



IIMC CASE RESEARCH CENTER (IIMCCRC)

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FLUTURA DECISION SCIENCES AND ANALYTICS: SCALING UP IOT THROUGH INNOVATION AND AGILITY

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Krishnan Raman called an urgent meeting with co-founders Derick Jose and Srikanth Muralidhara at his cabin. The morning newspaper was open on Raman's table with the bold headline that read "*Hackers break through the data security system of a US refinery*". Raman sounded anxious – "I fear that this incident will definitely create more hurdles in our sales cycle?" Jose knew what Raman meant. Their analytics platform worked at the core of the data system of the organization and as an Indian company they were already facing challenges in gaining trust of the global companies there. The security incidence would put the industry in a shell as security was a higher priority for large organizations and preceded innovation.

He supported Raman's view – "You are right. Remember, when we were bidding for the Electric Power Institute deal in the US, we did all the paper work but had to get clearance from the Federal Bureau of Investigation and it took them six months to complete the audit? I fear that the clearance process will be stricter in the coming days and we have to be prepared for longer sales cycle." Muralidhara thoughtfully remarked – "It was high time we started thinking about expanding our domain. Energy and Engineering both are domains that are highly vulnerable to security breaches and thus we should look out for other related domains also." Raman resonated on the view – "Absolutely! I was also thinking that being innovative in our current domain would provide us only limited headroom, but if we could expand our horizon to new areas then it would open up a whole new world for us."

The discussion continued till the late hours of the day and started taking the shape of a

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strategy meeting to decide a future course of action for Flutura to protect, expand and extend its business. The spark initiated a series of pivoting ideas. Should Flutura focus on security challenges or identify verticals where security is not a showstopper? Was this the right time to think about expansion or would it be more prudent to put more effort into deep diving in their existing domains?

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