



IIMC CASE RESEARCH CENTER (IIMCCRC)

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FINEDGE: BIONIC ADVISORY FOR A DIGITAL INDIA

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Harsh Gahlaut, founder and CEO of FinEdge, glanced at his television set as the talking heads got into a detailed analysis of the teams for the upcoming World Cup football match in Russia. He rarely found time to unwind with football, but today he had decided that this big match was worth a view. Half his mind was still on the computer screen in front of him, as he poured over some numbers.

His ears perked up when he heard the anchor introduce the next segment and announce “.. is brought to you by Mutual Funds Sahi Hai (mutual funds are the right choice in Hindi) “¹ in a very proper English accent. Gahlaut pushed his chair back, cradled his head in his arms and smiled, as he allowed himself to feel a sense of elation. Mutual funds² had started to make such deep inroads into the Indian psyche that their imprint was all over a football match on television.

Gahlaut reflected on how far the industry had come both in terms of awareness and functionality. From low technology and high paperwork, to largely paperless and digital, the industry had transformed in the last six years. While this meant FinEdge was riding a crest of success as rapid volume growth made their business increasingly profitable, it also meant that competition was growing as everyone from big banks, nimble non-banking financial corporations (NBFCs), international wealth management firms to upstart companies peddling direct mutual funds were

¹ <https://www.mutualfundssahihai.com/en/amfi>

² <https://www.mutualfundssahihai.com/en/what-is-a-mutual-fund>

Prof. Indranil Bose of the Indian Institute of Management Calcutta and Saikat Lahiri developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.

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aiming for a piece of the pie. There was even talk of online retailers starting to sell mutual funds online. Gahlaut knew that life would be very different for them in the next few years, and they had to be ready.

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