	0.50	28.30	14.15	0.50	21.16	10.58	24.73
		81.00			81.00		80.98

Comment:

Average Rate of Return = ₹ 80.98/5=16.20%

Case Study:8

Portfolio Consisting Wipro & Infosys Securities

The returns of Security of Wipro and Security of Infosys for the past six years are given below:

Year	Security of Wipro Return %	Security of Infosys Return %
2013	9	10
2014	5	-6
2015	3	12
2016	12	9
2017	16	15

Calculate the risk and return of portfolio consisting both where the proportion of funds invested in security of Wipro is 80%.

Solution: Calculation of Mean Return and Standard Deviation of Security of Wipro

(Security A)

Year	Return % (RA)	(RA –RA)	(RA –RA)^2
2013	10	0	0
2014	-6	-4	16
2015	12	-6	36

2016	9	3	9
2017	15	7	49
	40		110

M ean Return (A R) = 45/5 = 9%

Standard Deviation (A) = 110 = 10.49%

Calculation Mean Return and Standard Deviation of Security of Infosys (Security B)

Year	Return % (R_B)	($R_B - R_B$)	($R_B - R_B$)^2
2013	9	1	1
2014	5	-3	9
2015	3	-5	25
2016	12	7	49
2017	16	11	121
	45		266

Mean Return (B R) = 40/5 = 8%

Standard Deviation (B) = 266 = 16.31%

Analysis – Security A has a higher historic level of return and lower risk as compared to

Security B. Correlation Coefficient (AB).

$$= \frac{N\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{N\Sigma X^2 - (\Sigma X)^2}\sqrt{N\Sigma Y^2 - \Sigma Y^2}}$$

A's return (%)		B's return (%)		
X	X²	Y	Y²	XY
9	81	10	100	90
5	25	-6	36	-30
3	9	12	144	36
12	144	9	81	108
16	256	15	225	240
ΣX= 45	ΣX² = 515	ΣY = 40	ΣY² = 586	ΣXY = 444

$$= \frac{5\times 444 - (45\times 40)}{\sqrt{5\times 515 - (45)^2}\sqrt{5\times 586 - (40)^2}}$$

$$= \frac{2,220 - 1800}{\sqrt{2575 - 2025}\sqrt{2930 - 1600}} = \frac{420}{\sqrt{550}\sqrt{1330}}$$

$$= \frac{420}{23.452\times 36.469} = \frac{420}{855.271} = 0.491$$

Verification:

Calculation of Covariance of Returns of Securities A and B

Year	Returns (%)		$(R_A - \overline{R}_A)$	$(R_B - \overline{R}_B)$	$(R_A - \overline{R}_A) \times (R_B - \overline{R}_B)$
	R_A	R_B			
2001	9	10	0(9 – 9)	2 (10 – 8)	0 (0 × 2)
2002	5	-6	-4 (5 – 9)	-14 (-6 – 8)	56 (-4 × -14)
2003	3	12	-6 (3 – 9)	4 (12 – 8)	-24 (-6 × 4)
2004	12	9	3 (12 – 9)	1 (9 – 8)	3 (3 × 1)
2005	16	15	7 (16 – 9)	7 (15 – 8)	49 (7 × 7)
					Cov$_{AB}$ = 84

$$\rho_{AB} = \frac{Cov_{AB}}{\sigma_A \sigma_B} = \frac{84}{10.49 \times 16.31} = 0.491$$

$$Cov_{AB} = \sigma_A \sigma_B \, \rho_{AB} = 10.49 \times 16.31 \times 0.491 = 84$$

Return of portfolio $(R_p) = W_A (R_A) + W_B (R_B)$ .....(1)

$$W_A = 80\% = .8; \; W_B = 1 - .8 = .2$$

Putting the values in Eq. (1), we get $(0.80 \times 9) + (0.20 \times 8) = 7.2 + 1.6 = 8.8\%$

Risk of portfolio (σ_p)

Since,
$$\sigma_p^2 = w_A^2 \sigma_A^2 + w_B^2 \sigma_B^2 + 2W_A W_B P_{AB} \sigma_A \sigma_B \qquad .....(2)$$

Putting the values in Eq. (2), we get

$$\sigma_p^2 = (0.80^2 \times 10.49^2) + (0.20^2 \times 16.31^2) + (2 \times 0.80 \times 0.20 \times 0.491 \times 10.49 \times 16.31)$$

$$= (0.64 \times 110.04) + (0.04 \times 266.02) + 26.88$$

$$= 70.43 + 10.64 + 26.88 = 107.95$$

Hence, $\sigma_p = \sqrt{\sigma_p^2} = \sqrt{107.95} = 10.39\%$

Thus the risk and return of combined portfolio are 10.39% and 8.8% respectively.

Case Study : 9
Financial plan to Raise Required Funds

XYZ manufacture Ltd has equity share capital of Rs.5,00,000 (face value of Rs100) .To meet the requirements of an expansion programme. The company wishes to raise Rs.3,00,000 and is having four alternative sources to raise the funds.

Plan I: To have full money from the issue of equity shares at par.

Plan II: To have Rs1,00,000 from equity issued at par and Rs.2,00,000 from borrowings from the financial institutions at 10% per annum.

Plan III:Full money from borrowings at 10% per annum.

Plan IV: Rs.1,00,000 in equity issued at par and Rs.2,00,000 at 8% on preference shares.

The company is expecting earnings is 1,50,000. The corporate tax is 30%.

Question:

Suggest a suitable plan out of the above four plans to raise the required funds

.

Solution:

	Plan - I	Plan - II	Plan - III	Plan - IV
EBIT	1,50,000	1,50,000	1,50,000	1,50,000
(-) Interest	--	20,000	30,000	--
EBT	1,50,000	1,30,000	1,20,000	1,50,000
(-) Tax	45,000	39,000	36,000	45,000
PAT	1,05,000	91,000	84,000	1,05,000
Preference Dividend	--	--	--	16,000
Profit for EPS	1,05,000	91,000	84,000	89,000
No. of Equity Shares	8,000	6,000	5,000	6,000
EPS	13.125	15.1667	16.8	14.8333

Case Study :10

European Call Value

Consider the situation where the stock price six months from the expiration of a Notes option is $42, the exercise price of the option is $40, the risk free interes t rate is 10% per annum and the volatility is 20% per annum.

Question:

Determine the value of European call is and the value of European put option.

Solution:

Given that,

Current price of the share, S0 = Rs. 42

Exercise price of the option, E = Rs. 40

Time period to expiration = 6 months.

Thus, t = 0.5 years.

Standard deviation of the distribution of continuously compounded rates of return, s = 0.2

Continuously compounded risk-free interest rate, r = .10

$$d_1 = \frac{\text{Ln } (42/40) + (0.10 + 0.5 \times 0.2^2)(0.50)}{0.2\sqrt{0.50}} = 0.7693$$

$$d_2 = \frac{\text{Ln } (42/40) + (0.10 - 0.5 \times 0.2^2)(0.50)}{0.2\sqrt{0.50}} = 0.6278$$

And Ke^{-rt} = 40e$^-$(0.1*0.5) = 38.049

Hence, if the option is a European call, its value C is given by

C = 42N(0.7693) – 38.049N(-0.7693)

If the option is European Put, its value P is given by

P = 38.049N(–0.6278) – 42N(–0.7693)

Using the Polynomial approximation

N (0.7693)=0.7791	N (–0.7693)=0.2209
N (0.6278)=0.7349	N (–0.6278)=0.2651

So that,

C= 4.76   P= 0.81

Analysis:

The value of European call is ` 4.76 and the value of European put option is ` 0.81

Systems Case Studies

INDEX

Case Study 1:

Information System in Restaurant

A waiter takes an order at a table, and then enters it online via one of the six terminals located in the restaurant dining room. The order is routed to a printer in the appropriate preparation area: the cold item printer if it is a salad, the hot-item printer if it is a hot sandwich or the bar printer if it is a drink. A customer's meal check-listing (bill) the items ordered and the respective prices are automatically generated. This ordering system eliminates the old three-carbon-copy guest check system as well as any problems caused by a waiter's handwriting. When the kitchen runs out of a food item, the cooks send out an 'out of stock' message, which will be displayed on the dining room terminals when waiters try to order that item. This gives the waiters faster feedback, enabling them to give better service to the customers. Other system features aid management in the planning and control of their restaurant business. The system provides up-to-the-minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales. This helps management plan menus according to customers' tastes. The system also compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. In addition, whenever an order is voided, the reasons for the void are keyed in. This may help later in management decisions, especially if the voids consistently related to food or service. Acceptance of the system by the users is exceptionally high since the waiters and waitresses were involved in the selection and design process. All potential users were asked to give their impressions and ideas about the various systems available before one was chosen.

Questions:

1. In the light of the system, describe the decisions to be made in the <u>area of strategic planning</u>, managerial control and operational control? What information would you require to make such decisions?

2. What would make the system a more complete MIS rather than just doing transaction processing?

3. Explain the probable effects that making the system more formal would have on the customers and the management.

Solution :

Gist : The restaurant has many transaction processes like ordering, billing and payment which need to be modernized through proper implementation of information system.

Facts of the case:

1. Elimination of the old three-carbon-copy

2.Need for faster feedback,

3. Automation of Transaction and better customer service

4. Determination of types of information at various levels

Solution to Q.No 1:

1. A management information system (MIS) is an organized combination of people, hardware, communication networks and data sources that collects, transforms and distributes information in an organization. An MIS helps decision making by providing timely, relevant and accurate information to managers. The physical components of an MIS include hardware, software, database, personnel and procedures.

Management information is an important input for efficient performance of various managerial functions at different organization levels. The information system facilitates decision making. Management functions include planning, controlling and decision making. Decision making is the core of management and aims at selecting the best alternative to achieve an objective. The decisions may be strategic, tactical or technical. Strategic decisions are characterized by uncertainty. They are future oriented and relate directly to planning activity. Tactical decisions cover both planning and controlling. Technical decisions pertain to implementation of specific tasks through appropriate technology. Sales region analysis, cost analysis, annual budgeting, and relocation analysis are examples of decision-support systems and management information systems.

There are 3 areas in the organization. They are strategic, managerial and operational control.

Strategic decisions are characterized by uncertainty. The decisions to be made in the area of strategic planning are future oriented and relate directly to planning activity. Here basically planning for future that is budgets, target markets, policies, objectives etc. is done. This is basically a top level where up-to-the minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales is provided. The top level where strategic planning is done compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. Executive support systems function at the strategic level, support unstructured decision making, and use advanced graphics and communications. Examples of executive support systems include sales trend forecasting, operating plan development, budget forecasting, profit planning, and manpower planning.

The decisions to be made in the area of managerial control are largely dependent upon the information available to the decision makers. It is basically a middle level where planning of menus is done and whenever an order is voided, the reasons for the void are keyed in which later helps in management decisions, especially if the voids are related to food or service. The managerial control that is middle level also gets customer feedback and is responsible for customer satisfaction.

The decisions to be made in the area of operational control pertain to implementation of specific tasks through appropriate technology. This is basically a lower level where the waiter takes the order and enters it online via one of the six terminals located in the restaurant dining room and the order is routed to a printer in the appropriate preparation area. The item's ordered list and the respective prices are automatically generated. The cooks send 'out of stock' message when the kitchen runs out of a food item, which is basically displayed on the dining room terminals when waiter tries to order that item. This basically gives the waiters faster feedback, enabling them to give better service to the customers. Transaction processing systems function at the operational level of the organization. Examples of transaction processing systems include order tracking, order processing, machine control, plant scheduling, compensation, and securities trading.

. The information required to make these decisions can be strategic, tactical or operational information.

Advantages of an online computer system:

Eliminates carbon copies

Waiters' handwriting issues

Out-of-stock message

Faster feedback, helps waiters to service the customers

Advantages to management:

Sales figures and percentages item-wise

Helps in planning the menu

Cost accounting details

Solution to Q.No 2:

2. If the management provides sufficient incentive for efficiency and results to their customers, it would make the system a more complete MIS and so the MIS should support this culture by providing such information which will aid the promotion of efficiency in the management services and operational system. It is also necessary to study the keys to successful Executive Information System (EIS) development and operation. Decision support systems would also make the system a complete MIS as it constitutes a class of computer-based information systems including knowledge-based systems that support decision-making activities. DSSs serve the management level of the organization and help to take decisions, which may be rapidly changing and not easily specified in advance.

Improving personal efficiency, expediting problem solving (speed up the progress of problems solving in an organization), facilitating interpersonal communication, promoting learning and training, increasing organizational control, generating new evidence in support of a decision, creating a competitive advantage over competition, encouraging exploration and discovery on the part of the decision maker, revealing new approaches to thinking about the problem space and helping automate the managerial processes would make the system a complete MIS rather than just doing transaction processing.

Solution to Q.No 3:

3. The management system should be an open system and MIS should be so designed that it highlights the critical business, operational, technological and environmental changes to the concerned level in the management, so that the action can be taken to correct the situation. To make the system a success, knowledge will have to be formalized so that machines worldwide

have a shared and common understanding of the information provided. The systems developed will have to be able to handle enormous amounts of information very fast.

An organization operates in an ever-increasing competitive, global environment. Operating in a global environment requires an organization to focus on the efficient execution of its processes, customer service, and speed to market. To accomplish these goals, the organization must exchange valuable information across different functions, levels, and business units. By making the system more formal, the organization can more efficiently exchange information among its functional areas, business units, suppliers, and customers.

As the transactions are taking place every day, the system stores all the data which can be used later on when the hotel is in need of some financial help from financial institutes or banks. As the inventory is always entered into the system, any frauds can be easily taken care of and if anything goes missing then it can be detected through the system.

Conclusion:

The information required to make such decision must be such that it highlights the trouble spots and shows the interconnections with the other functions. It must summarize all information relating to the span of control of the manager

Case study 2:

PANTALOON: ERP IN RETAIL

Pantaloon Retail is the flagship enterprise of the Future Group, with a presence across multiple lines of business. The company owns and manages multiple retail formats that cater to a wide cross-section of Indian society. Headquartered in Mumbai (Bombay), the company operates through four million square feet of retail space, has over 140 stores across 32 cities in India and employs over 14,000 people. The company registered a turnover of Rs 2,019 crore for FY 2005-06. Pantaloon Retail forayed into retail in 1997 with the launching of its fashion retail chain, Pantaloons in Kolkata. In 2001, it launched Big Bazaar, a hypermarket chain. This was followed by Food Bazaar, a food and grocery chain. Next up was Central, a first of its kind located in the heart of major Indian cities. Some of its other formats include, Collection (home improvement products), E-Zone (consumer electronics), Depot (books, music, gifts and stationary), aLL (a Little Larger, fashion apparel for plus-size individuals), Shoe Factory (footwear) and Blue Sky (fashion accessories). It has recently launched its e-business venture, futurebazaar.com. The group's subsidiary companies include, Home Solutions Retail India Ltd, Pantaloon Industries Ltd, Galaxy Entertainment and Indus League Clothing. The group also has joint venture companies with a number of partners including French retailer Etam group, Lee Cooper, Manipal Healthcare, Talwalkar's, Gini & Jony and Liberty Shoes. Planet Retail, a group company owns the franchisee of international brands like Marks & Spencer, Debenhams, Next and Guess in India.

Needing an organization-wide IT solution to help it perform better, Pantaloon decided to implement an ERP system from SAP.

More than eight years after it forayed into the retail business, Pantaloon Retail decided to implement SAP to keep itself competitive in the rapidly growing Indian Retail Market. Store operations have never been as important to retailers as they are now. Successful retailers are those who know that the battle for customers is only won at the frontline, which in the case of a retail chain is at its stores. Pantaloon was regularly opening stores in the metros and there was an urgent need for a reliable enterprise wide application to help run its business effectively. "The basic need was to have a robust transaction management system and an enterprise wide platform to run the operations," says Rakesh Biyani, Director, Pantaloon. The company was looking for a solution that would bring all of its businesses and processes together. After a comprehensive evaluation of different options and software companies, the

management at Pantaloon decided to go in for SAP.

Questions:

1. Examine the retails solutions available to Pantaloon in the form SAP.

Solution

Gist: Pantaloon one of the biggest retailer plans to introduce ERP system to improve the performance of the organization..

Facts of the Case:

1. The company owns and manages multiple retail formats that cater to a wide cross-section of Indian society.

2. Need an organization-wide IT solution

3. implement an ERP system from SAP

Solution to Q.No 1:

Some of the qualities of SAP retail solutions are that it supports product development, which includes ideation, trend analysis, and collaboration with partners in the supply chain; sourcing and procurement, which involves working with manufacturers to fulfill orders according to strategic merchandising plans and optimize cost, quality, and speed– variables that must be weighted differently as business needs, buying plans, and market demand patterns change, managing the supply chain, which involves handling the logistics of moving finished goods from the source into stores and overseeing global trade and procurement requirements; selling goods across a variety of channels to customers, which requires marketing and brand management; managing mark-downs and capturing customer reactions, analysing data, and using it to optimize the next phase of the design process

The implementation: "The implementation can be outsourced to a third party.

Three Phases: SAP implementation is not a single phase process. The project was divided into three phases.

The first phase involves blueprinting existing processes and mapping them to the desired state. In this phase, the entire project team work on current processes within the structure of the organisation,

In the second phase, the SAP platform has to be developed which is predefined by SAP after evaluation of Pantaloon's needs and expertise in retail solutions.

The last phase in this project was for stores to switch over to the new system and for current data to be ported. .

Benefits and Challenges: The key challenges in this project are not in the implementation. Rather, the difficulties may be faced during the data migration and in managing the interim period when the project was underway for about six months. Migrating unorganised data to an organized format is a challenging task.

Maintenance & Hardware: For maintaining this implementation and its related applications, Pantaloon has to set up an in-house team

Conclusion:

At Pantaloons ERP system made management of business a lot easier by utilizing the computing power offered by the modern day Information Systems (IS) in an integrated and consistent manner.

• The ERP Information Systems facilitates faster and better management decisions in Pantaloons by

providing crucial information in a timely manner.

• It also eliminates errors caused by multiple input of the same data required in disparate legacy systems.

• ERP Systems have been found to deliver high ROI despite their high initial and maintenance costs.

Case study 3:

IT INFRASTRUCTURE FOR INFINITI RETAIL (CROMA):

National Chain of Retail Stores Moves to Hosted Solution, Reduces TCO by 25 to 30 Percent

To boost IT efficiency and give employees access to unified communications, InfinitiRetail decided to move to Microsoft Exchange Online, a part of Microsoft Business Productivity Online Standard Suite. It is now benefiting from simplified data backup and recovery, along with improved mobile access to email. Additionally, the move to the new solution has resulted in improved communication, collaboration, and productivity; reduced IT effort; and a 25 to 30 percent reduction in Total Cost of Ownership (TCO).

Business Needs

Infiniti Retail, a TATA Enterprise, operates a national chain of multi-brand electronics stores under the brand name Croma. Croma is one of India's first national, large formats, specialist retail chain of consumer electronics and durables. The 64 stores with new ones opening regularly across the country offer more than 2,500 products and 180 brands in seven categories.

Retail today is all about being better, faster, and leaner. Whether you are a global chain or an internet-only outlet, the willingness to adapt and adopt is essential to survival.

Infiniti Retail maintained its email servers on-premise. The company had two exchange servers, both of which were five year old and were running on Microsoft Exchange Server 2003. With around 2,700 employees, of whom 700 were email-enabled employees, email was critical. And, as the number of stores and employees both were increasing, approximately 10-25 email ids had to be created every month. To safeguard against disk failures, backups were taken on tapes, which is again a cost. At times, there were backup job failures, which required manual intervention to troubleshoot, which was time-consuming task. Another significant challenge was setting up a disaster recovery server. With such an old infrastructure, hardware support had ended and so hard disk scalability in the server and creating these email ids was turning out to be a challenge. The hardware had reached the end of its life, as support for the servers was no longer available. In addition, new versions of messaging software offered many more services and features, such as unified communications. Refreshing the entire infrastructure was

inevitable," says Mr. Nadeem Malim, Senior Manager – IT, Infiniti Retail. "We needed to provide state-of-the-art IT services without the need for large on-site infrastructures.

Leaky Cash Tills: At Trent, the IT team led by Vikram Idnani, the retailer's head of IT, was trying to figure out how they could prepare the company for growth by infusing it with more operational ability and flexibility. Like all retailers, Trent's life centered on their cash tills. When it snapped open with a characteristic ka-ching!, it made everyone glad. But it was also open to security challenges. For instance, the system allowed some staffers access to sales data because the POS and the backend interacted via flat files and these were available to some people in a store's back office. "The fact that my day- to-day sales data was accessible to someone before he sends it out to the head office was the biggest sign of a security gap in the system. Also, we did not have visibility. If a store manager was removing some transactions, it would only come out in a post-facto analysis, when finance did not get the money they expected. Our objective was to have a system where the stores had no access to sale data after sales were closed," says Idnani.

Also, Trent's business demanded quick deployments and better control but each time the IT team made a change to the cash till's software, it needed to ensure that the update was replicated across all of Trents multiple format stores - quickly. And that could only be done with a centralized set up - something Trent didn't have. "Earlier, we needed someone to go to a store physically and make sure he configures the cash till for every single store," says Idnani. The rising cost of managing their cash tills was also beginning to pinch. "A cash till should be a highly efficient, robust, secure, and cost effective piece of equipment," says Idnani. "With the existing number of tills we were facing a challenge of increasing costs. And we knew that this problem would only be compounded as we expanded. Mind you, this was a time when Trent's revenues were growing a consistent clip of 55 percent CAGR. We were planning to add 10 new stores for both Westside and Star Bazaar over the next two years." Typically, each Westside store has between seven and nine cash tills. By adding 10 stores a year, just Westside would have 90 more tills to manage. And Star Bazzar has about 30 tills a store, so 10 new stores meant 300 more tills. "The growth in the numbers could lead to a huge escalation of our costs," says Idnani.

Open Source Decisions: With plans for expansion already in the works, Idnani had to move fast, but he also needed a technology solution that offered a holistic solution. When Idnani joined Trent in June of 2006, the enterprise depended on a platform called Retail Pro for its purchasing and tracking the

movement of its goods. It also acted as their point of sale. But Trent was quickly outgrowing the software. "We were looking at SAP and a front-end solution as RetailPro would not be able to scale anymore. With this in mind, we decided to have a bespoke front-end. That was the threshold moment that drove us to look for a new solution," says Idnani.

But an Open Source solution in the Indian retail industry was unheard of, he says. So he decided to evaluate other solutions. He looked at an off-the-shelf product which operated on a Windows platform. "It was not a popular product but it was from a very stable company. It didn't make the cut because it could not contain cost over a long period. The product addressed the need for centralization, but we knew that with Windows there would always be a security risk at the cash till. And with Windows, we would end up spending a lot of money buying licenses for each new release. On the other hand, Open Source would help keep our costs significantly lower. We realized that if we chose an Open Source solution it would give us a lot of agility and we were also keen to take advantage of flexibility and cost efficiency it offered," says Idnani. Idnani next challenge was securing buy-in from his executive peers. He made a presentation that demonstrated how the Open Source solution would benefit Trent in building business agility, saving costs, and attaining a high level of security - many of the same reasons that convinced him. Management saw merit in the case and gave Idnani the go ahead. With that out of the way, Idnani was faced with another challenge: his team was ill-equipped to work on an Open Source platform. They had no prior exposure to it. In fact, Trent was going to be the first retailer in India to use an Open Source platform, Idnani says. He quickly put his entire infrastructure team through intensive training. Idnani then took another important decision: Trent would not embark on the project in a phased manner because they could not have some stores on one platform and the rest on another. But for that strategy to work, they had to seal every loophole in their plan. "So we did a pilot with two Westside stores in Mumbai for about six to eight weeks," says Idnani.

Questions:

1. Analyze the possibilities for open source solution for security purposes

2. Examine the troubles and benefits that has to be faced due to open source solution.

Gist: Croma, the retail shop owned by Tata group wanted to replenish the IT system, both hardware and software keeping in consideration the cost and benefits of the system. The company considers the option for using open source software for security purposes.

Facts of the case:

1. Leaky Cash Tills

2. Delayed transactions

3. Cost considerations in implementing security control

Solution to Q.No 1:

At Trent, the retail arm of the Tata Group, life centered on their cash tills. But it was also open to security challenges. Besides the cash till software wasn't centralized and required to be physically managed.   .
It's also a strategy that helps Trent stay on - what some experts call - its 'conservative' course. Although 'conservative' turned 'smart' when Trent can maintain profitability - one of the few retailers (possibly the only Indian one) - during the growth frenzy that the sector faced a few years ago. That conservative tag, however, can't be applied to Trent's IT operations. Headquartered in Mumbai, Trent operates multiple formats including Westside (its lifestyle retailing stores); StarBazaar (its value retailing stores and hypermarkets) and Landmark (its books and music retail chain).
Hence using of open source solutions need to be carefully evaluated or should not be adhered by the company.

Solution to Q.No; 2:

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Benefits:
Because Infiniti Retail outsources its IT, the team doesn't have to think about server management, back-up, disaster recovery, installing and upgrading software, monitoring security, troubleshooting or any other IT maintenance issues. All this is taken care of by open source, the cost will decrease.

Easy to Manage System Reduces IT Effort
The open source solution can host and manages the servers, the company does not have to invest in hardware or the administrative support required to deploy and manage solutions in-house.

Integrated Solution Boosts Productivity
The company can get seamless access to email, calendars, contacts, and business documents increases workforce efficiency.

Teething Troubles: The infrastructure requirement may be vary high. Hence pulling those resources for our work and getting timely help from them remaineda big challenge throughout the course of the project. Implementation is very difficult beacuse training, people needed a fair amount of handholding after going live.

Conclusion;

Open-source software can present some security risks if not used and maintained correctly. Some potential risks include **Vulnerabilities**: Like any software, open-source software can contain vulnerabilities that attackers can exploit. It's essential to keep open-source software up to date with the latest security patches and to follow best practices for secure configuration and use.

Case study 4:

Rozum Experience in building Robotic solutions

Rozum Robotics is focused on building outstanding robotic solutions. The company's product line includes high-precision servo motors, industrial robotic arms, frameless motors, grippers, CAN-USB adapters, robotic tool changers, and more.

Rozum Robotics is also the company behind the most advanced robotic coffee house to date, Rozum Café.

Rozum Robotics' Pains

- The need to identify more specific target audiences for Rozum Café and engage with them to assist the sales team.
- Lack of a solid brand monitoring tool to spot mentions of Rozum Café.
- Absence of a tool to track down new media relations.

Challenge

Rozum Robotics was looking for a way to step up their PR game to get more recognition for their cutting-edge product, Rozum Café, and improve the performance of their lead generation channe

Questions:

1. Identify target audience for the organization.

2. Examine the benefit that the company may get through brand monitoring and engagement.

Solution

Gist:

Facts of the case:

1. **Rozum Robotics** is focused on building outstanding robotic solutions

2. need to identify more specific target audiences for Rozum Café and engage with them to assist the sales team

3. lead generation

Solution to q.No :1:

A target audience is a group in which a company is aiming for based off their similar demographics and personal preferences. This information is very important to companies because they don't want to waste their time advertising their services to someone who will never purchase their product or services.

There are many ways you can find target audience whether it is through Social Media, Website traffic, or surveys. These tools make it easier for marketers to gather information about not only the consumers but also highlighting what is the most appealing to them.

Social Media Analytics:

Facebook - Facebook pixel is a great tool that can be used when looking at audience retention. Facebook Pixel enables you to see whether a customer decided to take action after viewing your ad. What makes this even better is you can reach this potential customer again by using a custom audience. The custom audience is your target market which allows you to target customers who have previously shown interest in your ad.

Instagram - In order to use analytic features on Instagram, you have to make sure your profile is public as well as switch to a business account rather than a personal one. Then when looking at an individual post there will be an option to press on "View Insights" which shows a bunch of data regarding the people who are liking your content. Instagram shows information such as the user's gender, age range, and location.

Website Analytics

Google Analytics - Google Analytics is a great tool to use because it is the best platform to use when trying to find a target market for your website. Google Analytics can allow you to see how big of a presence you have on the internet when it comes to how many users view or are active on your website.

Survey Analytics

Qualtrics - Qualtrics is different from website and social media analytics mainly because it was made for analyzing survey responses. Qualtrics is a great software to use when it comes to both

creating and analyzing a survey. Qualtrics makes it so you can create a professional in-depth survey that highlights important data regarding the research question that you want to learn more about. After the survey is created, there are multiple ways you can organize the respondent's answers as well as showing your clients/superiors your findings in a communicative/organized

Solution to q.no 2:

Benefits of using brand monitoring tools

● Quality of incoming leads will improve

● New target audience can be identified

● Research time will be accelerated by 70%.

● New relations with media sources can be formed

● Brand sentiment can be measured.

● Competition can be spotted and analyzed.

Conclusion:

In conclusion, it is very important for a company that is starting out to make sure they know who their target market is so they are not wasting their time advertising to individuals who aren't or never will be interested in the product or service that are offered.

Case study 5:

Google's performance management system

Google, one of the world's leading tech giants, has long been renowned for its innovative approach to performance management. At the heart of Google's success lies its commitment to fostering a culture of continuous improvement. Rather than relying on traditional annual performance reviews, Google encourages frequent and informal feedback between employees and their managers. This approach, often referred to as "real-time feedback," enables employees to address issues promptly, make necessary adjustments, and stay aligned with organizational goals.

Furthermore, Google places a strong emphasis on setting clear and ambitious performance goals. These objectives are not only specific but also measurable, attainable, relevant, and time-bound (SMART). Employees are encouraged to define their own objectives in collaboration with their managers, fostering a sense of ownership and accountability.

Google's unique performance management system extends beyond individual contributions. The company recognizes the importance of team dynamics and collaboration. Thus, it incorporates 360-degree feedback, where employees receive input not only from their superiors but also from peers and subordinates. This holistic approach ensures a well-rounded assessment of an individual's performance and encourages a collaborative spirit within the organization.

Additionally, Google's performance management system places great value on employee development. The company provides various opportunities for skill enhancement, personal growth, and career advancement. Employees are encouraged to pursue learning and development initiatives, contributing to their long-term success within the company.

In summary, Google's performance management approach is characterized by a commitment to real-time feedback, SMART goal setting, 360-degree assessments, and a strong focus on employee development. This holistic approach to performance management has not only contributed to Google's success but also serves as a model for organizations seeking to enhance their own performance management systems.

Question:

1. Examine the method of implementing real time feedback system in the organization.

Solution:

Gist; Google has implemented real time performance management system. The implementation and continuation of the systems depends on the proper systems management.

Facts of the case:

1. Google's performance management system places great value on employee development

2. Enhance their own performance management systems.

3.Pplemented real time performance management system.

Solution to q.No:1 :

Real-time performance management is a system where employees and managers engage in frequent, trackable communication about an employee's performance. This includes discussing progress on goals, correcting suboptimal performance, celebrating wins, and sharing performance notes.

1. Create Feedback Standards

The first step to implementing continuous feedback is to create standards for what the process should look like. Organizations may consider setting a quota around how often employees must give feedback in order to ensure that it's actually happening.

But as expectations around the frequency of feedback are set, it's important to help employees understand the purpose of continuous feedback. The reason is not to call out others–it's to help them improve. Organizations should emphasize that feedback needs to be constructive and not punitive.

2. Set Up a System

After standards around continuous feedback are set, you should set up some sort of system to solicit and collect the feedback. The system may be extremely simple, like a document to track everything, or more robust, like performance management software. But no matter what the system looks like, it should be easy for every employee to use. If the system is complex and difficult to figure out, employees will be less likely to use it, resulting in less frequent feedback.

The key is to implement a system that's able to effectively solicit and collect feedback while remaining accessible to all employees.

3. Provide Training

Now that you have a feedback system in place, you need to teach employees how to effectively deliver and receive feedback. This means providing in-depth training for the entire organization. Training doesn't just mean sending an email to everybody at the company and holding a one-off meeting. Training should be an ongoing process. After employees are coached on how to provide and receive feedback, managers should ensure that employees are giving effective feedback to others and following the feedback standards that have been set. In order to make sure employees are providing high-quality feedback, managers and employees may review feedback the employee gave to others during a check-in. They can then discuss what went well when providing the feedback, how it could have been better, and ways to improve in the future.

4. **Model Expectations**

HR and company leadership need to walk the walk by publicly demonstrating continuous feedback practices. By modeling expectations, management will set the tone and tenor for the frequency and composition of continuous feedback. Managers and employees will quickly pick up on what's expected of them and be able to replicate the modeled behavior with a little practice.

5. Tie Feedback to Long-Term Discussions

Continuous feedback works best when it supplements long-term discussions, such as annual reviews. When real-time feedback is given consistently, you and your organization will have a stack of actionable data at   fingertips.

6. Improve, Expand, and Evolve the Process

Chances are, you're not going to get this right the first time. And that's okay.

Solicit and gather employee feedback in order to improve your process. Discover where the pain points are, then evolve your process to correct previous issues.

Conclusion:

Continuous performance management provides frequent check-ins and documentation. This can be especially beneficial when it comes to achieving goals. But when real-time performance management is practiced, managers frequently discuss progress with employees and help them understand where improvements can be made to ensure goals are achieved.