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ORIGO COMMODITIES: GROWING IN AGRI-BUSINESS THROUGH DISRUPTION

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Sunoor Kaul, Co-Founder and Director of Origo Commodities was looking to unwind ahead of another hectic work week. Early October in Hyderabad was a pleasant time with the edge having gone off the summer heat. But a weekend of early morning runs and lazy afternoons with family wasn't foremost on Kaul's mind that Friday evening. He wanted to take the weekend to think through their plans for the business ahead of the upcoming board meeting.

Having built Origo into a leading player in the commodity warehousing and supply chain business in India, Kaul and his partner, Mayank Dhanuka found themselves at an inflection point. While their core business was going strong, they needed to justify to the board the multiple new lines of business they were working on, an agri-focused non-banking financial company (NBFC), commodities retail and their e-commerce business. In this board meeting, they would have to take a call on what to axe and what to keep in order to streamline the company and keep it moving forward.

As Kaul started weaving his way back home through the Friday evening traffic of Cyberabad, the upcoming, tech-friendly enclave of the peninsular Indian city of Hyderabad, he knew that he and Dhanuka were looking at two days of deep, shared introspection.

Prof. Indranil Bose of the Indian Institute of Management Calcutta, Somedatta Guha, 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.