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Cover 3

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2. The manuscripts should be normally not exceed 12-15 (A4 Size) pages, margin 1 inch in all sides including figures and tables, typed in 1.5 space in 12-point-in Times New Roman Font in MS-Word.
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7. Paper should be free with grammatical and punctuation errors and consistency of references to minimize editorial changes. The editorial team has a right to modify or edit the work in order to match the standard and requirement of the journal.

8. REFERENCES

JOURNALS, MAGAZINES, NEWSPAPERS IN PRINT FORMAT

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Merit Wins

Dr. Upinder Dhar, Dr. Rajeev K. Shukla, Ms. Amrita Chourasiya

Introduction

Sacred Institute of Management was established by an industrialist Gopal Das Nayak, who was also well known for his philanthropic activities. Gopal Das Nayak has a long cherished dream to set up a group of institutes for meritorious students. He realized the dream of setting up an institute in 1994 at Nasik in the state of Maharashtra. Gopal Das Nayak did not compromise on merit while selecting director Dr. Devendra Kumar as a 1st director of sacred Institute of Management. He invited Dr. Devendra Kumar to head the institute and develop it as one of the pioneer institutions not only in the state but in the whole country. Gopal Das Nayak strongly believed that all his achievements as an industrialist were due to quality education that he could get from a well known institute of technology in the state. He felt that good education is one of the important determinants in the success of one's life.

Dr. Devendra Kumar, who was earlier working in the National education of higher learning, accepted the offer of Gopal Das Nayak on the condition that he would be given free hand to build the system and manage the institution. To which of Gopal Das Nayak readily agreed provided that the institution is self sufficient and he is not require to spend money for recurring expenses.

The Functioning of Institute

The Institution started functioning with MBA full time program, MBA part time program and Bachelor of Business Administration program. The institute earned a good reputation over a period of time for healthy practices and priority for quality education. The MBA Program of the institute was accredited by National Board of Accreditation in the year 2001 and had the privileged of being the first institution of the state having been such accreditation. The Bachelor of Business Administration program of Sacred Institute of Management also become very popular and institute used to receive 1000 applications for 120 seats. The institute was able to attract students for all programs not only from the state of Maharashtra but also applications received from various parts of the country like Assam, Bengal, MP, etc. There remains a long waiting list after cut off the admissions.

On 10th July 2003, the director received information from his staff that Minister of Education of the state Shri Tejpal Choudhary was in the campus and wanted to see him. Dr. Devendra Kumar received the minister along with the officers from the Department of Higher Education and Director of Technical Education in his office. After exchanging the pleasantries, director Dr. Devendra Kumar briefed the minister about the Sacred Institute of Management and escorted the minister and his team to

This case was developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore by Dr. Upinder Dhar: Vice Chancellor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, Dr. Rajeev K. Shukla: Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore and Ms. Amrita Chourasiya: Indian Institute of Management, Indore.



see the whole campus of the institute. He brought them back after the round to the board room to serve tea to them as a courtesy.

Tejpal disclosed the purpose of his visit and mentioned that he is impressed with infrastructure and achievements of the institute in short span of time. He disclosed that he wanted his daughter Sugandha Choudhary to be admitted in the MBA program of the institute. He further mentioned that she has cleared the graduate degree but not appeared in any of the entrance exam prescribed by regulating authorities like ALL India Council for Technical Education (AICTE). After listening to Tejpal patiently, Dr. Devendra Kumar politely but firmly explained that admission process of MBA program has been completed by the state government, in which Tejpal himself happened to be the education minister. In this, Tejpal emphasized that he knew it and he would like to admit his daughter Sugandha in NRI sponsored Category.

To this, Dr. Devendra Kumar replied that NRI sponsored category has been scrapped by the supreme court of India and since Tejpal being a minister is well aware of the fact, therefore his daughter Sugandha cannot be admitted in the Sacred Institute of Management in academic session 2003-04. Dr. Devendra Kumar further enquired from Tejpal that why he is very particular to admit his daughter in Sacred Institute of Management. To this, Tejpal instantaneously replied that Sacred Institute of Management is a good institution and ensured good reputation. Every parents would like to admit there ward to such institution.

Dr. Devendra Kumar saw an opportunity to his emphatic reply and proudly described the kind of pressure that the institute experienced at the time of admission, even in the case of Bachelor of Business Administration program. He told Tejpal that they had 120 seat in Bachelor of Business Administration program and many aspirants were unable to get admitted because of limited intake, so whether it would be possible to permit Sacred Institute of Management to increase seat to 180. Tejpal immediately replied, "Yes! It is possible and he will be happy to grant permission for the same." Dr. Devendra Kumar, at the same time expressed his fear that the procedure for such permission is being tedious. After application is submitted in the Department of higher education, a team of experts will be visiting to the institution and based on the report of expert team permission will be granted. The whole process will take not less than one month. Tejpal immediately replied that he wants to promote good institution in the state and such opportunity must be given to your institution. In view of little time left to closing admission for the year, the Letter of Permission will be issued immediately. He instructed Mr. Rajendra Jain, Joint Director, Department of Higher Education to issue the Letter of Permission next day itself on receiving the application. After having a brief discussion on general education condition of the country, Tejpal and his team happily left the institute, even though the proposal of Tejpal for admitting his daughter was not fulfilled. Karen Singh, the Registrar of the institute visited the Department of Higher Education with application to increase the seat of BBA and returned to institute with the permission letter on the same day. The applicants of waiting list were announced within two weeks and everybody was happy with the feeling of that merit wins.



Questions

1. What should be the role of government as a regulatory authority in professional institutions?
2. How do you perceive the role of Director Dr. Devendra Kumar in handling the situation?
3. How do you perceive the contribution of minister Tejpal in development of professional education?

Teaching Notes

Purpose of the Case

The purpose of the case is to teach the importance of ethical practices and role of leadership in development of the organization. The case provides insights into importance of organizational norms, personal integrity and skilful handling of adverse like situation in favor of the organization.

Key Issues

- Challenges of political pressure in academic institutions
- Role of regulatory authority in academic institutions
- Role of promoters in academic institutions
- Importance of Leadership in academic institutions
- Professional ethics in academic institutions

Teaching Approach and Strategy

The discussion can be triggered by asking questions to the students about their perception towards use of power by government authorities. The students should be asked to recall some of their experiences and role play of duration 10 -15 minutes can be performed. Each individual/group can put forth its interpretation and suggestions on the issues involved in the case followed by open discussion. The case is relevant both at individual and group level analysis. First, the individual level analysis is essential to note the salient features of the case for group discussion. Scrutiny at the group level should ensure a comprehensive understanding of the case by taking in to account different viewpoints of all group members. Ideally, the group should consist of 4-6 students.

Analysis

A critical observation of the whole situation given in the case should be made by adopting the techniques such as SOWRT, ETOP, etc

Additional Readings or References

Recent publication on dealing with leadership quality, leadership trait and ethics should be considered.



Crime Watch: An Initiative (A Success Story)

Dr. Uttam Rao Jagtap, Dr. Dhanashree Nagar, Mr. Pawan Ambwani

Introduction

Indore, is a commercial city of Madhya Pradesh, India with a population of 33 lacs approximately and is also one of the fastest growing city of the country. It is also considered as education hub of the state. It functions as the financial capital of the Madhya Pradesh and is home to the Madhya Pradesh Stock Exchange, India's third oldest stock exchange. The real estate market of the town is among the most expensive in Central India. Indore has been selected as one of the hundred Indian cities to be developed as a smart city under Prime Minister of India Mr. Narendra Modi's flagship Smart Cities Mission. It has also qualified the first round of Smart Cities Mission and has been selected as one of the first twenty cities to be developed as Smart Cities. A city that is selected to be smart city is also becoming an IT and Medical Hub of the state.

Indore Police has always strived towards excellence in all aspects of policing with the help of modern technological inputs and community participation and achieve the targets through constant up gradation of resources, techniques and professional skills. With purpose of upholding the law fairly and firmly the police force of Indore, is committed to be compassionate, courteous and patient, to act without fear or favor. The department is resolved to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish the lawful duty. With the mission as to strive to secure the life and property of public the department has always responded to well founded criticism with a willingness to change.

Rising population, industrialization and cosmopolitan culture has given a rise to crime rates also. Even though, in proportion to rising population the department has a number of police force which is around 6000. This number is insufficient to secure the life and property of citizens of a big city like Indore. Increase in crime rates has become a major challenge for the Indore Police and to overcome with this challenge the department introduced a service called 'Crime Watch' with the initiation of DIG-Santosh Kumar Singh.

'Crime Watch' Service

The city police has launched the 'Crime Watch' service on November 24, 2015. Three contact numbers were provided under the service with one for mobile calling, one for What's App and one landline number for the public to inform about crimes. The name and number of the callers will be kept

This case was developed in a Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore (M.P) on May 12-18, 2016 at SVIM, Indore by Dr. Uttam Rao Jagtap: Associate Professor, Shri Vaishnav Institute of Management, Dr. Dhanashree Nagar: Assistant Professor, Shri Vaishnav Institute of Management, and Pawan Ambwani : Assistant Professor: ILVA College of Commerce and Management, Indore.

anonymous. An MIS system has also been set up which would provide information on number of calls received, number of calls proved correct or joke, number and types of crimes intervened and number of arrests made. The calls would also include calls received by the citizens from fraudsters on their mobile phones. The objective of the Crime Watch' Service are

- To remove fear among public towards Indore police
- To remove fear among public towards criminals
- Control on crime rate
- Develop the healthy and happy relationship between public and police

Before the launch of Crime Watch' Service Traditional Information System was adopted by Indore Police. In this system each and every local police station had their own informers who used to provide the information about the crime in their locality. There was a limitation on number of informers which was not sufficient to control crime. Even there was a low degree of confidentiality about the identity of the informer. To overcome with this limitation, New Information System has been introduced. This is new method to build human intelligence in city. The idea is to involve people of the city to check crime as people have plethora of information. Under this system, the department tried to make all the citizens as informers for the purpose of providing the information about the crime with their hidden identity. The system ensured that the offence is communicated to police without the threat of life of the informer. The dedicated police branch directly receives your tip-off and the action begins within a few minutes. The identity of informer will be kept secret by Indore police. But if the information given is fake or to misguide police, action will be taken against the fake caller.

Soon after the launch of 'Crime Watch' within four days, Indore police received over 106 complaints and information about criminal activities and some cases were also lodged in various police stations of the city based on those posts.

Promotion of Service

To promote and popularize the services among the citizens Indore Police Department organizes awareness programmes in various schools and colleges of the city to educate the youngsters. Posters, write-ups and other information material is distributed during these programmes. The posters and stickers are also pasted on public transport vehicles like city buses, auto rickshaws and magic vans including the school buses. The information is also displayed on the locations like ATMs, railway stations and bus stops where almost every citizen visits. For the promotion of these services, Indore Police has taken the services of Nagar Suraksha Samiti. To capture the attention of localities, Standees are displayed during local road shows, fairs and exhibitions at various locations in city. To popularize this service among the youngsters, the department has also developed Facebook page for crime watch. A hi tech website with Twitter account is also available for the citizens which can be accessed easily.



Effectiveness of ‘Crime Watch’

Before the launch of ‘Crime Watch’ service on an avg. 90-95 reports (per day) were registered in various local police stations of Indore city. After the launch of crime watch this rate had been reduced to 45-50 reports per day. Till May 2016 around 5000 offenses had been communicated to the department through this service and appropriate actions had been taken. As per the records 20% complaints were of illegal sale of liquor, 10% of traffic related issues, 15% about hooliganism and 15% were of betting and illegal activities. It was also analyzed that the percentage of complaints received was highest on Mobile Calls followed by What’s App and Landline numbers with 50%, 30% and 20% respectively.

Conclusion

The Indorians (a term used to describe the natives of Indore city) had a typical fearful image of Police into their minds. The ‘Crime Watch’ services had successfully reframed this image as people friendly police. The department did not bare any additional cost for establishment and implementation of these services. The existing resources were used by the department to develop these services. The confidentiality of the informer and quick response to the complaints changed the existing image and developed a positive image in the minds of Indorians. As a result of this Indore police regularly received the information from various locations in the city. It also helped the department in making healthy relationship between public and police. Due to quick response and appropriate actions towards the complaints, the department started receiving positive feedback in the form of acknowledgement calls. To certain extent control over crime was also been achieved. Transformation of Traditional Information System into New Information System also played an important role in increasing number of informers without any additional cost. The confidentiality about the informers played a key role in removing the threat of the criminal among the minds of Indorians.

Questions

1. Suggest a suitable strategy to popularize the Crime Watch Service outside Indore District.
2. Justify the transformation of Traditional Information System into New Information System by Indore Police.
3. Suggest further action plan to increase awareness about Crime Watch Service.
4. Describe the strategy adopted by Indore Police to reframe their image among public.
5. What promotional activities were used by Indore Police for promotion of Crime Watch?

Teaching Notes

Executive Summary

This case is concerned to the Police Department of Indore, Madhya Pradesh (India) which is a non business organization. The Department was facing a critical situation where the population was



increasing rapidly but on the other hand the department had a limited number of police force. Due to this it was difficult to control the crime rate. To overcome this problem and gaining control on crime rate with limited resources, Indore Police launched 'Crime Watch' (An Information for Indore) Service. Crime Watch was a total public oriented service. This service was so popularized among public as a result of that Indore Police had done a remarkable job in controlling crime rate and it also reframed the image of Indore Police with incurring any additional cost.

Teaching Objectives

- To learn how to provide effective services by optimum utilization of limited resources
- To learn how to reframe the image for public oriented services.
- To learn how to promote the services.
- To learn how to make government services more effective.

Target Audience

- Management Students
- Police force of other districts.
- Employee of other public service departments.

Teaching Approach & Strategy

- Divide the class into separate groups consisting of 5-6 students.
- Distribute a copy of case to individual students for case reading.
- Each student will go through the case and understand it.
- Conduct situation analysis individually.
- Intra group case discussions followed by inter group discussions.
- Come up with learning, analysis and conclusion.
- Case Presentation.

Analysis

- Apart from existing promotional media, transit ads, roadside hoardings, fast food and highway side restaurants can be focused popularize the Crime Watch Service outside Indore District. Road shows and announcement within and outside Indore can also be a suitable option.
- The transformation of Traditional Information System into New Information System by Indore Police is justified due to limited accessibility of information in the later system. As



New Information System tried to connect with all the citizens of Indore, the scope of information was widened due to which crime rate could be control even in better way than the previous one.

- Based on Ans. 1 the department can formulate strategy for the same.
- Due to assurance about non disclosure of the informer's identity, a faith was developed among the citizens from the side of police department. Also, it helped the citizens to contribute positively towards crime control as there was no threat from the side of the criminals.
- To focus on youth the department concentrated on What's App which is a popular services used by them. On the other hand the reliance on social media was enhanced through development of Facebook page. Development of updated website was also a good source of communication. With respect to traditional medium all those points where the citizens visit frequently were targeted by the department that proved to be fruitful.

Additional Reading and References

- <https://twitter.com/crimewatchind>
- <https://www.facebook.com/crimewatchind/>
- www.crimewatchindore.in,
- www.indorepolice.org



Employee Turnover at EXO- Solutions

Dr. Santosh Dhar, Ms. Pragati Tomar, Mr. Prashant Sidhdhey

Introduction

Bansal had just reviewed one year end turnover figures for the Indore Unit. Out of 200 employees, 40 employees had left their job. Things were not so simple. It had not been smooth sailing so far. Harish Bansal, a 53 years old operational head of Exo Solutions at Indore was worried after looking at the figures. He had joined this unit as operational head in Aug, 2015. A chemical engineer with a diverse exposure of working in corporate and academics had been operational head in India for UK based recruitment firm before joining Exo. Exo Solutions was setup in April, 2015. It was an operational unit and extension of a US based software development company, Neutron Solutions. It was promoted by non-resident Indian, Prashant Sexena, an IITian who had migrated to US for higher studies of MS and Ph.D. Prashant had established Neutron Solutions in America in the Year 2000 and later in 2001 in a partnership with Mukul Singh he set up two offshore offices, in Noida and Nagpur in India. Mukul Singh was a graduate from BITS, Pilani and Management Graduate from IIM Ahmedabad. The two offshore offices, in Noida and Nagpur also started with operational units simultaneously.

With the technology boom and advent of many competitors, Noida emerged as an IT Hub with higher living costs. Management decided to shift the operational unit of Noida which had been there for 14 years to Indore whereas the software development unit continued at Noida. Indore has been recognized as a commercial capital of Madhya Pradesh with a bulk of its trade coming from Small, Mid and Large scale manufacturing & service industries. Simultaneously, it is emerging as an educational hub. But culturally people were orthodox and did not appreciate their children moving out of their home town.

About the Company

Exo Solutions Indore unit was a KPO extracting and compiling data from scanned images received from oil wells while drilling. It received the data from Geologists in the form of scanned images, handwritten forms, text-based documents. The data was interpreted, digitized, stored and indexed and send to the American clients. Exo Solutions Indore had 200 regular employees with a well-defined hierarchy of Data Operators, Team Leaders, Supervisors, Shift In-charge, Assistant Manager and Operational Head. Employees worked 24 X 7 in three shifts, 7am-3pm, 3pm-11pm and 11pm-7am for American clients. Continuous operations allowed Exo Solutions to pay off the substantial fixed costs of running a KPO over maximum production volume. By running Three shifts they were able to capture

This case was developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, from 26 to 28 May, 2016 by Dr. Santosh Dhar, Ms. Pragati Tomar and Mr. Prashant Sidhdhey (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore).



significant cost savings. The female employees were preferred for the morning shift. The employees had to work 8 hours a day. The job was quite strenuous. Every day the employees had to meet the performance goals. Every day a breakup report by the supervisor of the previous day's of the actual performance versus forecasted performance was circulated among all the employees, supervisors and, operational head. The report detailed assignments given, assignments completed and assignments rejected owing to the error issues. If results fell below forecasted level the employees irrespective of the level had to give explanations. In case, the superior felt that the poor performance was due to skill snag, he would facilitate his subordinate by providing appropriate support. But, if the superior felt that the poor performance was due to an attitudinal problem then the employee was susceptible to poor performance review. Three warning memos were given to the employee to improve his performance, failing which he would be asked to leave the company. Company did not have a set Performance Appraisal System for the employees and would appraise the employee as per the need. It would practice piece rate system to give the incentives and conduct activities like Games, Sports, Competitions, or Picnics on Saturday

Recruitment Procedure

They recruited the employees by giving the advertisements in Newspapers, arrange Walk-in, and mostly used employees' references. They preferred people living around the office vicinity. The company did not provide any CAB facility and employees had to come by their own transport. Company recruited fresh graduates with basic knowledge of computers and provided basic training of one month before giving them the regular assignments. The salary fixation was done after benchmarking with other similar local companies. The company didn't have any set HR policies although they had incentive schemes wherein on the basis of performance appraisal they would promote people to higher level.

Issues and Challenges

Employee Turnover figures for the Indore Unit had upset Bansal. He was worried about the implication of this high turnover for the company. Although female employee turnover was much lesser than male employee turnover. But keeping higher female employee ratio would not solve his problem and give rise to other operational problems for the night shifts. No matter what happened, company expected to meet or exceed targets. But what Bansal was supposed to do if his employees had limited capacity? What if half a dozen workers didn't show up for work? Sure, he desperately looks for workers with the right skills to fill in, which would take huge chunk of productive time. He needed to have his line going quick or he had no chance of hitting his production targets for the day. A lot of this was beyond his control. Raising the salaries was not in his hand but he could help to make the working conditions conducive and improve the productivity of the unit by reducing turn over. Bansal knew the turnover would lead to serious moral issues of the employees and their dissatisfaction would infect the whole unit. Bansal's thought swirled around the multiple factors that contributed to the problem and



was wondering how to address this issue. He knew that IT enabled companies would lure employees and they did not see very long term careers in this field. So their loyalty was questionable even if they would be given lucrative incentives. Bansal believed that once the turnover problem was solved Exo Solutions Indore would become number one for productivity with lowest cost. But how?

Questions

1. Was it a right decision of Management to shift their operational unit of Noida to Indore?
2. Had you been in place of Harish Bansal, how would you make the work environment conducive?
3. As a consultant of Exo Solution design HR Policy for the company.

Executive Summary

Exo Solution was setup in April, 2015. It was an operational unit and extension of a US based software Development Company, Neutron Solutions. It was established in the Year 2000 and later in 2001 management set up two offshore offices, in Noida and Nagpur in India. After 14 years management decided to shift the operational unit of Noida to Indore. It had 200 regular employees with a well defined hierarchy working 24x7 in three shifts. The employees had to work 8 hours a day. Every day the employees had to meet the performance goals and employees are appraised accordingly. The case outlines the increase of employee turnover figures for the Indore Unit. Out of 200 employees, 40 employees had left their job. The case gives an insight into the implication of this high turnover for the company. The core challenge was how to make working conditions conducive and improve the productivity of the unit by reducing turnover. It was believed that once the turnover problem was solved Exo Solutions Indore would become number one for productivity with lowest cost. But how?

Teaching Notes

Teaching Objectives

- To familiarize the participants with the importance of employee retention.
- To help the participants to understand the importance of HR Policy.

Issues Involved

- Importance of employee retention
- Importance of HR Policies.
- Recruitment
- Importance of ROI in training
- Understanding of KPO



Time Allotted for Each Issue

- Importance of Employee retention (20 minutes)
- Importance of HR Policies: (20 minutes)
- Recruitment: (20 minutes)
- Importance of ROI in training: (15 minutes)
- Understanding of KPO: (15 minutes)

Target Audience

- Management Students
- Under Graduate and Post Graduate students
- Management Faculty during FDP

Teaching Approach and Strategy

- The case may first be analyzed at the individual level and then may be discussed at group level. The recommended group size is 4-6 members
- Participants may be asked to prepare a write up on challenges associated in employee retention
- Discussants can refer to standard texts on HR Policies and Employee turnover.

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Customer Satisfaction: The Need of Hour?

**Dr. Yogita Mandhanya, Dr. Deepa Joshi, Mr. G.V.L. Shreekanth,
Ms. Shejal Gupta, Ms. Megha Sharma**

ABC Bank

ABC is government owned and largest bank in India. This bank was nationalized in mid fifties. It has its head quarters in Mumbai and serves worldwide in banking and financial services. It is the largest nationalized commercial bank in India in terms of assets, number of branches, deposits, profits and work force. It was an establishment authorized by the Government to accept deposits, pay interest, clear cheques, make loans, act as intermediary in financial transactions and provide other financial services to its customers. It holds 20% market share in deposits and loans among Indian commercial banks.

The Branch

One of the branches of ABC Bank was situated in Indore. The branch was having a customer base of around 27,000. There were 10 employees working in the branch catering to the needs of such a huge customer base. This bank offered various products like investment banking, commercial banking, retail banking, private banking, asset management, pensions, mortgages, credit cards etc., The bank offered competitive and best rate of interest on deposits and charged lowest rate of interests on lending products. As compared to private sector banks public sectors banks have an advantage in gaining the public trust. The branch had a brand name with wide distribution network; it was a market leader with a diversified portfolio, low transaction cost, transparency, and no hidden charges, effective after sales services, highest market capitalization and profits. New opportunities were identified due to demand for credit in corporate and agricultural sector.

Present Competitive Environment

In the changing global scenario the branch had to face intense competitive environment. Service quality and customer satisfaction play an important role to survive. The branch attempted to create convenient banking practices for their customers which included ATM at customer convenience centers, ready cash service, easy money transfers, computing banking, mobile and internet banking, Apart from this some major problems faced by the branch were as follows;

- Absence of well trained and professionally qualified banking staff
- Offensive and poor attitude and behavior on the bank staff in their dealings with actual and potential customers.

This case was developed in Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore (M.P) by Dr. Yogita Mandhanya(SVIM), , Dr. Deepa Joshi(SVIM),Mr. G.V.L. Shreekanth (SVIM), Ms. Shejal Gupta (SVIM), Ms. Megha Sharma (ILVA College).



- Inadequate facilities and equipment required to provide modern banking services.
- Absence of frequent training programs for the staff to shape up their attitude towards customers.
- Unduly long process in responding to customers' needs.
- Excessive computation from banks which perform commercial banking services.
- Customers are unaware about the policies and mechanism of the banks.
- NPA (Non Performing Assets) is not because of common people but due to the industrialist.

CA customer faced with a problem with his ATM card. He was receiving his ATM card without a PIN number. C approached the concerned employee in the bank and lodged a complaint. Further he again received the ATM card but without a PIN number. C was frustrated as his complaint was not been taken care of and 2 months had passed on. He approached the branch manager and informed him regarding the problem. The manager satisfied him by assuring him to wait for 2 days and requested him that he need not come to the bank-the bank will now approach him. The manager immediately contacted the head office & reported the problem to the concerned person and by the end of the day the ATM card had reached with the PIN number at 7:00 p.m. in the evening. The Branch Manager along with his team went to C's home and handed over the ATM card and PIN number to C at his home.

In another instance an agricultural audit target was to be achieved. A survey in the specific rural area pointed out the existence of number of base level practices to attract customers by competitors. The branch manager focused here on a strategic approach and introduced a faster and quicker process of sanctioning the loan. A lowest rate of interest was a plus point and the manager motivated the agricultural farmer to cater their needs through credit loans instead of private through credit loans instead of private moneylenders. Door to door practice namely 'At your door step' was followed. Beginning from proposal till sanction of loan was completed in the lesser span of time and the customer was not required to come to the bank. The things were managed by the employees by going at his door step and making the loan available at his convenience.

Measures Taken

The branch manager on his part attempted to increase customer satisfaction by following certain practices. In the very beginning he counseled and mentored the employees to change their attitude towards the customers in the positive manner in addition to this training programs were scheduled. Updating of software was prescribed. Automatic Bar Code reader machine was introduced to update the pass books of the customers in less time. Dealers meet, Builders meet, Farmers meet were organized to communicate about the various lending products. They were motivated by offering discounts in processing charges and promotional schemes. To avoid unduly long processes door to door facility was provided from documentation till sanctioning of loan. The practice of service at your door step was newly introduced by the manager.



In the emerging competitive environment and IT era, with little and low distinction in the product offerings, it is the speed of the rendering service that sets apart one bank from another bank. A prompt service is equated with quality service. Time is a major factor which affects the quality and reputation of the bank. It is very essential that bank should put in place the right kind of systems to further cut down on service time and render instant services to the customers.

Questions

1. What innovative methods should be taken by the manager for increasing the customer satisfaction?
2. How customers retention rate improve if the duration required for a bank transaction is curtailed?
3. To sustain in the global scenario how customers can be motivated towards the products?
4. What do you think the strategy adopted by the branch manager in the two instances supported the image of the organization? Give reasons to support your answer.

Teaching Notes

Summary of the Case

The case is about a branch of a nationalized bank ABC Limited. It provides banking services to its customers. It has a strong base. Due to increase in competition the organization is facing a problem of customer satisfaction. But it still progresses in a continuous manner by overcoming the obstacles. It also trains its employees from time to time to perform multiple roles. The organization practices customer oriented strategies for sustained growth.

Teaching Objectives and Target Audience

The target audience are upcoming budding managers i.e. management students. They will learn how to analyze what is relevant to a successful banking relationship so that banks can achieve and maintain customer satisfaction in the new climate, and identifying and commenting on what they see as the key actions that must be taken to retain and expand their customer base in this challenging and increasingly sophisticated market.

Adopting innovative strategies is the need of hour, but implementation is even more important. Managing business in turbulent time is taught by the case.

Teaching Approach and Strategy

The students may analyze the case including the following steps

- Reading and Understanding the case in the very beginning
- Individual understanding of the case



- SWOT analysis of the case
- Answers to the question

Analysis

Service quality is the best indicator in Banking sector which determines the effectiveness of its operations and further products should be offered at competitive prices. After sales services act as an added advantage to boost up the reputation and trust among the customers. Positive communication with the customers on front desk with proper tone and pitch makes them feel homely. Stress Management techniques and emotional intelligent sessions can help the staff to maintain their temperament.

Time is a running concept in this turbulent era. Faster and quicker services involving less movements and paper work enhances productivity on both ends. Effective equipments involving lesser HR can be installed to offer wider, quicker and faster services.

Communication has changed the scenario in today's global environment and has brought the world closer. ICT enabled technologies can be useful for informing the customers about the new arrivals. A systematic feedback process can add upon advantage and remove dissatisfaction.



Decision or Destiny

Ms. Farhat Ali Syed, Ms. Nidhi Sharma, Ms. Indu Sen

Introduction

Amit Sharma, a chemical engineer was working as Centre Head in OASIS Ltd, a Data Processing Company. He was heading three departments i.e. HR, Production and Operation. The company was in its initial stages of development. His work was to recruit people, check their respective shift reports, handling appraisal and take the complete responsibility of target based work of each employee as each employee targets contributes to the target of the centre. Amit Sharma completed his schooling in Lucknow. His parents had less awareness about the different career options so he had to take all his decision based on his limited knowledge and understanding. Amit was an intelligent student. He got the opportunity to study in a reputed and well known engineering college of India. He completed his chemical engineering with flying colors.

Challenges and Way Ahead

He served the chemical industry for fourteen years in different capacities. The job in chemical industry was relatively difficult than other industries. The working conditions were not favorable in terms of health. He changed his companies because of the threat of shutdown. He did not continue in the same industry due to several reasons like hazardous working conditions, remote working locations, limited scope in the industry. His colleague and batch mates joined IT industry because of above mentioned reasons and attractive pay package. These people trained themselves by doing some quick courses from computer institute and got the opportunities to work oversea without much difficulty. Amit being the only son was not able to move abroad so he looked for opportunities in other fields and he got one. Concrue, a recruitment company hired him as senior manager operations. It was a completely different job and an entirely new field. Previously he was dealing with chemicals and now was dealing with human resource. Amit was intelligent and a hardworking man. He learnt everything from the scratch of this new field and also completed his master's degree in management in due course. Looking at his hard work company sent him to UK for the training but every day is followed by a dark night. After completion of his project, Amit could not continue in the same company due to Economic recession. He then even worked as free lancer but did not do well and finally started looking for a new job. Now he got the opportunity to work as head of the Galaxy institute of technical and management education. It was a new institute and Amit had to meet the targets of admission in the college. He was surprised by the malpractices done in the academics for getting some admission in the institute like

This case was developed by, Ms. Nidhi Sharma (Prestige Institute of Management and Research, Indore), Ms. Indu Sen (Jai Narayan Institute of Technology, Bhopal in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, from 21 to 23 December, 2015



giving commission or different fee structure for different students. He worked very hard to establish the brand of the new institute for two years, but did not succeed due to tough competition and new norms introduced by AICTE (All India Council for Technical Education) for distance learning programs. He did not leave any stone unturned but circumstances did not support him and the owners decided to close down the college. He had to face a lot of aggression of students and parents. There was a time when he was about to go to jail as he was the signing authority of the same. He was devastated and decided to go back to the corporate from academics. He did not find a suitable job so he started working as a free lancer for the outsourcing company. This profile did not give him a constant income and career a satisfaction. After his thirty years of service he realized that it is better to be an entrepreneur. He thought of starting his own coaching center but dropped the idea thinking it's too late to be an entrepreneur. Then finally he joined OASIS Ltd as Center Head.

For Amit his life was a roller coaster, from chemical engineer to senior manager operations and from head of the institute to center head in Data Processing Company. Though his batch mates and his friends were at better positions, he consoled himself that he is also leading a comfortable life.

Questions

1. Had you been in place of Amit, how would you have handled your career?
2. How far was the decision of Amit of leaving his core area and moving into another area is justified?
3. What is the role of mentor in our career development and career planning?

Teaching Notes

The target audience is the students of management studying HRM. The teaching objectives are:

- a. Address the issue of career planning and development.
- b. Make the participants understand the importance of mentoring.
- c. Give insight into the issues and challenges arising out of ineffective decision making.

Key Issues

Key issues involved are related to career planning and development, decision making and mentoring.

Teaching Approach and Strategy

The case discussion should be focused on above mentioned issues, highlighting their importance in developing one's career. Each participant can make interpretations and give suggestions.

The case can be discussed at the individual level and then at the group level. Each issue should be discussed for ten to fifteen minutes. A facilitator can trigger the discussion by asking the questions such



as What is career planning?, What is career development? Then based on the answers from the students, facts given the case

Analysis

Although not explicit, this case can highlight a no of issues related to career planning and development, importance of mentor in ones career and effective decision making. Critical role of effective decision making in ones career should be thoroughly discussed. What measures they would have taken for resolving such problems in their career? At times it is difficult to follow all the stages of career planning and development and stages of effective decision making skills. This case will make the students understand the importance of a mentor in one's life.



Dwindling Footfall at Excellence Motors

Dr. Digamber Negi, Ms. Deepti Verma, Ms. Shikha Jain

Background of the Company

Excellence Motors was an organization started by Rohit Tandon in the year 1978 which was dealing in the sales and services of HMT Tractors at Jabalpur. A branch at Satna was opened later. Since the customers of Excellence Motors (EM) were predominately agriculture based, as a result the company not only had to educate them, but also makes a huge effort in selling the products and providing after sales services. This triggered them to search for alternatives. As a result the company took up the dealership of Best Tempos in the year 1983. Best tempos manufactured Jeeps and Light commercial vehicles. But this venture also did not last too long.

Thereafter in the year 1986, EM became the dealers of Pawan Udhog Limited which was an emerging company in manufacturing Passenger Cars. Pawan Udhog Limited was growing by leaps and bounds and soon became one of the largest manufacturers of Cars in India. Consequently, Excellence motors also had to expand which they did by opening up two new branches at Satna in 1989 and Indore in 1993. Excellence Motors shared a fruitful relationship with Pawan Udhog Limited for 23 long years, which came to an end in year 2009, when Excellence Motors tied up with one of the oddest and renowned automobile giant BYE Motors as dealers for their Passenger Car Business Unit. Bye Motors manufactured buses, trucks, light commercial vehicles, small pickup trucks and passenger car vehicles and had an expertise in manufacturing vehicles running on diesel engines, unlike Pawan Udhog Limited. The primary reason as told by S.K.Shukla, GM (Services) for shifting from Pawan Udhog Limited to BYE Motors was a demand shift to diesel engine passenger cars from petrol driven cars. Further, the price of the petrol was escalating and this gave customers one more reason to switch to cars running on diesel engines.

Present Scenario

The domain area of Excellence motors was triple 'S' which stands for Sales, Services and Spares of BYE Motors Passenger cars. Sales of Excellence Motors depended largely on the brand image and the demand for the cars manufactured by BYE motors. Therefore more efforts were made on the service and spares front to boost the overall turnover of the firm. In the year 2016, the firm was selling 100 cars as compared to 250 two years back. After having an eight year long association with Bye Motors the company was finding itself into a precarious situation. The challenges faced by Excellence motors were falling sales of passenger cars and the reduced number of footfall in the showroom. To counter this situation excellence motors adopted a two pronged strategy.

The case is developed in the Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore on May 12-18, 2016 at SVIM, Indore by Dr. Digamber Negi, Ms. Deepti Verma and Ms. Shikha Jain (Shri Vaishnav Institute of Management, Indore)



Marketing Strategies for Increasing the Sales

Despite the fact that the sales of passenger cars at EM was hugely dependent on the positioning, promotional effort and demand generated by the parent company for its products, EM came out with the following schemes and offers to enhance its sagging bottom line. The company relied on exchange offers to entice the customers who were already car owners and were looking for a change in terms of a new vehicle. So the company provided good resale value for the sold car and on top of it gave an exchange bonus which made the offer lucrative and irresistible.

There were seasonal discounts offered at various intervals throughout the year. During festival “festive discounts” were in offering and during monsoon, monsoon offers were given to the customers. On certain occasions like Akshay Trithiya*, Dhanteras*, Rakshabandhan* (these are the names of festivals with special significance, celebrated by Indians) gold and silver coins were offered on the purchasing of the cars. Free insurance at the time of purchase and 50% discount on the insurance renewal in subsequent year is one strategy which has gone down well with the customers. Free Annual Maintenance contract and discounted extended warranty schemes were introduced to lure the customer.

Strategies for Increasing the Footfalls

In order to bring more and more cars of BYE motors into the service ambit of EM, following strategies were adopted by EM which helped them to fight the declining level of service customers. Special Camps were organized for different services where in discounts were offered on both labor and spares. Sundays and other holidays were celebrated as Happy Days, on the lines of “Happy Hours” strategy adopted by Restaurant and Hotels.

There was a segment of taxi owners which was highly price conscious as far as the servicing of their vehicle was concerned. They use to service their vehicle by road side mechanics and garages. This was a huge segment as the passenger cars manufactured by BYE Motors were largely bought by taxi owners. In order to bring this segment into the ambit of Excellence Motors, S.K. Shukla, General Manager (Service) introduced an innovative scheme where the taxi owners were lured by giving them a hefty discount on services of their vehicles which was at par with the rates in the open market.

In order to facilitate the service engineer and mechanics in understanding the service processes and procedure, the control check sheets were first translated in Hindi language and later on into regional languages for better understanding which was widely appreciated by their parent company BYE motors. In spite of all the efforts put in by the top management and the officials the company is still looking for growth in the sales which has been elusive.

Questions

1. Conduct a SWOT analysis of the case.
2. What measures would you suggest to enhance the sales of passenger cars at Excellence Motors?
3. What could be the possible marketing strategies to increase the footfall of potential customers for after sales services of passenger cars?



Teaching Notes

Executive Summary

The Case is about a firm Excellence Motors dealing in selling of passenger cars manufactured by the parent company BYE Motors. The company had been doing well in the past but of late it has been facing slowdown in sales and consequently battered profits. As mentioned in the case the company had taken various steps in order to increase the sales and service turnover but it still finds itself in a grim situation. The case is intended to be used as the basis for classroom discussion rather than to illustrate either effective or ineffective handling of a management situation. The case was made possible by the cooperation of an organization that wishes to remain anonymous.

Teaching Objectives and Target Audience

The case objective is to provide the students an example of innovative marketing strategies adopted in selling and servicing passenger cars and develop an understanding of

- Customer preferences and Perceptions.
- Existing and potential customer needs.
- How to create value for the customers?
- How to restructure the Human resources to optimize their output?
- How to structure the business process which is more customers centric?

The case is appropriate for a 90 minute Marketing Management class of a post graduate management programme.

Teaching Approach and Strategy

The participants/students should have a fair knowledge of Automobile industry in general and passenger cars division in particular. The case has to be first read and analyzed by the participant/student at an individual level subsequent to which the class would be divided into different groups comprising of 4-6 students. Each group of students would then discuss the case within the group and come to a consensus. One/two representative from each group would then summarize the case and the entire class could ask questions and seek clarifications from them, that is the discussion would now take place at an inter group level.

Pedagogical Objectives

The task for the students is to:

- Analyze the case
- Do a SWOT analysis.
- Provide suggestions to policy makers.

Suggested Readings

Any internationally accepted standard book on marketing management could be referred for the above case.



Patel Motors – Ways to Service Excellence

Dr. Rajeev K Shukla, Amiya Shukla, Dr B.M. Londhe

Introduction

Patel Motors originated from a very small firm “P. Patel Sales Agency” in the year of 1972, having a very small business for the spare parts of diesel engine used for the boring machine and irrigation work. Mr. Vallabh bhai Patel was the first person to start the business in the family. In the year 1985 business of authorised dealership of Tractors and Farms Equipments Limited (TAFE) was started by forming a partnership firm under the name “M/s Patel Motors & Tractors” under the leadership of Shri Vallabh Bhai Patel and Arvind bhai Patel. In the very first year of operation, the firm sold highest number of newly launched MF-1040 in India. Within 2-3 years company captured major portion of business of Indore and the surrounding areas and form a very good relation with the farmers. In 1993, firm “M/s Patel Motors & Tractors” was converted into a private limited company "Patel Motors (Indore) Pvt. Ltd.", having the knowledge of tractor market company acquired dealership of Eicher Motors Ltd. (EML) in the year of 1994 for sale of Eicher Light & Medium Commercial Vehicle for Indore and other 10 districts. The company is largest selling dealer of EML in central India & the largest spare parts selling dealer in the country. The company has received more than 15 awards for the various Excellency awards from EML. In the year 1997, the company acquired dealership of Maruti Udyog Ltd. (MUL), and in the first year of the operation company got all India top position in the “Customer Satisfaction in Sales as well in the service”. Since 1997 the company is the largest selling Maruti Dealer in the state of M.P. & also received various Excellency awards from Maruti. The company is also nominated as a member in dealership advisory committee of Maruti,

The growth and success of Family run business Patel motors is attributed to their commitment towards customers first, be 100% in work, commitment towards quality and assurance of best quality services to customers. They are also flexible in adoption of new technologies and identification of business opportunities at right time. Further, well and smooth succession planning has also helped Patel motors in their business expansion.

The Journey of Patel Motors

Arvind Bhai Patel son of Shri Vallabh bhai Patel joined his family business at the early age of 16 in 1976 as second generation entrepreneur. Attainment of customer devotion was his basic motto since the day he joined the business. Mr Patel believes that if a customer steps in the service centre of Patel Motors, he should be facilitated with all the features related to automobile services, which resulted in

This case was developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, from 26 to 28 May, 2016 by Dr. Rajeev K Shukla, Mr. Amiya Shukla (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore), Dr B.M. Londhe (Sanjivani Rural Education Society's, College of Engineering, Kopargaon)

adding up of various services like car insurance, driving school, selling and purchasing of pre-owned cars etc. his dedication and business acumen can be understood by the progress of business turnover of Patel motors which shot up from Rs. 3 to 4 lacs per annum to Rs. 600 crore per annum in a period 40 years and he is confident to cross turnovers Rs. 1000 crore by 2018. Patel Motors has been awarded “BHAMASHA AWARD” in 2007-08 and 2008-09 by Government of Madhya Pradesh for the highest “Value Added Tax” payment in trader category in the entire state of Madhya Pradesh. Although being a Family Owned Business Mr Patel always empowered his employees for decision making and plays the role of mentor in their work life. The motivated man power under the leadership of Arvind Patel plays an important role in success of Patel Motors and employees feel as extended part of Patel Motors’ Family.

Best Practices at Patel Motors

Being an authorized distributor and service provider of Maruti India Ltd. Patel Motor has added responsibility to meet the standards of Maruti Suzuki, which has been rated as Number 1 on Customer Satisfaction Index for last 14yrs by JD Powers’ Singapore Survey. As part of Maruti family Patel Motors has striven hard and achieved the benchmarks of maintaining the same service quality. For this Patel motors has set up 13 service centres in various cities like Indore, Pithampur, Ratlam, Dewas, Jhabua etc. At Patel Motors Dewas naka, Indore has a True value (pre-owned car) showroom, an insurance desk, driving School and service station with a setup for the load of 100 Vehicles per day. Patel Motors have a policy of taking customer feedback after every service, which is taken very seriously; according to feedback overall rating is excellent. The excellence in services of Patel Motors has been reflected by various awards honoured to Patel Motors. Awards and Recognition received by the Patel Motors from Maruti SUZUKI India Ltd is listed in Annexure 1.

Although, Patel Motors is on good growth rate and is enjoying good relation with customers, earning profit and also attaining the excellent customers’ satisfaction, but is facing challenges of customers’ retention for vehicle services. Over the period it has been observed by the service marketing team that Customers who availed after sales services of Patel Motors for 3 -5 years, gradually showing less interest in continuing services from Patel Motors.

The following three major reasons have been identified by service marketing team for non continuation of after sales services from Patel Motors

- The pre notion of customers of being over – charged or use of some products/spare parts which are not required.
- Reluctance of rural customers to bring their vehicles at Patel Motors service centre for paid services.
- Customers get easily convinced by Local Auto Garages because of personal relations with mechanics.



In order to overcome this pre notion of customers Patel Motors have planned certain remedies like increasing awareness to customers by making personal visits and giving them the confidence that services given in service centres are with the optimal charges. They have initiated offers like pre-monsoon free check-up service, Mobile Support Services for the rural areas, where they are not having authorized centres at no added cost.

Questions

1. Comment on service promotion measures of Patel Motors for customer retention.
2. “Excessive service concern for Customers adversely affects employee performance”. Do you agree with the statement? Give your opinion.

Teaching Notes

Purpose of the Case

- Familiarize the participants with the concept of Family Business
- Highlight the significance of customer centric service delivery for success of business operation
- To help in understanding Consumer Behavior
- To familiarize with the need of service promotion strategy

Key Issues

- Customer retention
- Promotion of Services
- Challenges in Service delivery
- Customer Satisfaction

Teaching Approach and Strategy

- The case may first be analyzed at the individual- level and then may be discussed at group-level. The recommended group size is 4 -6 members

Instructors can initiate the discussion by asking questions from the participants such as share your understanding of family business and customer relationship, Based on the answers from the participants, the importance of customer satisfaction and service delivery process can be linked with the facts given in the case for better understanding.

Annexure 1 - The Patel Motors has received the following Awards and Recognition from Maruti SUZUKI India Ltd.



- “All India No-1 Dealer” in service performance ranking in year 1998-99.
- “Least Customer Complaint” in non metro category.98-99
- “Highest Customer Satisfaction” in Central region 98-99.
- “Highest Customer Satisfaction in Sales” in 99-00.
- “Largest Single Selling Outlet” in Central region in 99-00
- “Excellence in Dealership Standards” in Central region 00-01
- Patel Motors Maruti division is ISO-9002 certified w.e.f. 16th May-2000
- JD Power conducted study of sales satisfaction for the Maruti dealership all over India. Patel Motors ranked No.1 in All India in first quarter of the year 2001-02.
- ”King of dealers” in 2001-02
- “Winner of Skill Competition in central region” in 2002-03
- “Winner of Skill Competition in central region” in 2003-04
- “Winner of Skill Competition in central region” in 2004-05
- “Highest off take of Parts in entire W4 region” in 2005-06
- “Winner of Skill Competition in central region” in 2005-06
- All India Sales Competition winner regional Dealer Round West in 2005-06
- Awarded by best dealer in sales in 2005-06
- Winner in talent search competition in 2006-07
- Second runner up in customer care competition in 2007-08
- Winner in M. P. skill competition at regional level by true value sales in 2007-08
- Winner of skill competition at national level in 2007-08
- Winner of talent search competition at region level in 2007-08
- Winner in team leader contest at region level in 2007-08
- Highest customer satisfaction sales region centre
- Awarded for “Highest Volume Dealer” parent level in sales in 2008-09
- Service award best performance in CSI JDP cities Indore in 2008-09
- Awarded for “Star Performer All Rounder” in 3rd Annual Rose meet Jun-09



Old Coaches New Player

Dr. Mamta Joshi, Mrs Pragati Tomar, Ms Amrita Nayak, Dr. Rahul Jain

Introduction

Mr. Johnson Thomas owner of Thomson's Pvt. Ltd. belongs to a farmer family from south India. Not being the management professional he was a graduate of economics, started his career as a marketing manager in a pharmaceutical company dealing in tranquilizers manufacturing. During his job the idea was generated in his mind for food industry.

Thomson's Pvt. Ltd. was established in year 2000 with distributorship of most reliable brands of food and dairy preservative, testing kits, cultures, flavors and plant hygiene equipments from various International companies. Thomson's Pvt. Ltd. represents various Multi-National Companies who were dedicated international specialists in their respective field in India as their sole Distributor cum Technical Support Team. The product line supplied by them supports all segments of the dairy industry, including fluid milk, cheese, butter, cultured products, ice cream, UHT processing and dry ingredients, beverages, meat, poultry, egg, fish, seafood. The complete line of microbial indicator tests, pathogen tests, end product screening systems and hygiene monitoring tests. Their extensive product range includes Rapid Food Analysis Kits like Antibiotic Residue screening tests in milk, Aflatoxins in various food matrices, Hygiene Monitoring Systems, Dairy cultures, Microbial rennet, Flavors, Stabilizers, and Antioxidants etc. Their products are mostly imported from Europe, United States and few Asian countries.

Keeping "Nature, Quality & Economy Conscious" as their mission Thomson's Pvt. Ltd. was the best solution provider to the food processing Industry. They were achieving formidable and sustainable growth with the full support of the Industry. Besides this company had faced moderate competition. The growing company touched their revenues to the highest of 8 Crore in the year 2014-15. Aspiring the big sale company focused their next targets to 16 Crore in preceding years.

The Functioning of the Company

This grooming company was solely handled by Thomas and served by various nearby family members and executives and staff strength of 30 employees'. Thomas as a start up used bootstrapping as a major tool for their operations and appointments. Executives' appointments were directly handled by the founder who evaluated on candidate's need and paid compensation as competitive to the industry. The company was generous at the time performance appraisal part where an executive is given

This case was developed by Dr. Mamta Joshi (Shri Vaishnav Institute of Management, Indore), Mrs Pragati Tomar (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore), Ms Amrita Nayak (GSIMR, Indore), Dr. Rahul Jain (IIST, Indore) in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, from 21 to 23 December, 2015



time of one year to perform with all technical training of products. Along with minimal compensation company offered lucrative target incentives and allowances. As being the B2B model of the business the client appointments were taken by the company on a short notice and all the itinerary arrangements were exposed to the executives along with the marketing of the products. As being the medium scale company the policies were not flexible enough and nitpicking on reimbursement of factual expenses born by the executives on the field. Mismatch of giving and receiving end employee turnover was on the higher side, reason being company had to reappoint and train the new executives for business promotion.

With previous policy structure company carried the business with the full enthusiasm and kept reappointing the marketing executives on same grade.

Questions

1. Discuss Mr. Thomas as an entrepreneur.
2. Had been in place of Mr. Thomas what measures you had taken to retain the marketing executives?
3. As being the marketing executive what would be your approach to continue in the company?
4. Bring out the salient features of the HR policies adopted by the company that could built competency in its employees?
5. Make a SWOT analysis of the case.

Teaching Notes

Executive Summary

This case is about Thomson's a company dealing in food and dairy additives, opreservatives, testing kits and Plant hygiene equipments. It is a sole distributor company of various imported brands of the segment with annual turnover of 16 corer. The case highlights innovative products dealt by Thomson's. It also focused on neglecting HR issues undertaken to mitigate expenses for higher profits, channel management and human resource issues of out -stationed employees. Thomson's has not only managed to survive but maintained a study growth as well. Under the prudent leadership of Mr. & Mrs. Thomas and workforce successfully overcame the competition of their industry.

Purpose of the Case

The purpose of the case is to:

- To understand the importance of job description and job specification in recruitment.
- To understand the concept of HR generalist in the organization.



Key Issues

The facilitator should touch various HR Policies including :

- Job Description
- Job Specification
- Role of HR Generalist

Teaching Approach and strategy

- Case discussion should be focused on various HR Policies and their importance.
- The direction of the case should be towards job description and HR generalist.
- Importance and varying practices of HR generalist in the organization.
- The case needs to be analyzed and both individuals as well as group levels.
- The group sized should be 4-5 members. Fifteen minutes may be allotted to be each issues



Reinsurance in Non-Life Insurance

Deepika Batra, Megha Jain, Pradeep Bhatt

Introduction

The insurance industry of India consisted of 53 insurance companies of which 24 were in life insurance business and 29 were non-life insurers. Among the life insurers, Life Insurance Corporation (LIC) was the sole public sector company. Apart from that, among the non-life insurers there were six public sector insurers. In addition to those, there was a sole national re-insurer, namely, General Insurance Corporation of India (GIC Re) which offered a variety of non-life insurance policies in the fire, marine, theft, and other miscellaneous segments along with health insurance through its Mediclaim policy.

History of the Industry

The history of general insurance dated back to the industrial revolution in the western countries and the growth of sea-faring trade and commerce during the 17th century. The concept of general insurance came to India during the British rule. General insurers from Britain and other countries carried out the general insurance business. Malpractices and mismanagements crept into the management of these companies and to protect public funds, the government started considering nationalization of the insurance industry. In 1971, as a prelude to the nationalization of the general insurance industry, the GOI took over the management of all private general insurance companies. Hence, GIC was set up as a holding company in 1972 as per the General Insurance Act 1972. GIC was a holding company, separate from its subsidiary companies which were responsible for broad policy matters that could affect the general insurance industry in India. The company did not offer any direct insurance policies except the aviation insurance policies of Air India, Indian Airlines, Hindustan Aeronautics and Crop insurance. From the reinsurance business, GIC received 20% of all direct business written in India by its subsidiaries.

Marketing Strategies

GIC did not seem to have formulated any concrete marketing strategies since the company enjoyed a monopoly status in the market.

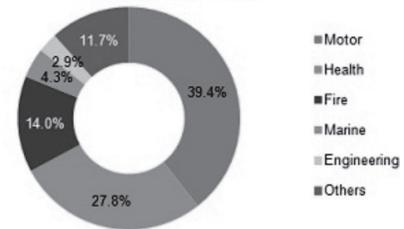
Breakup of Non-Life Insurance Market in India

Motor insurance accounted for 39.41 per cent of the gross direct premiums earned in FY16* (up from 41 per cent in FY06), at US\$ 1.01 billion till September 2015. At US\$ 0.71 billion (till September 2015), the health segment seized 27.75 per cent share in gross direct premiums. Private players contributed around 50.2 per cent in the total revenue generated in non-life insurance sector while public companies contributed around 49.8 per cent share by September 2015.

This case was developed in Case Writing Workshop organized by Shri Vaishnav Institute of Management Indore by Deepika Batra (Institute of Management Studies, Indore), Megha Jain (Shri Vaishnav Institute of Management, Indore) and Dr. Pradeep Bhatt (Shri Vaishnav Institute of Management, Indore). This case writing workshop was organized from May 12, 2016 to May 18, 2016.

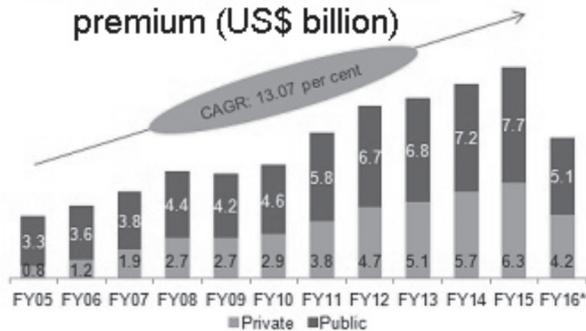
In 2001, GIC reported a gross direct premium income of Rs 107.72 billion. The general insurance industry recorded a 14.1 per cent growth in Gross Direct Premium underwritten in FY2016 up to the month of February 2016 at Rs 864.2 billion (US\$ 12.7 billion). The general insurance business in India in the financial year 2016 was at Rs 78,000 crores (US\$ 11.44 billion) premium per annum industry and was growing at a healthy rate of 17%.

Break-up of non-life insurance market in India (FY16*)



Source: IRDA Annual Report, TechSci Research; Note: *FY16: September 2015

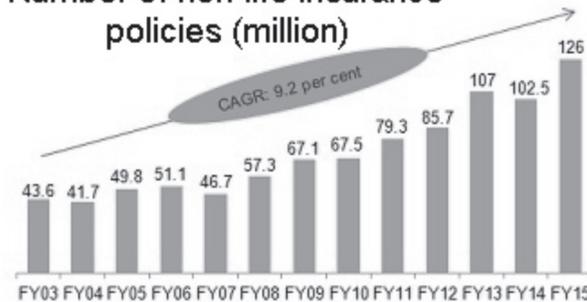
Growth in non-life insurance premium (US\$ billion)



Source: Insurance Regulatory and Development Authority, TechSci Research

Note: CAGR - Compound Annual Growth Rate, FY16*: Till November 2015

Number of non-life insurance policies (million)



Source: Insurance Regulatory and Development Authority, TechSci Research

Note: CAGR - Compound Annual Growth Rate

United India Insurance Company Limited

United India Insurance Company Limited was incorporated as a Company on 18th February 1938. 12 Indian Insurance Companies, 4 Cooperative Insurance Societies and Indian operations of 5 Foreign Insurers, besides General Insurance operations of southern region of Life Insurance Corporation of India were merged with United India Insurance Company Limited. After Nationalization United India grew by leaps and bounds and had 18300 work forces spread across 1340 offices providing insurance cover to more than 1 Crore policy holders. The Company had variety of insurance products to provide insurance cover from bullock carts to satellites. United India had been in the forefront of designing and implementing complex covers to large customers, as in cases of ONGC Ltd, GMR- Hyderabad International Airport Ltd, Mumbai International Airport Ltd, Tirumala-Tirupati Devasthanam etc. It had also been the pioneer in taking insurance to rural masses with large level implementation of Universal Health Insurance Programme of Government of India & Vijaya Raji Janani Kalyan Yojana (covering 45 lakhs women in the state of Madhya Pradesh), Tsunami Jan Bima Yojana (in 4 states covering 4.59 lakhs of families), National Livestock Insurance and many such schemes. They had presence in more than 200 tier II & III towns and villages through their innovative Micro Offices. The company had mainly four product lines in their non-life insurance business namely - Fire Insurance, Motor Insurance, Marine Insurance and other miscellaneous Insurances.



Settlements of Heavy Claims

The company had a large number of claims in its record which more or less they settled successfully. For any Insurance business it was again tough and very difficult to settle claims under the loss of catastrophic events such as flood and natural calamity. It was an astonishing fact that the company however managed to settle every claim in a prescribed time zone and as early as possible. There were given few examples of the claims that were very handsomely settled by the company:

- Around two decades back The United India Insurance Company witnessed a motor vehicle insurance case where a truck driver, Alwar hit an American doctor by profession by accident. The affected party claimed the company for Rs 300 crores under third party insurance clause to which company did not agree. Unsatisfied affected party went to the consumer forum which paved its way to the Supreme Court which gave the permission for Rs 24 crores to be taken as claim settlement amount from the insurer. But not withstanding with the Supreme Court's decision, the affected party approached the International court. The outcome was The United India Insurance Company was penalized to settle the claim with Rs. 56 crores along with an accumulated interest till date which they finally settled the claim.
- Three years back a company had a case where an insured party which was a chemist from Singapore had to export a long consignment voyage of thousands of containers having medicines in it had a fire explosion in nine of its containers which were thrown away. The ship was in situation to unload the rest of the goods which almost counted 4500 more containers. It referred China, India and Singapore for the same but nothing helped out. Hence the ship had to spend 1.5 years in the sea itself. Meanwhile after few months it got space in China to unload the goods and finally when the ship was again mended up and goods were loaded back in the mended ship and when the consignment reached the importer after 1.75 years of its journey, the importer which was from Kenya rejected the consignment justifying that the goods which was dispatched had expired. The insured went to the company for the claim but The United Insurance Company rejected the case on the grounds that the loss was not due to fire but due to expiration of the goods.
- 4th August 2015, Indore, heavy rainfall damaged the whole lot of goods of the insured party which had a furniture business and had a fire insurance agreement with The United India Insurance Company, claimed for crores of goods at loss. The company investigated the scene in alignment with the weather forecasting team and successfully managed to pay such a heavy claim without any discrepancies in a proper time.
- Chennai flood issue which had a claim of Rs. 18,000 crores and Uttarakhand flood issues in India also called for heavy claim settlements to which company effectively paid the deceased family.



- Ujjain Simhasth 2016 had a pitfall in its recent days where a sudden rain trauma brought 8-10 people to death. The guidelines by the ministry made the company pay Rs. 2 lacs to each deceased family, to which again the company did settle the payments.

The Benchmarks of the Insurance Claims

The United India Insurance Company issued the policies within 7 days of acceptance of premium and Renewal Notice 15 days before expiration of policy. In fact, the company always strived to accept the proposals of Motor, Individual Health, Personal Accident and Other personal lines of insurance within 3 days of submission and Fire, Marine, Engineering and other commercial lines of Insurance within 7 days of submission. It worked on the rule of appointing Surveyor/Investigator within 48 hours of intimation of claim. The claims on Personal Line and Retail Insurances were decided within 15 days and on Commercial Line Insurances within 30 days of receipt of required documents/clarifications. It also provided claim status to the customers within 3 days of receipt of request by the policy issuing office and made payment of claim within 3 days of receipt of discharge voucher. It worked on the policy of informing the customer within 30 days of receipt of required documents if the claim is not admissible. Also provided acknowledgement within three days of receipt and resolved the grievances within 15 days of receipt. The matter of fact behind the successful settlements of the heavy claims was the benchmarks of the company that they believed in and worked efficiently on them. The second main reason why the company could succeed was the re-insurance part.

Reinsurance in Non-Life Insurance Sector

The problem of The United Insurance Company of India of settling the claims would not have been encountered successfully if reinsurance would not have been taken seriously by the company. Although the initial claims have been settled by the company itself but the proportional losses were then reimbursed by the reinsurers ahead.

The Target Issues

The main focus of the management behind all these was a tough competition in the industry. The management tried and pressurized to increase the premium collection from the market. Pradeep Tongia, the Development Officer of one of the branch gave a solution to this: either they can increase the premium cost to complete the task or they could also give some over insurance add-on features to the customers so as to reach the proposed turnover goals. The execution of these solutions was however still put on hold as it was not a bigger issue for the company.

Questions

1. What would have happened if reinsurance was not taken at such a smart level globally by the company?



2. What other options should company take into the account apart from Reinsurance technique to survive in a healthy business?
3. What would you suggest Pradeep Tongia for achieving the premium collection targets?
4. Should company look for marketing strategies even after having a monopoly in the industry?

Teaching Note

The case is oriented towards the importance of Reinsurance System in the Non-Life Insurance Segment- its establishment and up gradation in order to attempt successful claim settlements in the industry. Along with this, the case leads an open discussion for the other options to manage the non-life insurance business going in hand with the huge claim settlements.



Street Bazaar at Cross Road

Prashant Kumar Sidhdhey, Vinay Saxena, Harsha Rathore

Introduction

StreetBazaar, an online shopping service provider, was established in October 2014 in Indore, Madhya Pradesh (India) by young entrepreneurs Neeraj Vani and Surbhi Vani. Neeraj was 26 years, an Engineer in Computer Science from IPS, Indore and Diploma holder in Entrepreneurship from IIT Delhi whereas Surbhi, was 24 years, an MBA from IIPS, Indore and Ph.D. scholar from Devi Ahilya University, Indore. This was their first experience to do business. They idolized this business while shopping on streets. They named it StreetBazaar as the idea of this business was provoked during shopping on local Bazar at Street.

With a small amount of Rs. 50,000/- they purchased initial assets and started their business with only three employees. StreetBazaar was an online platform to provide women ethnic wears as well as home decor (Non-Branded). It was located in Industrial area of Indore, commercial capital and mini Mumbai of Madhya Pradesh. There were various varieties of ethnic wears available in StreetBazaar.in such as: Sarees, Suits, Kurties, Lenhangas, Bollywood Replica, Bags and Accessories. The USPs of StreetBazaar included wide range of regional products, Bollywood replicas, and promotion of small scale local vendors. Competitors of StreetBazar were Utsav Fashion, Cbazaar, Craftsvilla etc.

Problems

StreetBazaar faced three main challenges to start the business. Firstly, a large number of online shopping websites already existed in the market because of which the company had to face difficulties while selling the products. Secondly, the problem of inventory and finally, they had limited funds.

Panacea

After 2 months of starting the business, StreetBazaar received its first order. StreetBazaar found that customers were less aware about online purchasing and awareness was required to increase the sales. As a result, the company started making promotional efforts and attempted to train prospective buyers for online shopping in collaboration with various Institutes of repute on a pan India basis. This idea struck the right chord as the idea started working and sales growth rate started increasing day by day. Additionally, StreetBazaar promoted its business on social networking sites like: Facebook, Google adworlds etc.

This case was developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore from 21 to 23 December, 2015 by Prashant Kumar Sidhdhey (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore), Vinay Saxena, (Mahakal Institute of Management, Ujjain) and Ms Harsha Rathore (Research Scholar, Vikram University, Ujjain)



Simultaneously, StreetBazaar approached local vendors to provide inventories for smooth running of business. Within 6 month StreetBazaar had tie ups with 170 verified and registered vendors (majority of vendors were from Gujarat and Madhya Pradesh) and 5 Courier service providers namely FedEx, AraMax, Delivery, e-Com Express and Ship Rocket. They selected courier service providers as per their time, cost, approachability and safety of products.

Products ordered by the customers were triggered to the vendors and StreetBazar simultaneously and then customer care executives confirmed the orders. Vendors sent the products to StreetBazar where StreetBazar did quality check of products and then they delivered it to the customer through appropriate courier service. They also provided 15 days replacement guarantee.

While running the business smoothly the sponsor of StreetBazar had to withdraw themselves due to change in their area of interest in business for investment. At that time, employees and owners of the company jointly took decision to run their business without any salary expectations to overcome financial crises and within 2 months the problem was resolved.

Challenges Ahead

StreetBazaar had manpower of 15 people including 2 software engineers, 6 marketing professionals, 1 finance professional, 1 event organizer, 2 customer care executives and 3 designing professionals. Since, various online shopping service providers already existed in the market. Consequently, StreetBazaar restricted their business to ethnic wears for women and home décor specially to promote Indian culture and fashion. However, Neeraj and Surbhi had plans to add up more vendors and to sell original as well as replica ethnic wears on the same platform with affordable price. Now, Neeraj and Surbhi are discussing about strategies to increase the number of vendors, sales and spreading the business on an all India basis.

Questions

1. Comment on entrepreneurial skills of Neeraj and Surbhi?
2. Was it right to sell the non branded products in the manner StreetBazar did? Does it really make a good practice to ensure the quality of the products?
3. Being owner of company what decisions would you take for the same problems which occurred in StreetBazar?
4. What may be the future initiatives of StreetBazar apart from the plans of Neeraj and Surbhi?

Teaching Notes

Summary of the Case

Neeraj and Surbhi were childhood friends. Neeraj, an engineering graduate and diploma holder in Entrepreneurship from IIT Delhi, along with Surbhi, an MBA from IIPS, Indore, idolized online



shopping exclusively for women. They jointly started online shopping services. The business dealt with online purchasing of women ethnic wears as well as home décor items in non-branded segment. They saw that approachability of regional products is limited to a particular city or state. They converted it as an opportunity and made it available for other states of India.

Objectives of the Case

- Familiarize the participants with the concept of entrepreneurship and learning through experience.
- Clarify the importance of shared interest and employee engagement.

Issues Involved

- Role-related issues that emerge while setting online shopping venture.
- Significance of partnership and mutual understanding between owner to owner and owner to employees.

Teaching Approach and Strategy

- The case may first be analyzed at the individual-level and then may be discussed at group level. The recommended group size is 4-6 members.
- Participants may be asked to prepare a write-up on problems and opportunities associated in establishing new venture of online shopping.
- Discussants can refer to standard text on entrepreneurship.



Webdunia Pvt. Ltd.: Eyeing New Horizons

Dr. Mandip Gill, Ms. Saakshi Tiwari, Mr. Amiya Shukla

Introduction

Webdunia Pvt. Ltd, certified CMMI Level 3 Technology Provider Company started in 2000 as a dream of founder Chairman Mr. Vinay Chhajlani who foresaw an opportunity in the rapidly growing online media for news in regional languages starting with National language, Hindi. Webdunia was born with the legacy of Naidunia newspaper and strong technical support team. The company operates from three offices in India namely, Mumbai, Chennai and Indore and New Jersey, USA. In a span of 16 years the company has grown offering services in 27 languages and has a readership of approx. 1.5 million page views per day or 5 crore readers per month.

Core Values

The core values that have shaped the company's culture, brand and business strategies are:

- Innovations are continuous, rules cannot be followed created by certain people so as to unleash the creative talents of their people
- Delivering excellence each passing day
- Engaging long term relationship with their users
- Acting with integrity and honesty to gain commitment of users
- Multitasking

Proactive, visionary and aggressive leadership of its leaders has helped Webdunia to consistently thrive in the volatile market. The company is headed by Mr. Vinay Chhajlani, Group Chairman, and AGM, Mr. Sandeep Sisodiya. The leadership had a mission for the company, "Mobilizing minds, coding creations, leveraging languages".

Products

The company has three major products namely, Localization, Content and Software Solutions. (Refer to Appendix: Fig: 1)

Localization

Enhancing global sales, building relationships or expanding requires connecting with the users in their language. Localization services helps clients connect with target locales without compromising

This case was developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, from 21 to 23 December, 2015 by Dr. Mandip Gill (Maharaja Ranjit Singh College of Professional Sciences, Indore), Ms. Saakshi Tiwari (Modern Institute of Professional Studies, Indore), Mr. Amiya Shukla

on cultural and linguistic changes. Webdunia offers localization services in document, software, multimedia, website, mobile, back translation and terminology management for positioning in different markets. They are premium partners for Microsoft, Google and SAP among others. They are the only company in Central India in this business since the past 10 years.

The language experts combined with technology helped Webdunia deliver services accurately, in time and speed which are the three important deliverable attributes. For this they had an in-house team of experienced project managers, translators, engineers, testers, and developers, thus, offering a unique combination of administration, brainpower and distinction.

Along with the Web based, Client Server, Wireless and Mobile solutions, Webdunia also carried a home-grown SDK that helped in speedy delivery of language software solutions which can be used by software developers to make their own lingual software.

Localization Management System

The business scope of a project is viewed in terms of word counts. A word count greater than 50,000 lacs is acceptable. The HR team with the localization team estimates the efforts required, and the cost that will be incurred. Localizers or translators are given a target of words with a time frame with tools –corpus data, followed by validators and then it is finally validated at the client level too. The complete system is continuously monitored through automated mail delivery, video conferencing systems. The company has thoughts of benchmarking their LMS which has been appreciated at various platforms. The corpus data or the library of words generated is the most important asset of the company and its creation and security a big challenge.

Content

“To give people what they want but within ethical limits”

The content is headed by Sandeep Sisodiya with an experience of over 12 years in the online media. He joined as a junior executive and worked his way to reach the top. The content includes both text and video management. The web portal has 215 channels, divided into two sections News and Features following the ABC principle; Astro, Bollywood, Cricket. The company employed widely acceptable Com score tool to know its target market or the users. The social media is dominated by three types of users’ viz. socializers, influencers and the super influencers. The latter by their posts have an impact on the portal traffic and are premium consumers. 70% of the users preferred features.

Content Management System

The company has an in house lab of content developers that strictly adhere to the content guidelines and ethics for consistent and customized delivery of services. The company follows a well-defined marketing framework beginning with identifying B2C and B2B clients, positioning of product/s, development and execution of plans, quality assessment and finally pilot testing or beta release of the



product. The process ends with user feedback which is the deciding factor. The online media is governed by Intellectual Property Rights (IPR) and Non-Disclosure Agreement (NDA) which are two most important concerns while delivering content.

Video Management System

With advances in technology and graphics the world is shifting towards the videos. 25 videos were produced per day of 3 minutes duration each. The videos are screened and produced on the basis of relevancy and brainstorming on current issues as well as planned event calendars. Beta version of the video bites of Webdunia received high response in remote low literacy areas like UP, Bihar and Nepal and even as far as Greenland, Thailand and Japan. The other players in the market giving them a stiff competition were Indiatimes, BBC Hindi and Dainik Bhaskar.

Future Ahead

With the 4G and LIFI revolution round the corner company is eyeing the huge potential in the video market that still remains untapped. With upcoming opportunities Webdunia is planning to take video application assignment to next level.

Questions

1. What strategy should be adopted by company for their video segment launch?
2. Discuss the pros and cons of launching an independent video channel?
3. Critically comment on the penetration strategy of the company?
4. How would LMS add value to the video segment?

Teaching Notes

Executive Summary

Webdunia Pvt. Ltd, certified CMMI Level 3 Technology Provider Company started in 2000 as a dream of founder Chairman Mr. Vinay Chhajlani who foresaw an opportunity in the rapidly growing online media for news in regional languages starting with Hindi. With approx. 5 crore target users the company is planning to launch the beta version of the videos in the market. The case focuses on the market strategies that can be adopted by the company to reach the target market.

Purpose of the Case

The case is designed to discuss the strategies that can be adopted by Webdunia to launch their dedicated video segment. The company enjoys good brand image and is capable of achieving its objectives. The case can be used at undergraduate and postgraduate levels of management by educational institutions to help students gain an insight into marketing strategies.



Key Issues

- Launching of videos in News and Features sections.
- Innovative online marketing strategies for target penetration.

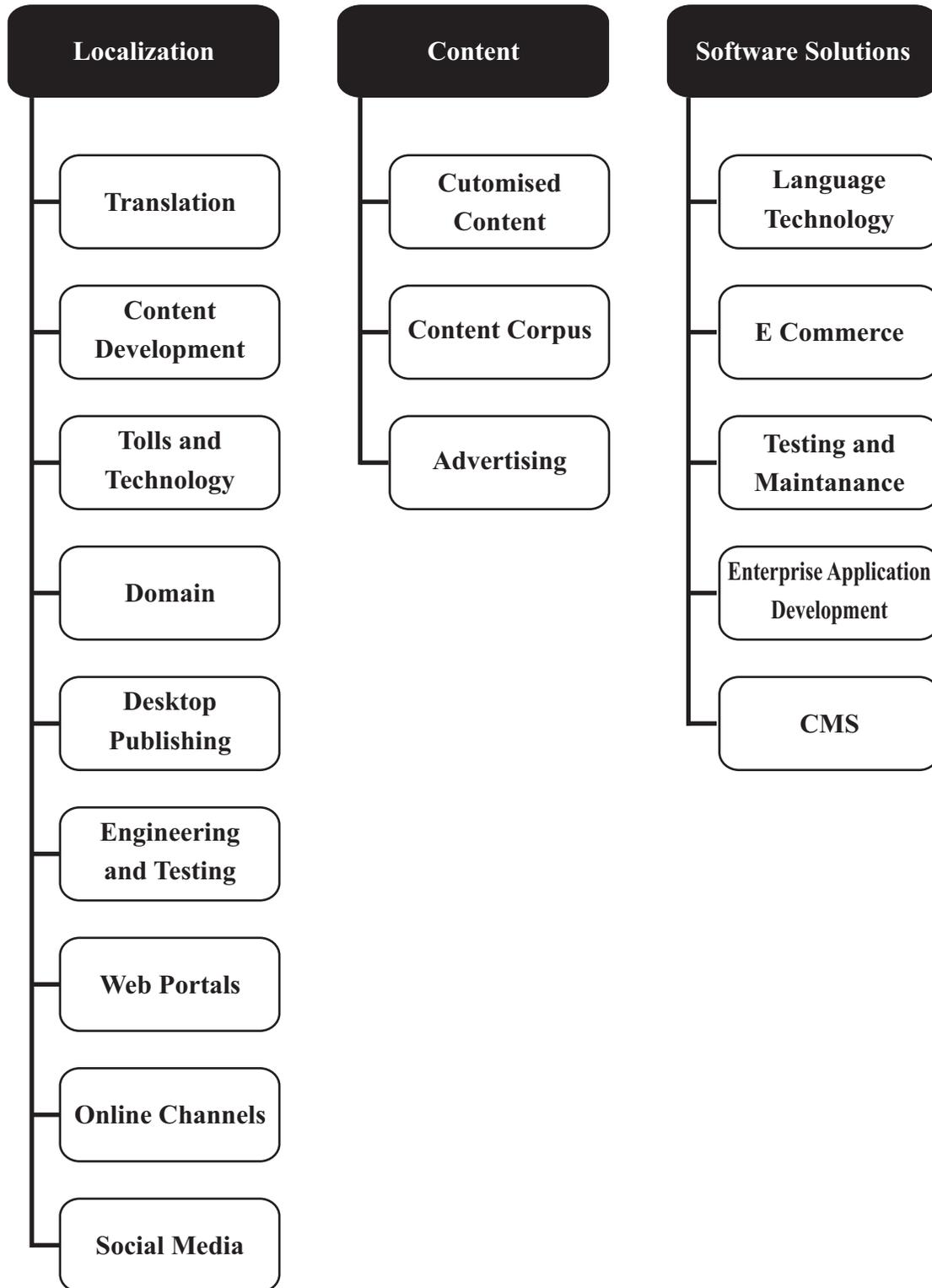
Dedicated Video channel launch would be a major risky investment for the company due to extreme volatility of the market. In the coming years all information on internet will be chargeable. Net neutrality act will be enforceable in future. Social media marketing framework and P.O.E.M model for market penetration can be discussed for further clarity. There are ample career opportunities in this untouched sector.

Teaching Approach and Strategy

The Case discussion should focus on above mentioned issues highlighting the importance of market expansion and market penetration for growth. Case is relevant both for Role play and Group Analysis. The ideal group size would be 4 -6 students

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CHASE-Cementing the Growth Path

Dr. Rajeev K. Shukla, Dr. Digamber Negi, Ms. Bharti Agrawal

Introduction

CHASE Construction Equipment (CHASE), a brand owned by CNH Industrial N.V. was founded in 1842 by John Ingram Chase. The brand known for producing construction equipment globally, including Excavators, Motor graders, Wheel loaders, Vibratory compaction rollers, Crawler dozers, Skid steers, Compact track loaders and Rough-terrain forklifts also had the distinction of producing the world's first factory integrated tractor loader/ backhoe in 1957. CHASE is one of the largest construction equipment brands in the world. It manufactures a wide variety of heavy duty and engineering vehicles at its factories across the globe, including India, Mexico, the United States, Italy, France, Argentina, and Brazil. Some of the company's more popular models include: the 1150M dozer, 580 Super N Backhoe Loader, 721F XT Wheel Loader, SV280 Skid Steer Loader, CX300D Crawler Excavators, and others.

CNH Global N.V., a world leader in the agricultural and construction equipment businesses brings together the knowledge and heritage of its CHASE brand with New Home's strength and resources of its worldwide commercial, industrial, product support and finance organizations. CNH had an extensive network of approximately 11,500 dealers in approximately 170 countries and employed approximately 33,800 people worldwide in the year 2016. Its 37 manufacturing facilities were located throughout Europe, North America, Latin America, and Asia. CNH's product offerings encompassed a full range of equipment to meet all needs in all regions; from its industry-leading tractors to specialty grape harvesters and massive combine harvesters in agriculture, as well as agile skid steer loaders and powerful hydraulic excavators in construction.

CNH's 28 R&D centers were located on five continents, concentrating global expertise where new products can be developed, improved and tested best. These centers bring together the sharpest brains and leading-edge technology to anticipate future requirements and opportunities. CNH's mission was to maximize the success of its customers by supplying innovative products and services worldwide.

Factories

The locations of factories along with products of CNH Global manufactures equipment under the CHASE brand are given in Table 1

This case was developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore by Dr. Rajeev K. Shukla: Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore Dr. Digamber Negi: Associate Professor and Ms. Bharti Agrawal: Assistant Professor, Shri Vaishnav Institute of Management, Indore.

**Table 1: Manufacturing Locations and Products Manufactured**

City	Country	Product
Mandideep, Bhopal	India	Backhoe Loaders, Compactors
Belo Horizonte	Brazil	Graders, Crawler Excavators, Wheel loaders, Dozers, Backhoe Loaders
Queretaro	Mexico	Components
Burlington, Iowa	United States	Backhoe Loaders, Loaders, Rough Terrain Forklifts, Crawler Dozers
Fargo, North Dakota	United States	Wheel loaders
Lecce	Italy	Wheel loaders, Compact Wheel loaders, Backhoe Loaders, Telescopic handlers
Tracy Le Mont	France	Components
Cordoba	Argentina	Backhoe Loaders
Sorocaba	Brazil	Components
Wichita, Kansas	United States	Skid Steer Loaders, Compact Track Loaders
San Mauro Torinese	Italy	Crawler Excavators, Wheeled Excavators, Mini Excavators

Table 2: Construction Equipments Joint Ventures:

City	Country	Product
Chiba	Japan	Excavators
Nove Mestos	Czech Republic	Compaction equipment



Indian Operations

CHASE New Home Construction Equipment India Private Limited manufactured and marketed construction and road building equipment. It offers backhoe loaders and vibratory compactors. CHASE New Home Construction Equipment India Private Limited was formerly known as P&T CHASE Equipment Pvt., Ltd and changed its name to CHASE New Home Construction Equipment India Private Limited in 2011, as a result of its acquisition by CNH Global NV. CHASE Equipment Pvt., Ltd. operates as a subsidiary of CNH Industrial America and New Home Fiat (India) Pvt. Ltd.

The company operated a production facility in Mandideep in Madhya Pradesh, employing more than 600 people and a distribution network of 67 dealers and 144 outlets. With this investment, CNH confirms its commitment to a strong manufacturing base for its construction equipment business at the Mandideep facility in Madhya Pradesh where CNH also runs an R&D and training centre. In addition, the company plans to continue to invest in its CHASE construction equipment product offering and strengthen the sales network to meet the needs of construction businesses in the important local and export markets.

The Mandideep facility manufactured backhoe loaders and vibratory compactors and was spread over 40 acres and occupied over 28,000 sq m of covered area. It was equipped with state-of-the-art facilities, such as high precision laser and cutting machines, welding robots, CNC machine tools, a new automated powder coating system and a variable speed assembly line. The factory was certified with ISO 9001 certification for design and manufacture of construction and road building equipment and ISO 14001 certification for environmental management. As it was integrated into the CNH manufacturing network, the Mandideep plant had also introduced the World Class Manufacturing System in its operation. In its journey towards World Class Manufacturing, CHASE India continuously improved its production equipment and manufacturing processes to provide the high quality level of CHASE products around the world.

Products

With a heritage dating back more than 170 years, CHASE Construction Equipment took pride in providing the most robust, reliable and productive machines to meet customers' mechanization needs. In the year 2016, CHASE was the market leader in the Vibratory Compactor segment in India, which it had held for more than two decades, by upgrading and renewing its compactor line-up in the previous years. CHASE was also significant player in the Loader Backhoe segment. Increasing its commitment to the Indian market, CHASE had also made significant inroads in the Motor Grader, Wheel Loader and Skid Steer Loader segments.

CHASE India served Indian customers with three models and five variants of vibratory compactors: tandem asphalt (450DX, 3 tons; 752, 9 tons) and soil compactors (1107DX, 11 tons). It also offered a range of backhoe loaders (770EX, 76 hp; 770EX Magnum, 86 hp; 851EX, 96 hp). These



products were locally manufactured at its Mandideep facility. The brand provided one of the most complete product offering in the road industry, which also included motor graders and other construction equipment. Present across the national territory through an extensive network of 67 dealers and nearly 250 customer touch points, CHASE Construction Equipment, a brand of CNH Industrial, was recognized for its commitment to the road construction industry in India and was named the best compaction equipment company in the country for the third consecutive year at the Equipment India Awards 2016.

Marketing Plans and Strategies Adopted

In developing marketing plans, the firm needs to have a clear competitive focus, and develop effective relationship strategies with customers, employees and suppliers ensuring that strategies are in place to manage the organization well with a culture of learning. With this in mind, the marketing plan for CHASE included strategies to increase and maintain after-sales service capabilities, customer service, warranties and guarantees, advertising and special promotions, and dealer networks. There were various efforts made by the marketing department of CHASE on various fronts in order to bolster the sales of the company and consequently the market share.

The technical specifications and the quality of the process through which engineering products are manufactured are of paramount importance. In view of this CHASE introduced the concept of plant visit of the customers which would help them to understand how quality was imparted to their products through adopting WCM (world class manufacturing) system, thus making their product comparable to the best in the industry.

There was a standard operating procedure designed for the plant visit which included welcoming of the customers at the customer lounge, entertaining them with refreshments, followed by a session with the senior managers of the company who handled and answered the queries, which were both technical and non-technical in nature, of the potential customers. Next the customers were taken to an area which was ear marked for the display of machines. Finally in the feedback session the feedback of the customers were recorded and forwarded to the relevant department, for necessary action.

To know the effectiveness of plant visit the data of the customers visiting the plant was recorded and then it was checked as to how many of the potential customers who visited the plant have been actually converted into real buyers of CHASE products. In the financial year 2015-16, it was found that there were 175 potential customers who had visited the plant and out of which 38 actually made a purchase which showed that strategy worked to a certain extent.

To strengthen the service support the dealer network was increased and there were 67 dealers all over India. CHASE India inaugurated its largest dealership at Bhopal, Madhya Pradesh on April 15, 2015. The dealership, spread over 35,000 sq ft, was a fully integrated 3S (sales, spares, service) facility with a showroom area of 7,200 sq ft. With the new facility the brand aims to expand its sales and service

operations and enhance the facilities available to customers in and around Bhopal. The 35,000sq ft dealership was equipped with the high international standards of CHASE dealerships with a fully integrated 3S set-up to provide customers with a one stop solution for Sales, Service and CHASE Genuine Parts. The sales team operated from the facility's 7,200 sq ft showroom. The 5,000 sq ft workshop was equipped with all the latest tools and had four service bays with pneumatic cranes, welding bays, washing bays and a dedicated engine service bay to carry major repairs swiftly, minimizing the down-time of customers' machines. CHASE maintained a strong focus on supporting its customers' businesses by providing highly productive and efficient equipment and reducing its machines' operating costs.

An online system for purchase of spare parts was generated. Mobile application was also developed so that the customer might access the service and spare parts as per their convenience. They had also introduced mobile van service facility to reach at the doorsteps of rural customers. Moreover, to enhance the level of brand awareness the marketing team of CHASE also organized road shows and community extension programs on regular basis in the nearby towns and villages.

Market Competition (Competitive Scenario)

Competition within the Indian construction equipment industry was intense with the presence of world class manufacturers and suppliers such as JCB, CHASE, Caterpillar, Terex, Ecel, Tata, Mahindra, Leyland Deere, ACE, BEML, Volvo, Escort, Eicher and others. All of these companies had manufacturing facilities located in India.

Table 3: Comparative Sales Figures:

Figures* of Backhoe Loader Sales 2012

Companies	Sales (Units)
JCB	22084
Case	2947
Caterpillar	1593
Terex	1295
ECEL	1196
Tata	1174
Mahindra	850
Leyland Deere	600
ACE	360
BEML	82
Others	150
Total	32,371

Source : NBM&CW*



The competition faced by CHASE in India in the Loader Backhoe product segment was primarily from dominant product brand JCB which enjoyed a market share of approximately 68% as compared to 8-10% of CHASE. The other players in the market with significant operations and market presence were Caterpillar, Terex, Ecel, Tata, Mahindra, Leyland Deere, ACE, BEML and others. Their respective sales figures for the year 2012 are given in Table 2. However, JCB as a brand was so deep rooted in the minds of the Indian construction equipment customers that it was considered as a generic name for the construction equipment Loader Backhoe product category. Almost all construction equipments were referred to as JCB. This is not an uncommon phenomenon in Indian market. For a very long time every brand of detergent powder was referred to as Surf or Nirma, every tooth paste was referred to as Colgate, every packaged drinking water bottle was referred to as Bisleri and every vanaspati ghee was referred to as Dalda. Brand dominance in a category could almost lead inevitably to all products in that category being referenced by that brand name.

Challenges

The problems faced by the marketing department of CHASE were how to increase the market share and establish a stronghold in the construction equipment Loader Backhoe product category. The brand awareness level of CHASE in this product category was much lower than JCB. Since JCB was pioneer in India as far as design, manufacturing and marketing of construction equipment Loader Backhoe was concerned, therefore CHASE found it hard to convince the potential customers regarding their quality and brand potential. CHASE, a company with global lineage and a world leader in construction equipments was finding it difficult to muster a market share of more than 10 percent in the Loader Backhoe product segment in the Indian market. What could be the road ahead for CHASE?

Questions

1. Do a SWOT analysis of the CHASE.
2. What promotional strategies would you like to suggest?
3. If you were the marketing head of the CHASE, what steps will you take to increase the market share?
4. How can CHASE leverage its global brand image in Indian market?

Summary of the Case

The case study is about a brand CHASE which is leader in construction equipment in the global market, but is finding it difficult to grab the market share in Loader Backhoe product segment in India from the market leader JCB. There are many steps taken by the company executives in order to enhance their sales numbers, but the success they have been looking for in terms of the market share is still elusive.



Teaching Objectives and Target Audience

The teaching objectives of the case are to expose the student to the key issues of

- Marketing Strategies to be adopted by the market challenger.
- Market penetration and development

The case is targeted to students of management stream and young executives/managers attending MDPs.

Teaching approach and strategy

The case may first be analyzed at the individual- level and then may be discussed at group-level. The recommended group size is 4 -6 members. Instructors can initiate the discussion by asking questions from the participants such as share your understanding of market penetration and development strategies by a company. Based on the answers from the participants, the marketing and promotional strategies to be adopted by the challenger in the competitive market can be linked with the facts given in the case for better understanding.

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What Went Wrong?

Dr. Upinder Dhar, Dr. Pradeep Bhatt, Mr. Ram Bhavesh Sharan

Introduction

Narmada University, a private state university was promoted by Narmada Corp in 2005 at Nagpur (India). The university had a successful beginning with the appointment of 110 faculty members in the very first year. Most of faculty members had served national institutes and had very rich academic profile. The university offered programmes in professional streams like engineering, management, pharmacy and catering technology. The admissions of the university were completed successfully and the university believed that rich exposure to the faculty is necessary for shaping the students in right direction. The university framed a policy to facilitate the faculty development by nominating them to present their research papers at good conferences across the globe.

Organizational Support

Dr. Sudarshan Roy, 36 had joined the university in July 2006 as Associate Professor. Dr. Roy was an active researcher and had served number of well known institutions in the country. He approached Dr. Sharad Kumar, Vice Chancellor of the university in the month of October 2006 with a request to nominate him to present a research paper at Portugal. The registration and travel cost was about Rs. 1.5 lac. After listening to Dr. Roy and realizing the enthusiasm in him, for making a significant contribution in the field of his interest, Dr. Sharad Kumar appreciated the initiative taken by Dr. Roy in sending his paper to the international conference and congratulated him for its acceptance. To further encourage Dr. Roy, the Vice Chancellor accepted his request and nominated him to attend the conference in Portugal on university expenditure. He told him that expenditure related to registration and travel will be fully borne by the university. Dr. Roy promised that he will present his paper in academic forum of the university after returning from Portugal in December 2006. Like many other faculty members, Dr. Roy participated in all the activities and earned respect from the research scholars and students over a period of time.

Dr. Roy availed number of opportunities to organize various programmes in the university and emerged as one of the popular faculty members. Dr. Roy approached Vice Chancellor in June 2007 once again with a request to nominate him to Czech Republic to present one of his research papers in international conference. To further encourage Dr. Roy, Dr. Sharad Kumar once again nominated him for presenting the paper in the international conference at Czech Republic on the full expenditure of university.

This case is developed in Case Writing Workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore by Dr. Upinder Dhar: Vice Chancellor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, Dr. Pradeep Bhatt and Mr. Ram Bhavesh Sharan: Assistant Professors, Shri Vaishnav Institute of Management, Indore.



In continuation to past practice, Dr. Roy presented his paper in academic forum after returning from Czech Republic in November 2007. In view of the interest of Dr. Roy and some of his colleagues, Vice chancellor advised them to organize an international conference in Narmada University. Dr. Roy and his colleagues approached their friends based in United States, United Kingdom, Japan and Singapore and an international conference was organized successfully in Dec. 2008 by Dr. Roy and his colleagues. The proceedings of conference were published by Springer which gave good academic mileage to researchers who had contributed their papers.

Participative Decision Making

Dr. Sharad Kumar believed in involving his colleagues in taking major decisions which were related to faculty and students. Faculty meetings with him used to be very frequent and people used to feel that they are part of decision making process. As a regular practice, a meeting of faculty members was called by Dr. Sharad Kumar on 8th April 2009 and information about the same was circulated on 5th April 2009. It was mentioned in the circular that Vice Chancellor wanted to discuss some important issues in the meeting and all the faculty members were requested to attend the meeting. The meeting was held as per schedule on 8th April 2009 at 5 pm. It was observed by Dr. Sharad Kumar that some of the colleagues including Dr. Sudarshan Roy were not in the meeting in spite of the fact that message was sent to them, that some important issues were to be discussed. Dr. Sharad Kumar further observed that most of the faculty who were absent had joined the university only a few months back. Thus, he felt it necessary to give feedback to the entire faculty so that participative culture of the university was not spoiled. He called a meeting on 9th April with only those faculty members who were absent in the meeting held on 8th April. The meeting was held at 4 pm on 9th April and all the 16 faculty members who were absent attended the meeting. Dr. Sharad Kumar shared his observations with all the members and advised them to maintain the rich culture of the university. Since 13 out of 16 faculty members were new, Dr. Sharad Kumar wanted to bring everybody on the same page. He was slightly harsh with three older faculty members including Dr. Roy to make them realize that this way they would be sending wrong message to the new comers.

He told Dr. Roy that such behavior was not expected from him and asked him that why he was absent from the meeting. On this, Dr. Roy replied that he brings his two year old baby with him every day because his wife is working. He had employed a driver who took care of the baby in the car. He doesn't want to leave his son in the crèche. In view of this situation, he could not stay in the university beyond 6 pm. He thought that if he had attended the meeting at 5 pm, he would have been held up beyond 6 pm. Dr. Sharad Kumar advised him not to mix up the issues and in any case he was expected to involve himself in the university work when he was on the campus. You cannot work satisfactorily under self imposed conditions. The meeting continued for about an hour and when the meeting was over, everybody stood up to leave, at that moment Dr. Roy requested Dr. Sharad Kumar to listen to him before he leaves the room. Dr. Roy said that he wants to resign from the services of the university. On this, Dr. Sharad Kumar told him that resignation is his decision.



Unexpected Behavior

Dr. Roy did not submit the resignation after the meeting. He remained absent on 10th April and joined back on 11th April. The Registrar office was informed at 4.30 pm on 11th April that Dr. Roy along with 7-8 faculty members was having a meeting in faculty lounge of the university. Some of them were talking against the establishment and a kind of unionizing activity was happening. The Registrar informed Dr. Sharad Kumar about the same and told him if such activities are allowed then it may lead to indiscipline amongst the employees. Realizing the sensitivity of the matter, Dr. Sharad Kumar ordered for issuing show cause notice to Dr. Roy. The same evening Dr. Sharad Kumar received a phone call from the Chancellor at about 8.30 pm informing him that some Dr. Roy of the university had sent an e-mail to him saying that some injustice was been done to him. Dr. Roy had marked the same mail to the Minister of HRD and the Chairman of UGC. He had not marked the copy of mail to the office of Vice chancellor. However, Chancellor told Dr. Sharad Kumar that he is forwarding the mail to him and advised him to take immediate action, so that such incidents are not encouraged in the university campus.

Show cause notice was issued to Dr. Roy on 12th April, and he was advised to reply on the same by or before 14th April evening. Dr. Roy on receiving the show cause notice left the university campus and remained absent for next day. On 14th April he submitted his reply at the office of Vice Chancellor at 5.30 pm. On going through reply of Dr. Roy, it was clear that he had prepared the reply in consultation with some legal expert but did not satisfy the questions raised in the show cause notice.

Action

On 15th April, services of Dr. Roy were terminated and he was advised to leave the university with immediate effect after settling his account the same day. There was no resistance to this decision from Dr. Roy. He left the university peacefully. Dr. Sharad Kumar reviewed the situation and development that took place in the span of hardly one week and university lost an upcoming researcher. He kept on thinking that who was at fault and what went wrong in the whole process.

Questions

1. Analyze the case using SWOT analysis.
2. Had you been in the position of Dr. Sudarshan Roy what have you done?
3. Was it fair to bring small child to the workplace? What should have Dr. Sudarshan Roy in the situation?
4. Comment on the role of Dr. Sharad Kumar.



Teaching Notes

Teaching Objectives

- To understand the importance of discipline in an organization.
- To resolve role conflict.
- Participative decision making.

Teaching Approach and Strategy

- Role play can be used for such case study.
- Case to be discussed in the class after advising the students to analyze the case.
- Analysis at individual level: each student or participant should analyze the case individually.
- Analysis at group level: class should be divided into strength of 4-6 students or participants.

Suggested Readings

Some standard text books covering discipline, participative decision making and role conflict can be referred for the analysis of the case.



IMPITO Technologies

Dr. Santosh Dhar, Dr. Prashant Kumar Siddhey and Ms. Pragati Tomar

Introduction

IMPITO was started by Ramesh in 1996. The company would spend a lot on the market research to understand the customer needs and provide customized solutions. It would give due preference to in-house product development and outsourcing would be the last choice in case it would be very urgent and cost efficient. Many projects of company demanded experienced professionals and to get such professionals on board company was required to give higher compensation. This would at times lead to disparity in the compensation plan. Company tried to maintain the parity amongst employees. The employees were given development opportunities from the day they joined the organization. They would be exposed to latest technologies. Company provided attractive facilities to their employees like flexible office timings, work from home facility and attractive discounts for clubs, restaurant, beauty parlor etc. The case deals with the challenges company was facing in attracting highly talented professionals and retaining them for a very long time.

Background

IMPITO was established by Ramesh, an engineering graduate from Bhopal who had done his M.Tech from Michigan University, USA. He belonged to business family and had a strong entrepreneurial instinct. He neither wanted to take a job nor enter his family business. He wanted to start something new of his own. He along with his two classmates who too had a business background conceived the idea of setting of an IT solution firm that would have both U.S and Indian clientele. India being cost effective in terms of labour and infrastructure, in 1996, IMPITO was set up in Nagpur, the hometown of Ramesh. The company initially started providing products to print media in domestic market as they found very less takers in the U.S market. This made Ramesh and his partners to think that they should go into product development side rather than services. Initially, they did not mind to work with the companies who were in the product development but over the period of time, they realized that collaborating with the other companies would fetch them less growth. They need to focus much on research and development and develop latest technologies.

R&D had to be very rigorous if they had to sustain in the business. It called for a set of management experts, lot of investment and lot of perseverance. In 2006, company came up with R-labs that focused on developing the latest technologies. In 2009 company came up with a product related to network securities which they named as ***Streamline Way***. In 2010, company came up with another product

The case was developed by Dr. Santosh Dhar, Dr. Prashant Kumar Siddhey and Ms. Pragati Tomar in a case writing workshop organized by Shri Vaishnav School of Management in Association with AIMS.



Inteligensia which was a reporting tool for inventories of products and customers. Both *Streamline Way* and *Inteligensia* were well received in the market; domestic and US. The management now felt that both could have a separate identity as each was capable of capturing independent market and could generate revenues to remain self-sufficient. So in 2011, both these products became separate legal entities. In 2011, *Inteligensia* came up with another product *Comtom*, a communication analytical product. Encouraged by the success of their products, in 2014 they came with another product *Fincorp* that worked for the financial domain equity and portfolio management. The company would spend a lot on the market research to understand the customer needs and provide customized solutions. It would give due preference to in-house product development and outsourcing would be the last choice in case it would be very urgent and cost efficient.

Talent Acquisition

The company was technology intensive, it would require IT professionals and IMPITO was no different in facing the challenge of fetching the right talent and retaining them. Company exercised various sources like campus drives to recruit freshers from different engineering colleges, whom they would groom according to their requirements and company would prefer employee referrals in case of hiring experienced professionals. Company would try to place the fresh recruits at locations other than their home towns. For instance, they hired employees from south location and placed them in Noida in North and in the same way they did it for other locations also.

Many projects demanded experienced professionals and to get such professionals on board company was required to give higher compensation. This would at times lead to disparity in the compensation plan. Company tried to maintain the parity amongst employees. In urgent situations where the company required the professional on board the employees were given joining bonus besides one time annual performance bonus. IMPITO would stick to internal salary bands defined on the basis of competency mapping wherein experience and skills of the employees were taken into consideration while fixing the salary. The annual performance would be categorized into high, middle, low and accordingly the incentives were given. The company also provided referral bonus ranging from Rs.15000-50000 depending upon the level of talent acquired. The employees were given development opportunities from the day they joined the organization and were exposed to latest technologies. The fresh talents were given opportunity to interact with clients and involved in high level designing under the guidance and mentorship of their seniors. The vision of the company was shared with them. In every decision fresh talents were involved and their suggestions were given due weightage and at the same time they were made responsible and accountable.

Office hours were from 10 a.m.-7 p.m. Although, it practiced flexible timing but employees were required to be in the office for at least 6 hours. Work from home facility was also there which could be availed after taking prior permission from the superiors. Company had tie ups with various service providers such as beauty parlors, shopping malls, restaurant etc., to facilitate the employees by



providing them attractive discounts. Company also had in house cafeteria where only organic food was served. Other facilities like yoga classes, gymnasium and daycare facility for children were also provided to the employees. The company had a provision of compensatory leave in case employee worked on Saturday and Sunday. The company would provide sabbatical leaves to encourage their employees for career growth. They were allowed to go on sabbatical leave provided they would be staying with the company for at least two years after returning back from sabbatical. The company would also recognize their employees by giving them long term association reward of Rs. 50000, Rs. 75000 and Rs. 100000 at the completion of 5, 10 and 15 years respectively.

In IT industry the attrition was recorded as 15-16%. People would usually leave after the yearly performance appraisal as they would get 30-40 % hike in next employment. IMPITO being an IT company was no exception. In one of the meetings with his partners Ramesh shared that he was quite contented with the growth and expansion of the company but was not happy about the company's inability to attract highly talented professionals and retain them for a very long time. Company would experience high attrition of the employees having experience up to four years. Although, it was not with middle and top level executives. He was wondering what else could be done to address to this challenge.

Questions

1. Critically analyse the HR policies of IMPITO?
2. In a highly technology intensive industry what would you suggest to Ramesh to address the issue of succession planning when there is the challenge of attrition?

Teaching Notes

Teaching Objectives

- To familiarize the participants with the concepts of attrition, retention, compensation, incentives.
- To help the participants to understand the importance of HR Policy.
- To familiarize the students with the importance of employee parity and compensation management.

Issues Involved

- Importance of employee retention
- Importance of HR Policies.
- Geographical advantages and disadvantages.
- Attracting professionals vis a vis Industry



Time Allotted for Each Issue

- Importance of Employee retention (20 minutes)
- Importance of HR Policies: (20 minutes)
- Recruitment: (20 minutes)

Target Audience

- Management Students
- Under Graduate and Post Graduate students
- Management Trainee Programme

Teaching Approach and Strategy

- The case may first be analyzed at the individual level and then may be discussed at group level. The recommended group size is 4-6 members
- Participants may be asked to prepare a write up on IT industry and challenges associated in employee retention
- Discussants can refer to standard texts on HR Policies and Employee turnover.

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ABC Vidyut Vitaran Company Ltd.

Mr. Kaushal Yadav and Ms. Parul Sharda

Background

ABC Vidyut Vitaran Company Limited has been incorporated under the vide order on July 01, 2002 of Government of Madhya Pradesh as a wholly owned Government Corporations. The company was established under the Companies Act, 1956 to undertake activities of distribution and retail supply for and on behalf of Madhya Pradesh State Electricity Board in the areas covered by the Commissionaires of Anuppur and Narojabad.

Role of Company

ABC Vidyut Vitaran Company Ltd. was responsible for the distribution and retail supply of electricity in the areas covered by the Commissionaires of Anuppur and Narojabad. Its chief priorities were to improve efficiency and ensure commercial viability, while becoming progressively sustainable and less government dependent. Paschim Kshetra (West Zone) encompasses an area served by 77,021 kilometers of high tension voltage and 137,105 kilometers of low tension voltage distribution network.

Table:1- Infrastructure

Particulars	Anuppur Region	Narojabad Region	Total
Region (No.)	1	1	2
Circle (No.)	8	6	14
Division (No.)	25	26	51
Distr. Centre/Zone (No.)	202	175	377
33KV Line (Km)	5605	5718	11323
11KV Line (Km)	26,357	26,534	52,891
33/11 KV Sub Station (No.)	419	442	861
11/0.4Kv Distr. Transformer	39,846	39,636	79,482
No. of Consumers			
LT	21,26,613	17,03,585	38,30,198
HT	1597	416	2013

This case was developed in case-writing workshop by Mr. Kaushal Yada and Ms. Parul Sharda held at Shri Vaishnav Institute of Management, Indore from 12th – 18th May '2016.

Challenges & Measures Undertaken

The case talk about four major challenges faced by ABC Vidyut Vitaran Company Ltd. 1st was improving the infrastructure of rural areas. With the help of State & Central Government fund ABC Ltd. had installed electric polls in remote rural places. It also faced obstacle in remote places such as theft of polls and wire. Then ABC Ltd. started patrolling with the help of local police and tried to overcome those hindrances.

2nd was to satisfy the customers. One of major problems faced by any private or public sector unit is to fully satisfy the customers through their services. Therefore various measures have been taken to improve services. This includes i) “URJAS –A step towards digital India” to solve the 10 major problems including new meter connection, bill correction etc. ii) The data of consumers to be stored in RAPDRP software so that the customers can be facilitated. iii) The Strategies adopted by ABC Ltd. also includes the testing of all meters in dedicated labs, before their installation. iv) Samadhan Yojna is incorporated for BPL families.

3rd was Unethical Practices in slum area. ABC Ltd. has large number of customer in each circle and zone and each zone has its own demography and behavior of locality. Many slum areas of the zones were involved in unethical practices like electricity theft .Therefore ABC Ltd. started informers base support to reduce that illegal practices.

4th was Due-Bill-Payments. The monthly target for dues recovery was set to be 100%. Out of which 80 % of amount due was easily recovered but the remaining 20 % generated more sweat in recovery especially from slum areas. The action was taken against the defaulters by sending the legal notices and fifteen days time period was provided to clear the dues and if the defaulter denies to clear the dues in given time period the PANCHNAMA was formed against him for which the defaulter has to give justification of non-payment of due bills. At last if the defaulter gives no response the case was forwarded to ISTGASA (Vidhyut Adhinyam Court).

For slum areas and BPL families the SAMADHAN Yojna was announced by Government was proved to be a big loss to the ABC Ltd.. As the scheme allowed to waive off up to 50% of actual bills due, it adversely affected the genuine consumers. Hence the ABC Ltd. and consumers expected that the LAW should be equal for all, as these type of waiver schemes de-motivates the real payers too.

ABC Ltd. was fulfilling the requirement of man power by hiring them from third party. It has been expected from the government that the number of employees under ABC Ltd. needs to be recruited which help to reduce the work load of current employees.

Conclusion

Though Madhya Pradesh ABC Ltd. Vidyut Vitaran Company Ltd. applied all its strategies and tried its best to satisfy the consumers. It also put the efforts to reduce the payment-dues from defaulters



and improved the infrastructure of rural areas. ABC Ltd. Vidyut Vitaran Company Ltd. has successfully migrated from an unreliable and slow distributed network to a modern, cost-effective through its web portal <http://www.abc.co.in/portal/Indore> , where all the related information was available. In spite of all steps taken through ABC Ltd. did not get much success in recovery of dues from slum areas. It achieved some success to satisfy customer through their services.

Questions

1. What strategy should ABC Ltd. Apply for rapid infrastructure improvement?
2. ABC Ltd. had taken many steps for customer satisfaction. Do you feel it's enough for company?
3. How can ABC Ltd. Improve its recovery from payer without hurting its customers?

Teaching –Notes

Summary

This case is about Madhya Pradesh ABC Ltd. Vitaran Company Ltd. under the Companies Act, 1956 to undertake activities of distribution and retail supply for and on behalf of Madhya Pradesh State Electricity Board in the areas covered by the Commissionaires of Indore and Ujjain. The case highlights the major issues faced by ABC Ltd. and the strategies adopted to solve those issues. The major areas of concern discussed were “Un-Paid Bill “Recovery and Customer Satisfaction services.

Teaching Objectives & Target Audience

This case is benefitted to all management students and PSU's

- To get the overview of ABC Ltd.
- To study the major issues and their solution ABC Ltd. was facing.

Teaching Approach and Strategy

The case can be taught by following below steps.

- Individual Reading of the case by students.
- Make a group of minimum 4 and maximum 6 (through Syndicate method).
- Allow them to analyze and discuss the case.
- Allow group to identify one leader/representative of the group.
- The leader will explain the case one by one.
- Facilitator will summarize the case on the basis of all case discussion.
- At last facilitator will try to build consensus of all groups regarding final case solution.



Analysis

Answer1.

Madhya Pradesh ABC Ltd. Vidyut Vitaran Company Ltd. should take different strategies for improving the infrastructure of rural areas. State & Central Government funds must be allocated and utilized properly. Skilled employees and vital review system is very important for improving the infrastructure.

Answer2.

Although for customer satisfaction the company has taken all possible steps, complaint redressal system should be more active and spontaneous. The company may opt for “Just in Time” approach to get effective results.

Answer 3.

- By building more awareness towards saving electricity and to keep a check on electricity theft.
- By displaying contact numbers for informing the electricity theft, wire theft etc.

Additional Reading for References

- Any international publication based on customer satisfaction related to basic needs.

A Stitch in Time Saves Nine

Dr. Anindita S. Chatterjee, Ms. Rekha Melwani, Dr. Rahul Deo, Mr. Mohit Pandit

The Automotive Industry in India: Current Scenario

The Indian Automotive Mission Plan (AMP) 2016-2026 envisages facilitating and promoting the 'Make in India' and 'Skill India' programmes through the commercial production and dissemination of technologically sound state of the art automotive and parts in the domestic as well as global market. The manufacturing sector in India comprises of 40% of the automotive sector which in the coming years will contribute to more than the current 12% of the GDP and collect more than the current 13% of excise duty. The AMP (2016-2026) further speculates that nearly 65 million jobs would be created in the automotive industry alone in next decade in addition to the 25 million jobs created in the past decade. India is a labour intensive nation and various government initiatives indicate that at the policy level, strategies have been formulated to harness the 'human dividend'. But at the implementation level especially in the automotive sector the demand for skilled manpower is much higher than the supply. Hence, there is a need for skill enhancement programmes aimed at developing general as well as specific skills to increase employability of the available manpower in the automotive industry.

The Company

Bharat Heavy Vehicles Limited (BHVL) is a major player in the Indian automotive sector. It is a 40-year-old company catering to the domestic and European markets with heavy vehicles like trucks and buses and engineering components and solutions. It has holdings in the personal vehicles segment too. BHVL has 25,000 units rolling out of its plants every year. BHVL combines modern technology to commercial transportation solutions in order to provide the global market reliable, safe and fuel-efficient vehicles and parts. It aims at providing the safest, most comfortable and most cost-effective transportation solutions for goods and people around the globe.

Human Resource Challenges in BHVL

To meet the growing production targets effectively, BHVL required a consistent and skilled human capital in all its plants. The human resource department supported the sustainable growth of the company with appropriate training and development activities for the capability building of personnel from time to time. Yet, there was always a threat of human capital deficit attributable to the following causes:

This case was developed by Dr. Anindita S. Chatterjee: Assistant Professor, Institute of Management Studies, Devi Ahilya Vishwavidyalaya, Indore, Ms. Rekha Melwani: Assistant Professor, Dr. Rahul Deo: Associate Professor and Mr. Mohit Pandit: Assistant Professor, Shri Vaishnav Institute of Management, Indore at a case study workshop held at Sri Vaishnav Institute of Management, Indore, India from May 12th to May 18th 2016.

- **Challenges owing to volume of manpower requirements:** The new product launch cycle time in BHVL is around 15 months with a number of new models and variants. This calls for higher production volumes and consequently more manpower.
- **Challenges owing to migration of manpower:** Migration due to ease of mobility and opportunities in terms of better working conditions, pay packages, etc. is witnessed in the age group 28-32 years.
- **Challenges owing to nature of work:** Both assembly as well as service jobs in the automotive industry have tough working conditions as compared to jobs in the service sector.
- **Challenges owing to quality of manpower available:** The automotive industry requires skilled as well as semi-skilled manpower at various levels. The quality of skill education and the rate of skill acquisition does not match the rate at which technology upgradation and its application takes place in the automotive industry, hence there is always a shortage of quality manpower.
- **Challenges due to the lack of employability:** The huge number of students passing out of various technical institutions lacks the employability expectations of the industry. As a result, automotive companies are often required to hire employees at a higher cost against their employability.

BHVL dealt with the challenges to uninterrupted availability of competent and sustainable manpower with a three prong strategy solution of talent acquisition, talent development and talent retention. These are discussed in detail below.

Talent Acquisition

The company had been acquiring skilled manpower from direct recruitments, campus drives, advertisements, etc. But since the demand for talent was greater than the supply, the company adopted a 'farming' strategy rather than a 'fishing' strategy for skilled talent at the blue collar level. In 2011, BHVL started an employability enhancement programme in collaboration with the Ministry of Micro, Small and Medium Enterprises of the government of India under which school dropouts from the underprivileged section of the society belonging to the urban and even the remote rural areas and keen to work in the automotive sector were identified for a two-year certificate course on Automotive Assembly and Service. These students were given scholarships during the course and food and accommodation was made available to them on affordable costs. They were given real time industry exposure in the BHVL plants on various assembly lines and shops. This certificate course improved their employability and in the five years since its inception 447 students have passed this course and 429 students was placed not only in BHVL, but also in the plants of other Original Equipment Manufacturers.

Talent Development

BHVL had developed a lot of in-house training programs for the development of workers and executives at different levels of the hierarchy. Talent development was done with a 'Performance Management System' approach applicable to employees at all levels of organizational hierarchy. Under this system, organizational goals were spelled out in terms of functional goals and then competencies for each role were defined. This in turn specified the training need for each role. Deliverables of each training programme were also defined. A training calendar was released every month which had at an average of twenty technical as well as behavioural training activities for the month. Each leader was assigned to do the competency assessment in the key result areas for every worker. A training effectiveness analysis was done that established the benefit to cost ratio of a particular training programme. For the last three years, five-man days of training per employee per annum were achieved with employee coverage of 98%. Apart from the employability enhancement programmes, the other proactive talent development activities were:

- Talent appreciation programmes aimed at excellence in capability building of entry level staff. These employees were trained to handle critical roles in research and development, engine development centre, product planning, competence building and manufacturing. Some of these personnel have reached the deputy manager level by acquiring requisite skills through the various training programmes.
- All employees were required to attend a one-day workshop on values in the workplace and understand the role of values in making an organization better.
- Skill centres were set up adjacent to assembly lines and shops. These centres played the role of inducting new associates on the assembly line and also provided on the job training on assembly lines.
- Annual trainings were given to the office bearers of the employees' union by experienced industry professionals on industry priorities, the economics of production, self-development, etc.
- Competency Building Initiatives for executives were taken with a three dimensional approach, i.e. development of self-management skills, development of people management skills and development of technical and functional skills. The competency building plan was linked to organizational priorities like achieving the leading position in India in customer satisfaction, fuel efficiency drive, first time right, under commit and over deliver and efficient production system implementation.
- For succession planning and leadership development, in-house management development programmes had been designed and executed on employees in the middle management level.



- Intense programmes on coaching and mentoring were executed on the corporate level for the senior management team.
- A Competency Development Centre (CDC) was established which catered to the training requirements of the Dealers. The salient features of this centre were:
 1. State of the art facility for development of competence of front line employees of dealerships especially the service and spares team.
 2. Unique training methodology for the ease of understanding of technical concepts for service mechanics.
 3. Innovative training aids, electronic manual for fault detection and unique ‘cut section models’ to simulate the actual machinery.
 4. Collaboration with leading academic Institutions in various regions where similar facilities like the CDC were installed to ensure ease of approach for various dealers and regional teams. The same facility was also used for development of competence of the local community.
 5. Organizing ‘skill competitions for promoting service excellence’ for mechanics and technician of dealers.
 6. Training initiatives for drivers who were involved in the logistics had been a regular feature in BHVL since the past 15 years where safe-driving principles and techniques were taught to around 40,000 drivers annually.
 7. From the past six years BHVL is successfully running a ‘Supplier Improvement Program’ to give a boost to low performing suppliers. Under this programme, the employees of suppliers were trained at developing competencies like problem solving skills and technology skills like welding, painting, casting technology etc. An attitudinal and behavioral change was observed among the suppliers and their employees as a result of such programme.

Talent Retention

Retention of talent is a major challenge in the automotive industry in general as there is a heavy migration of talent from the automotive to non-automotive sector. Apart from providing a congenial work ambience with ample learning opportunities, appropriate remunerations according to the industry norms and other incentives, employee engagement initiatives like sports meets, cultural meets, rewards and recognitions, appreciations etc. were taken on a regular basis to retain employees.

So what were the triggering factors that mandated BHVL to undertake talent development practices so extensively? In the words of Shailesh Verma, head of the talent development department in

BHVL, “We did not wait for our profitability or productivity indicators to go down so as to justify that talent acquisition, development and retention had to be taken seriously. We had simple goals, firstly if BHVL missioned to lead the competitive segments in heavy vehicle and parts, it had to excel using skilled human resource; secondly, we did not wish to bear the cost of opportunity lost. Hence talent development activities were seen more as a business need than a reaction to a threat. Now we are so extensively into capability building that our training sessions are in line with our conveyor line”. Thus, these manpower development activities may be seen as BHVL’s defence mechanism to the threats from increasing competition, fast changing technology, a scarce of quality manpower and high manpower turnover. The three prong HR approach was one of BHVL’s change management tools to effectively tap the opportunities in the ever growing automotive industry.

With a large number of jobs being generated in the automotive industry, companies will have to take strong initiatives to acquire and train manpower according to the skill requirements in their various functional areas in order to ensure a sustainable competitive advantage at the domestic as well as global front. The government policies and programmes will also act as a facilitator to skill development, e.g. setting up of the Auto Sector Skill Development Council which will continually track and benchmark with global best examples-the skill gap deficiency in the Indian automotive industry and take corrective actions by effecting changes in curriculum design, training the trainers, examination and certification methods. The need of the hour is to map the competency building strategies with the automotive industry needs so as to effectively achieve productivity targets by harnessing skilled manpower.

Questions:

1. What were the strategies that were adopted by the company for the development of skilled manpower?
2. Discuss the challenges faced by the Indian automotive industry in terms of skilled manpower.
3. How can human capital be harnessed to achieve the manpower requirements of the automotive industry?

Teaching Notes

Summary

The case is dealing with the challenges of acquiring, retaining and developing the skilled manpower which are suited to the manufacturing environment. The manufacturing companies need skilled and semi-skilled manpower at every level. Bharat Heavy Vehicles Limited (BHVL) is a major player in the Indian automotive sector. The company dealt with the challenges to uninterrupted availability of competent and sustainable manpower with a three prong strategy solution of talent acquisition, talent development and talent retention.



Teaching objectives and Target Audience

- **Teaching Objective**

The objective behind the case that audience understand firstly; the importance of training and development in the manufacturing sector and secondly; an organization has to customize training activities to suit the competence required in functional areas.

- **Target Audience:** Audience for the present case study is post graduate students in Management like MBA and MBA (Executive).

- **Teaching Approach and Strategy:**

Syndicate method should be used for teaching approach. In this method the whole class is divided into group of 5-6 students. Group Discussion Method should be used, where group members discuss within the group and note down the relevant points.

Analysis: The case will be analyzed in the presence of a facilitator (faculty).

The case analysis should be in following stages:

- Stage I : Distribution of case study to every student of the class. Individual student should go through the case thoroughly.
- Stage II : The students of each group will analyse the case and discuss within the group. So, analysis will be done at micro level.
- Stage III : Representative of each group (leader of the group) present the key points of the case.
- Stage IV : The facilitator should watch that every member of group has participated in case analysis.
- Stage V : The facilitator should always be remembering that there should not be fixed solution of the case.

Additional Reading and References :

- Gary Dessler (2004), Human Resource Management, 10th Edition, Prentice Hall Refer part 2) Training and Development & 3) Recruitment and Placements
- Website Reference www.siamindia.com



From Work Horses to Star Performer

Dr. Kshama Ganjiwale, Dr. Pragya Sharma, Ms. Bhawna Pal, Dr. Sona Kanungo

Introduction

The Information Technology (IT) sector is one of the fastest growing sectors in the country, predicting dimensions of growth and globalization, achieving new milestones over the last decade. The growth momentum attained by the overall Indian economy since the late 1990s to a great extent can be owed to the IT sector, and have led to spurt in investments by MNCs as well as domestic companies in the country. Indian IT companies have globally established their superiority in terms of cost advantage, availability of skilled manpower and the quality of services. Along with the overall growth, Organizations are also striving to increase their performance by increasing their efficiency and productivity, where employees make a critical difference in innovation, organization performance, and competitiveness. This is the reason that makes Employees asset of any company. Now, the competition among companies is not only to grab bigger market share but also to have team of star performers.

Background of Ypsilon IT Solutions

Ypsilon IT Solution, a four years young company in Indore, MP (India) believes in commitment and passion for providing value to its customers by enabling technology. Before registration, Ypsilon was known by the name epsilon in the market but the company could not get registered, as another company was already registered with the same name. Therefore, to secure the market share, company went for the rhyming word “Ypsilon” meaning Outsourcing. The company is a service provider, and has experience in providing technology solutions and shaping IT initiatives for large and mid size corporations; dealing with Mobile Apps, Software Development and Web Design.

Ypsilon believes that customers can best be served only when technology is amalgamated with the clear understanding of its application in business. The company employees make a pool of 48 talented, experienced and technically proficient professionals, who provide clients with technology expertise, execution capabilities and high levels of satisfaction. Ypsilon is the sister company of Universal Informatics, an ISO 9001:2008 Certified, process driven IT Services Company and is a recognized leader in Training and Software Development industry in Indore (Madhya Pradesh). The credibility of Universal Informatics has facilitated Ypsilon to grow and capture the market.

This case was developed by Dr Kshama Ganjiwale, Dr. Pragya Sharma: Associate Professors, Shri Vaishnav Institute of Management, Ms. Bhawna Pal: Acropolis Institute of Management Research and Dr. Sona Kanungo: Assistant Professor, Shri Vaishnav Institute of Management in case writing workshop.

Ypsilon & HR

Ypsilon initially started with mere seven employees and presently they have got an efficient team of 50 members along with a healthy market share with national and international clientele. Statistically the company is in its growing phase. With all things on right place, still the company is having a feeling of insecurity of losing their effective and efficient employees, reason being head hunting from the competitors and job hopping of employees.

Getting Engaged

Stars tend to be intrinsically motivated to begin with and they end up with the companies offering big salary, promotions and bonuses. When the top management of Ypsilon realized that these issues could be a problem to the company, they called HR team and asked to design a solution. Ms. Ina Maheshwari, HR head initially tried to identify the cause of resignation by star performers, then the idea moved to retain the average performer and convert them to efficient performers. This clue was discussed with the top management and got approval to work in the direction of Employee Retention through Employee Engagement. The team realized that average employees could be more profitable to the company, if they could be engaged.

Employee engagement was defined as a persistent, positive affective-motivational state of fulfillment in employees that is characterized by vigor, dedication and absorption (Maslach et al., 2001). After R& D in the area for around a month Ms. Maheshwari, went to the Director, Mr. Pranay Porwal with a model of Employee Engagement exclusively designed for Ypsilon IT Solution by observing work horses of the company. The model as:



Figure 1-Employee Engagement Model

After proposing the model to the director of the company, HR team was told to discuss the findings with other members of the top management through a presentation. Ms. Ina Maheshwari was ready with the documents having elements of Employee Engagements, and she started with,

‘Work Relationship’ refers to the cordial and friendly inter-personal relationships one enjoys within organization. It is the quality of interpersonal relationships with superiors, peers, and subordinates.



‘Employee Commitment’ refers to the time and effort spent on the job, and employees become more productive when committed. A satisfied employee may not be a productive worker or may be highly engaged but when satisfaction coupled with commitment result into the products and services constitute engagement. ‘Job Autonomy’ means a level of freedom and discretion allowed to an employee over his or her job which would engender accountability, job satisfaction and belongingness among employees.

The model was praised by the management and HR team was permitted to implement and identify the impact. There were different activities followed in each element of the Employee Engagement model like, for Work Relationship employees were taken for picnics and parties were organized frequently for get together. Employees were realized about the importance of their job in the organization through their contribution percentage in the productivity. For job autonomy, the team of employees was informed about the objective but the path to achieve the goal was upon the team, they were suppose to decide and discuss within the group and implement and thus, accountability was also imparted to them.

Conclusion

If an organization has to fight against the cut throat competition, manpower is the only weapon to win. Various researches have been conducted in different areas of Human resources and resulted into fruit constructs, Employee engagement is one of them. It has been recognized as fundamentally important to the future successful operation and development of firms.

Questions

1. Identify major employee engagement elements proposed by HR head of Ypsilon. Do you find them best fit in the model?
2. How workhorses can facilitate into star performers in Ypsilon?
3. If you were the HR head of Ypsilon which strategy you will opt to retain star performers in the company?

Teaching Notes

Summary of the Case

Case relates to “Ypsilon IT Solution”, a software company located at Indore, MP (India) engaged in development of ERP solutions, Data warehousing, mobile apps, web based applications etc. The consistent growth of the company can be attributed not only the satisfied customers as well employees satisfaction. Strategy of the company is employee involvement through training, guidance/counselling, work assignment based on their capability and providing them learning opportunity.



Teaching Objectives

- To study the importance of team spirit so that projects can be finished within deadlines.
- To develop the belongingness in the employee towards the organization through proper involvement and engagement.

Target Audience

- Budding entrepreneurs in the field of software development, management students, project leaders, and managers etc.

Teaching Approach & Strategy (Trigger)

Teacher may ask questions like:

- Q1. What will you do if your manager assigns you work that doesn't fit to your strengths, interest, aspirations?
- Q2. What would you do if your team leader doesn't provide adequate guidance?

Analysis

Case focuses on various elements which affects Employee engagement are:

- Employee engagement in the key to success of organizational objectives.
- Support from managers, including job autonomy, development support, coaching, performance feedback, regular meeting and information sharing that will affect employee engagement. Also the relationship with co-workers is also an important factor for engagement.

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HGS : Quest for the Talent

Dr. Mamta Joshi, Dr. Nitesh Vyas, Ms. Shruti Vyas, Dr. Nisha Bano Siddiqui

Abstract

The case is about the Hinduja Global Solution. It is an Indian pure play business and service provider. Case is moving around the Talent Acquisition Department of HGS at Indore. The primary aim of this study is to know about the different functional Department of HGS solution further to study about the HR department and their strategy to recruiting the employees for BPO sector as well as others and to study their upcoming strategies towards different ethical issues. The study found that the talent acquisition department performs the core recruitment activities and Indore branch is employing highest number of employees in India in terms of headcounts, but the concern area for the HR department are employee turnover Rate, Recruitment Sources (Not Able to achieve the economies of scale through campus recruitment), Imbibing community participation & CSR initiative in Recruitment Activities, Occupational Hazards, Pending Quality Framework systems, Ethical Issue etc. This case is beneficial to students, researchers, Management professionals in HR and recruitment domain and Academicians.

History

The history of HGS (Hinduja Global Solutions) began in 1993 under the name ALIT Ashok Leyland Information Technology, providing information technology services. In 2000, ALIT merged with Hinduja Finance Corporation (HFC) to form HGS. 2003 marked a milestone for HGS with the acquisition of Customer Contact Centre Inc., a call centre company located in the Philippines. In 2007, HGS acquired AFFINA LLC, a US-based contact centre and database management and marketing research company and in 2010, UK-based Careline Services, another contact centre management services provider, was acquired. In 2011, HGS acquired Canadian-based On-line Support Inc. (OLS) to further strengthen its presence in North America.

On 30 June 2015, HGS announced the signing of a definitive agreement to take over a significant portion of Mphasis Emerging Markets business. With this acquisition, HGS expanded its presence in Bangalore, Noida, Raipur, Chennai, Pune, Mumbai, Vadodara, Indore, Puducherry, Ahmedabad, Bhubaneswar and Mangalore, and also entered the competitive BPO market in terms of employment with its only centre in North India in Noida.

This case was developed in Case Writing Workshop organized by Shri Vaishnav Institute of Management, Indore by Dr. Mamta Joshi, Dr. Nitesh Vyas, , Ms. Shruti Jain: Assistant Professors, Shri Vaishnav Institute of Management, Indore and Dr. Nisha Bano Siddiqui, Assistant Professor, IMS, DAVV, Indore



Work Culture

HGS was proud of highly motivated and competent global workforce hailing from diverse cultural and ethnic backgrounds. Management was passionate about the development of their people. Their people are their biggest investment – employees were the voice and heart of the business and committed to realizing potential through a combination of training, education and robust employment policies.

Management appreciated that function in a fast moving business environment with fluid and dynamic business models. HGS work ethos was firmly grounded on corporate values of "people empowerment" - encouraging employees to take risk and ownership for all their actions, take pride in their achievements and celebrate small success. To this end, company focused on education as biggest tool for employee empowerment. There was a constant emphasis on developing individual potential and skills through training programs, classroom events and e-learning programs. Through discussion platforms and mentorship programs, we share, learn, and evolve.

Company had implemented award-winning people development initiatives like the Kaleidoscope 360 and Quality Professional Excellence Program, aimed at creating first line business leaders capable of delivering "noiseless service" to customers. Using an innovative combination of learning techniques, program enhancement skills and knowledge levels, boost confidence, build leadership and brighten career prospects. HGS was awarded the 2013 North West Employer of the Year by Smart Training, a leading UK-based specialist training provider for "fostering a culture of development and innovation through training."

HGS was a leader in optimizing the customer experience and helping clients to become more competitive. HGS provides a full suite of business process management services from marketing and digital enablement services, consumer interaction services to platform enabling back office business services. By applying analytics and interaction expertise to deliver innovation and thought leadership, HGS increases revenue, improves operating efficiency and helps retain valuable customers. HGS expertise spans the telecommunications and media, healthcare, insurance, banking, consumer electronics and technology, retail, consumer packaged goods industries, and the public sector.

HGS is catered in all over India and centre in M.P. through Indore region dealing with Idea and Amazon for customer interaction services by BPO.

Consumer Interaction Services

Regardless of channel, every consumer interaction should be speedy, accurate, empathetic, and effective. HGS brings integration and consistency to previously disconnected voice, chat, email, and web self-service. This visionary approach to multichannel engagement reduces operational costs while optimizing revenue.



Voice Solutions: Compliance Payment Options

In these times of digital revolution and rapidly changing technology, customers sometimes still need to "speak to a real person". Whether it's to address highly detailed/complex questions, troubleshoot or walk through technical issues in real time, or simply to provide a phone option for those who are not digitally savvy or unable to access digital channels, voice solutions are still a critical part of the overall customer experience.

HGS, always understood and valued on the personal touch. With innovative ways to improve the customer experience and drive excellence into every interaction like customer experience blueprint, and customer brand champions over the voice channel. Clients engage and grow unlocked the key to representing brand and building loyalty, one call at a time.

HGS provides

- Basic Self-Serve Interactive Voice Response (IVR) -To streamline calls through simple, easy to use IVRs that make it easy for customer to reach the right person, the first time.
- Biometric IVR Solutions - Enhanced technology allows for digital voice authentication, providing extra layers of security to confidential and sensitive information.
- P3 Solutions - P3 (Phone Payment Processing) provides PCI compliant integration with digital payment systems, where users input payment information undetectable to the agent. This offers an extra layer of security and increased peace of mind for your customers.
- Collaborative Service –Company provide collaboration options that allow agents to extend a voice call to a digital channel and then work collaboratively with customer to resolve technical support issues with ease.

Major clients - Industries they served :

- Consumer electronic and technology
- Consumer packaged goods
- Health care
- Telecommunication and media
- Public sector
- Insurance
- Retail
- Banking
- Travel and Hospitality



In Indore HGS Serves Telecommunications & E Commerce

Helping telecom companies "own the home"

Supporting a diverse and ever-changing product suite cost effectively while maintaining customer loyalty and driving higher average revenue per user is a challenging balance. With 15,000 employees dedicated to the telecommunications customer service outsourcing business, HGS owns proven strategies for reducing churn and driving sales of additional products and services.

- HGS telecom BPO solutions includes identifying moments of vulnerability in the customer lifecycle, such as a residential move, and developing strategies to mitigate defection risk increases customer loyalty.
- Applying an innovative, empathy-based Customer Experience Blueprint consistently exceeds CSAT targets.
- Identifying upsell and cross-sell opportunities based on the customers' prior interactions.
- Customer Effort Score (CES) telecommunication service reduction strategies ensure faster issue resolution with fewer escalations, transfers, and repeat contacts.

Talent Acquisition Department at Indore

The talent acquisition department performs the core recruitment activities. The department head was Rishi Bhatia. The Indore branch is employing highest number of employees in India in terms of headcounts, 4000 employees are engaged in Telecalling. Out of this 3700 were handling Idea client, 300 agents (Tele-callers) were serving Amazon the e-commerce portal after recent takeover of Mphasis. The Indore center is operating since 2006 with the floor area of one lakh eight thousand square feet.

The concern areas of the talent acquisition department were:

- High Employee turnover Rate
- Recruitment Sources (Not Able to achieve the economies of scale through campus recruitment)
- Imbibing community participation & CSR initiative in Recruitment Activities
- Occupational Hazards
- Pending Quality Framework systems
- Ethical Issue

Mr. Ankit Jain, senior HR manager holding eight years of experience who joined the company as an agent and now promoted as senior HR manager talked about the high employee turnover rate of tele-callers, as a result of high turnover of these agents the recruitment team is in continuously involving in a recruitment process without taking any break. This is resulting in "lot of quantity but little quality".



Moreover the high turnover rate is burdening the training department as well. The company's HR department was facing the hurdles in retaining the employees who are in early twenties majority of the workforce are joining as apart time/ pocket earning job specially the students group in the age bracket of 18-24 years.

Company was following traditional system of appraisal moreover the employees were not able to relate with career development plans except IJP (Internal Job Posting). Few recruitment policies were questioned for instance not hiring the couple's and siblings.

The talent acquisition team was around the clock in hiring the operations all over the India. The source mix was 40% from employees referrals, 30% from job consultant 20% advertisements and only 10% from campus pooling. Campus pooling though one of the most economic source of getting agents is with ailing inflow of just 10% of total work force. The management teams were not relying on campus pooling due to stability and reliability issues. The quality students from campus are coming from Jabalpur region rather than Indore! Overall very few candidates are fluent in speaking correct English.

The company's head-office initiative in CSR & community development in Recruitments resulted in hiring physically handicap people. The deaf & dumb are involved in Email process rather than audio visual processes. For women empowerment activities management has decided to employ housewives on part time as well as contractual basis (45 days in a year).

Occupational hazards are developed as a result of long tenure of services. The nature of job makes the company employee to work on 24x7. The Night shift resulted in psychophysical imbalances affecting the work-life balance. Typical prolonged sitting in a steady post results in lots of health issues like Cervical, spondylitis, back pain, obesity, Knee pain etc.

Mr. Pankaj Mandal the administrative head was responsible for corporate governance and quality implementation the Indore office needed quality framework. Company was adhering to EHS (Environment and Health Safety Standard). He expressed the concern for implementing the occupational health and safety standards (OSHA).

Majority of the agent were male employees female employees were 35% of the work force. Moreover the majority of the agents started the job at 18 year of the age alongwith that few continue their studies and few dropouts. Those who continued their studies were not regular in the college. Will they be able to progress and harness the potential opportunities?

The management team was searching for the sources so as to get linked with housewives to give them platform to work. The HR team was confident about improvement in recruitment statistics and quality candidates from campuses. CSR initiatives are yet to be regularized. The increasing occupational hazards especially for the senior employees are an alarming issue.



Questions

1. What are the recruitment policies of BPO sector dealing in customer interaction services?
2. Comment on the sources to attract the talent pool for BPO sector jobs for the positions of: a. Agent / tele-callers b. Team leader c. Asst. Managers d. Senior Managers.
3. Discuss the major occupational hazards in BPO industry. Suggest the measures against them.
4. Formulate a CSR framework for HGS.
5. Discuss the quality system to be implemented in HGS.
6. What are the ethical issues in the present case? How you will resolve them?

Target audience

Target audiences for the present case studies are students, researchers, Management professionals in HR and recruitment domain and Academicians.

Teaching Objectives

- To learn about recruitment policies in BPO industry
- To understand Talent acquisition system in BPO domain.
- To gain an insight about CSR.
- To expose the students on formulation of strategic HR interventions.
- To learn internal quality assurance practices particularly in HR domain.

Teaching Plan and strategy

This case is ideal for PG level students of HR specialization. Before using this case students should be well versed with the principles of human resource management, Strategic human resource management, TQM in HR process, CSR framework and gender issues in management.

Before opening this case the trigger question proposed are:

- Why I will leave my first job of BPO industry?

The class will be divided in the groups and the topics will be allocated as per the problem areas highlighted in the body of the case. The students are expected to solve the problem module wise. Teacher will be the facilitator and synthesize the case at the end.



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RATES

Institutional / Individual : Rs 500/- (For One Year)

Overseas : US \$ (Sea Mail for One Year)