

Indian Institute of Management Calcutta Case Research Center

Showcase

- AN IIMCCRC BI-ANNUAL NEWSLETTER

✓ Editorial

Welcome to the 5th edition of Showcase. The beautiful mesmerising campus of IIMC looks very vibrant with the festive mood in the air and the onset of winter. It is also a time for celebration at IIMCCRC as two of its cases got awarded at the EFMD 2017 case competition. In the inclusive business models category (sponsored by IMD), the IIM Calcutta team of Prof. Indranil Bose and Gaurav Gupta (fellow program student) won the award for their case "SIMsePAY at YES BANK: Creating Value Through an Un'Smart' Innovation". Prof. Ramendra Singh (IIM Calcutta) and Menaka Rao won the award in the sustainable business model category for their case "Switchon O'nergy: Social Innovation Challenges at the Bottom of the Pyramid". This is a phenomenal success for the center which has always emphasized quality and comprehensiveness and has focused on the distinctive nature of Indian companies and their businesses. In this financial year, IIMCCRC has published eight cases so far. Interestingly most of them are on starts-ups that are bringing new technology to the market or are frontrunners of social entrepreneurship touching the lives of people at the bottom of the pyramid. We hope you will enjoy reading our newsletter and will visit our website at <https://www.iimcal.ac.in/case-studies->

✓ Case Release Event



A case release ceremony was organised at IIMC and was graced by Harsh Gahlaut, Founder & CEO, Mayank Bhatnagar, Co-Founder & COO, and Gaurav Agarwal, Co-Founder and Prof. Indranil Bose of IIMC. Mr. Gahlaut said: "It's been an honour for FinEdge to have been selected by IIMC for a case study and to be able to showcase our unique bionic financial advisory model". Prof. Bose, who is the faculty supervisor of the case and also the coordinator of IIMCCRC said: "India is going through an era of digital disruption of financial services and new-age start-ups like FinEdge are taking the lead in using financial technologies (FinTech) in an imaginative way where humans in collaboration with robots are providing sound financial advice to investors for wealth creation."

IIMCCRC has completed a case on FinEdge, a leading financial planning and investment management company in India. FinEdge's business model of integrating analytics based technology with expert financial advisors has made them "uniquely bionic".



**AIRPORT EXPRESS METRO LINE:
THE TURNAROUND STORY**

IIM Calcutta
Case Research Center

Prof. Ashok Banerjee
Faculty IIM Calcutta

Shri Sheel Sharma
Former Director operations Delhi Metro Rail Corporation

Prof. Rudhrata Nag
Faculty IIM Calcutta

ABOUT US
IIMCCRC a repository of India based case studies, an initiative of IIM Calcutta

The entrepreneurial spirit of Delhi Metro turns around a failed private enterprise

WWW.IIMCAL.CA | T: 91000@IIMCAL.AC.IN | P: 91-33-2672-8000/80

IIM CALCUTTA

IIMCCRC has started promoting its cases so that it reaches out to a wider audience. Every month one case from our repository and the case supervisor(s) are being featured on social networking sites.

**IIM CALCUTTA
CASE RESEARCH CENTER
PRESENTS**

**DEMATERIALIZING
ACADEMIC RECORDS
IN DIGITAL
INDIA: AN E-
GOVERNANCE
INITIATIVE OF CDSL**

AN INNOVATIVE ONLINE SERVICES PLATFORM BASED ON
SUBTLE PROCESS REENGINEERING FOR E-GOVERNANCE IN
EDUCATION SECTOR ADDS A NEW FEATHER TO DIGITAL INDIA.



✓ Faculty Speaks



While management frameworks, methods and tools can be learnt in a classroom setting, it's very difficult to expose a student to a wide variety of problems that a manager is likely to encounter over his/her career in the limited time available in a course.

Cases expose students to real-life problems and enable them to readily connect to the theoretical training. I have developed two cases with IIMCCRC and I am in the process of developing two more cases. I have also given talks in workshops organized by IIMCCRC. The last case that I developed along with Prof. Ashok Banerjee was the "Airport Express Metro Line: The Turnaround Story". This was a field case wherein we explored the (a) dimensions of project management adopted by Delhi Metro which have enabled urban transportation projects being completed within time and cost (b) the rationale and methodology of the public-private partnership model adopted for the Airport Express Line along with the circumstances of its eventual failure (c) the innovative steps taken by Delhi Metro to turn around the failed project, along with the outcomes. I would like to be associated with IIMCCRC in future through the development of more such cases rooted in the Indian context which would give our students better exposure to the Indian reality and enable them to hit the ground running.

Bodhibrata Nag
Professor of Operations Management, IIMC

✓ Case Writer Reflects



I participate in interviewing case subjects and writing cases and teaching notes in collaboration with professors from IIMC. I have been working with Prof. Indranil Bose and others since 2013. My overall experience has been pleasant and educational.

A good case study must have clearly identifiable teaching objectives. It should be precise, easy to read and should have some points of tension that can elicit interesting discussions in class.

My last case was about FinEdge, a financial services provider, about their bionic advisory platform. As always, it was interesting to learn about a somewhat unique and innovative business model, and how a fledgling organization deals with challenges.

My word of wisdom for the new case writers will be first establish the broad teaching objectives of the case. Then focus on telling an interesting story about your subject.

Saikat Lahiri
Ex-Head IIMCCRC

✓ EDITORIAL TEAM



PROF. INDRANIL BOSE



MR. ANIRBAN BISWAS



MR. AVISEK MISHRA

For any suggestions about the newsletter please reach us at iimccrc@iimcal.ac.in

Completed Cases: Apr – Oct 2018

- *Nex-Connect: Mainstreaming the Marginalized through the Gig Economy*
- *Ncore Ventures Pvt. Ltd. Architecting the Virtual Factory Approach*
- *Buchuk: Discovering the Future of Automatic Cooking*
- *Papercup: The Journey of a Startup*
- *FinEdge: Bionic Advisory for a Digital India*
- *Origo Commodities: Growing in Agri-Business through Disruption*
- *Customer Onboarding at ICICI Securities: The Digital Marketing Dilemma*
- *Annapurna Bhandar: Can Future Group Transform Rural Retailing in India?*

✓ Alumnus Connects

It was a great experience to have reconnected with IIMC for the development of the case study on ICICI Securities Ltd.



An interaction like this, of practitioners and academia, is a source of knowledge, ideas, and innovations for both.

I am sure that the case study will bring forth to the students some real life challenges and prepare them better.

I take this opportunity to thank Prof. Indranil Bose and the staff of IIMCCRC for working with our team to put together this case study.

Shilpa Kumar
CEO and MD, ICICI Securities Ltd.
24th Batch of PGP (1987-1989)