

# Showcase

- AN IIMCCRC BI-ANNUAL NEWSLETTER

## ✓ Editorial

The new financial year started with huge enthusiasm and excitement as two case studies published by the IIMCCRC won awards in the 2017 edition of the EFMD case competition. This is a phenomenal success for the center which has exceeded expectations during the last financial year. 2017-2018 was a remarkable year for IIMCCRC as we completed twenty three teaching cases, while maintaining a healthy pipeline of inflight cases. In the last financial year, IIMCCRC organized several case release events and a seminar on "The India Biodiversity Portal". In March 2018 IIMCCRC organized the 6th Case Method Workshop which generated huge enthusiasm and interest among participants from various reputed academic institutes from all over India. Other than case development, IIMCCRC was also instrumental in automating its processes. All of our cases are now available for viewing and purchase at IIMC's website. One can go through the synopsis of a case and instantly purchase unlimited copies of the case online without any manual intervention. Last but not the least, IIMCCRC gratefully acknowledges the financial contribution of the 23rd batch of PGP alumni in fully supporting the expenses toward the development of thirty case studies that we recently completed. We hope that you find this newsletter useful and informative. Please email us and let us know what you think. Happy reading!



IIM Calcutta and YES BANK launched a case study on the later's innovative SIMsePAY mobile banking solution at the Grand Finale of the Transformation Series which was held at the Taj Mahal Hotel, New Delhi on 9th November, 2017. The case launch event was attended by Mr. Ramanan Ramanathan, Mission Director, Atal Innovation Mission and Mr. Ashok Chawla, Non-Executive Chairman, YES BANK.



Two case studies published by IIMCCRC have won awards at the 2017 edition of the case writing competition organized by the European Foundation for Management Development (EFMD). In the inclusive business models category, the IIM Calcutta team of Prof. Indranil Bose and Gaurav Gupta (fellow student) won the award for their case "SIMsePAY at YES BANK: Creating Value Through an Un'Smart' Innovation". The case study by Prof. Ramendra Singh (IIM Calcutta) and Menaka Rao that won in the sustainable business model category was titled "Switchon O'nergy: Social Innovation Challenges at the Bottom of the Pyramid". Prof. Indranil Bose, Coordinator of IIMCCRC remarked, "EFMD case competition is the "Super Bowl" of case writing and we are delighted that our case studies could win such a prestigious global award."



**The 6th Case Method Workshop** was organised by IIMCCRC on 5th and 6th of March 2018. The workshop saw an overwhelming participation of students, scholars and academicians from management institutions from all over India as well as professionals from industry. Prof Philip Zerillo, executive director of the Case Writing Initiative at the Singapore Management University was the key facilitator.



## ✓ Faculty Speaks



My involvement with IIMCCRC is twofold: firstly, I act as a mentor for case-writers involved in relevant areas of study; secondly, I am a part of the governing committee to oversee that its objectives, and goals are met through its activities.

Since the field of management is truly inter-disciplinary and primarily applied in nature, the learnings imparted in the classroom should always be aligned with the actual problem-solving and decision-making taking place at the organization. Towards this, case studies serve as a perfect test bed whereby managerial learnings from multiple disciplines can be understood against complex real-life scenarios in order to develop useful insights for future practice.

The last case I developed at IIMCCRC along with my doctoral student was about a new E-Governance initiative of the Government of India targeted to create an Aadhaar-based online repository for academic awards (issued by higher education institutions in the country) for all Indian students to facilitate on-demand verification. The case study development process was quite interesting as it allowed us to witness the evident gaps between theory and practice, which we attempted to bridge in the developed case study.

**Debashis Saha**

**Professor of Management Information Systems, IIMC**

## ✓ Case Writer Reflects



I have been involved with IIMCCRC for the past few years in developing case studies in different functional areas.. I have also, from time to time, served as a member of the case review team that IIMCCRC has set up for peer review of cases to ensure their quality and usefulness.

According to me a good case study should have three characteristics. First, it should provide the reader all the information that the original decision maker had at his/her disposal when (s)he was facing a business situation. Second, it should be written in a manner that it is interesting, engaging and easy to read and third, a good case study should bring out multiple aspects of running a business and its decision making aspect.

The last case that I developed with IIMCCRC was on Mastek Inc. The case focused on the organizational transformation at Mastek that was driven by their desire to be ready for a digital world order. We as academics should be involved not just in teaching through cases but in developing new and locally relevant cases for our students. That is one of our important commitments as management teachers.

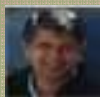
**Ashish Kumar Jha**

**Fellow of IIMC and winner Satish P. Sehgal Award, 2016  
Assistant Professor of IS, ESC Rennes School of Business, France**

## ✓ EDITORIAL TEAM



PROF. INDRANIL BOSE



MR. ANIRBAN BISWAS

For any suggestion about the newsletter please reach us at [iimccrc@iimcal.ac.in](mailto:iimccrc@iimcal.ac.in)

## Completed Cases: Nov 2017 – March 2018

- *Digital Transformation at NTT Com – Netmagic: Revisiting Customer Relationship Management*
- *Airport Express Metro Line: The Turnaround Story*
- *The Bandit Queen's Tryst with Looting Digital Riches*
- *The India Biodiversity Portal: The Evolution and Growth of an Open Access, Participatory Biodiversity Information System*
- *Driving Transformation with Digital Reverse Mentoring at Tata Steel*
- *Case Research Centre at Old School*
- *GALAXY Leather: Organising Processes for Sustaining Growth*
- *BPCL: Is Change the Only Option?*
- *Flutura Decision Sciences and Analytics: Scaling up IoT Through Innovation and Agility*
- *Asian Paints: Reinventing the Supply Chain in an Evolving Market*
- *Country Petroleum Corporation: INSICIDE*
- *Manthan's Maya: Assisting Executive Decision Making Through Voice Analytics*
- *Simplify360: Pioneering an Era of Customer Experience*

## ✓ Alumnus Connects

Digital is seismic and disruptive that impacts everyone and everything in an organisational context.



A successful digital agenda for an organisation drives beyond technology trends and is all encompassing from methodology to culture to transparency to business impact. It needs an empowered workforce and process of transforming the workforce from traditional way of delivering to a more agile and iterative delivery model. This case study reflects on the philosophy, design and practices that built new Mastek (4.0) and should be an inspirational read for all readers who would like to understand organisational change management in the digital era. My experience of working with Prof Bose and Prof Ashish as an IIMC alumnus has been fulfilling and their zeal to capture all-encompassing elements demonstrate their promise to deliver the best for their students.

**Sudhakar Ram**

**Group CEO and MD, Mastek  
17th Batch of PGP (1980-1982)**