



**M.O.P. VAISHNAV COLLEGE FOR WOMEN
(AUTONOMOUS)**

(College affiliated to University of Madras and Re-accredited at "A++" grade by NAAC)

Chennai - 600 034

PRAJNA

COMPENDIUM OF CASE STUDIES

MARCH 2025



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Dr. Archana Prasad
Principal
M.O.P. Vaishnav College for Women

From the Chief Editors' Desk

It is my pleasure to present Prajna, a compendium of case studies. The word 'Prajna,' derived from the Sanskrit word meaning 'wisdom' or 'profound understanding,' aptly reflects the spirit of this case study collection, which encapsulates real-world experiences and thought-provoking case analyses put together by the faculty members and research scholars of M.O.P. Vaishnav College for Women.

In an era marked by rapid advancements and evolving challenges, case studies serve as invaluable tools for teaching and evaluation. Cases enable the readers to gain deeper perspectives on complex issues, innovative solutions, and transformative strategies. Each case study in this compilation has been meticulously crafted to provide readers with profound insights and critical analysis of the chief actors, to foster a culture of inquiry and reflection.

Prajna is the first of its kind to be published by this institution. I commend the effort expended by the Research Advisory Committee in putting it together. This compilation would not have been possible without the dedication and intellectual rigour of the contributors, who have shared their research, observations, and experiences to enrich this collection. My congratulations also to the editorial team, whose commitment and diligence have elevated this publication into a valuable resource.

A special word of appreciation for Dr. Ranjana Tiwari, Tourism Case Writing Trainer & Harvard Certified HEI for handholding the contributors and mentoring them in shaping their cases, and supporting us in this endeavour of publishing our first edition of Prajna.

I invite you to explore Prajna with curiosity and an open mind, drawing wisdom from its pages and applying its lessons to your own professional and intellectual pursuits.



Dr Ranjana Tiwari
Tourism Case Writing Trainer
Harvard Certified HEI

From the Chief Editors' Desk

I still remember meeting Dr. Nisha U on a Wednesday afternoon when she shared her vision for a faculty workshop on teaching case studies as part of the Research Development Program. Her enthusiasm was contagious, and I was thrilled at the opportunity to conduct a face-to-face workshop after nearly two years. My only request was that the workshop be a closed-group Faculty Development Program (FDP), exclusively for lecturers genuinely committed to learning and developing teaching cases. Little did I know, this request would set the stage for an extraordinary experience.

To my surprise, the workshop welcomed around thirty participants from diverse subject areas, all united by a shared passion for learning and execution. Over the three-day workshop, I witnessed remarkable dedication and creativity as participants meticulously drafted case structures and confidently presented their work. The energy in the room was palpable, reflecting their eagerness to translate academic concepts into real-world narratives.

*During the valedictory session, Dr. Archana Prasad, Principal of M.O.P. Vaishnav College for Women, casually remarked, "We should compile these cases into a book—and we'll reach out to you to write the foreword!" At the time, I thought it was an ambitious idea, perhaps spoken out of courtesy. Imagine my delight when Dr. Nisha later approached me with the actual request to write the foreword for what is now **Prajna: Compendium of Cases Studies**. I could not be more proud and honoured!*

This book stands as a testament to the hard work, creativity, and academic rigor of the talented faculty members and authors from M.O.P. Vaishnav College for Women. Reading the fully developed cases, many of which I had seen in their initial stages during the workshop, was a truly gratifying experience. Each case offers unique insights into contemporary challenges and innovative solutions across various industries.

Readers will explore the progressive Menstrual Leave Policy of Zomato, reflecting changing workplace norms and well-being initiatives. The Ayush Enterprise case illustrates the

importance of prioritizing well-being in today's fast-paced world. An inspiring narrative of college alumna Rakshana highlights perseverance and success, while the visionary leadership of the college's founder, Dr. K. Nirmala Prasad, serves as a beacon of guidance. Additionally, case on Bhoomi Farms showcases a journey toward sustainable agriculture, while the case on Café Coffee Day offers valuable lessons in resilience and ethical leadership.

Given the college's strong commitment to sustainability and a greener future, the book further features compelling cases that encourage readers to explore sustainable practices. The case studies of UpCyclie and Deyga Organics, along with Nisha's story, present diverse perspectives on sustainability and social responsibility, inspiring readers to consider eco-conscious choices in their personal and professional lives.

As you turn the pages of Prajna: Compendium of Cases, I invite you to immerse yourself in these thought-provoking narratives. Each case is more than just a teaching tool—it is a window into the real-world challenges faced by businesses and individuals, offering practical insights and lessons that resonate beyond the classroom.

I extend my heartfelt congratulations to Dr. Archana, Dr. Nisha, all the authors, and the entire team at M.O.P. Vaishnav College for Women for transforming a workshop into this remarkable collection of case studies. May this book inspire educators, students, and professionals alike, serving as a catalyst for critical thinking, innovative problem-solving, and lifelong learning.

Happy reading!

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**The fall and rise of Café Coffee Day (CCD) –
Lessons from Authentic Leadership Practices**

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Abstract

Authentic leaders have a style of leadership that focuses on transparent and ethical leader behaviour and that encourages open sharing of information needed to make decisions while accepting inputs from followers. This case study explores the shift of managerial decision-making and key happenings at Café Coffee Day. Café Coffee Day, popularly known as CCD founded by V G Siddhartha, brought a ground-breaking change in the way Indians perceived a cup of coffee. From being the top runner in the industry and then throwing himself to death into the Netravati River near Mangalore, Siddhartha's death debated speculations of serious mistakes, pressure from moneylenders and a complex organisational strategy. The media and the industry deemed his death to be the end of CCDs success story as it was logically impossible to recover from the huge accumulated debt of Rs.7000 crores. Then came the turnaround story when Malavika Hegde, wife of Late V G Siddhartha, shattered all the mistrust and achieved a milestone by saving CCD from disappearing by reducing the company's debt to Rs.1,731 crore as of March 31, 2021. Malavika Hegde - took the reins of CCD into her fold and spearheaded the organisation to a path of recovery even during the pandemic days with stellar leadership traits.

The purpose of writing this case is tri fold: Firstly, the study aims to provide an insight into the rise and fall of an Indian Coffee Brand. Secondly, the contrasting leadership styles adopted by V G Siddhartha and Malavika Hegde and thirdly the relationship between gender and authentic leadership development will be investigated.

Keywords – Authentic Leadership, CCD, V G Siddhartha, Malavika Hegde, liquidity, debt, capital structure

BACKGROUND

The Café Coffee Day Empire

V. G. Siddhartha began the Café Coffee Day chain in 1996 when he started Coffee Day Global, which is the parent organisation. The first outlet was opened on July 11, 1996, in Bangalore, Karnataka. Café Coffee Day quickly extended through the urban areas in India including new stores with more than 2000 bistros opened all over the nation by 2016 (Varad Kitey, 2022). Siddhartha's impeccable business innovation and breakthrough business strategies were a breath of fresh air on the cafeteria culture in India. In a range of 20 years, Siddhartha successfully made CCD grow from just a coffee chain in India to take the pride of place in Times Square and Orchard Street.

WHAT WENT WRONG?

Debts, Raids and Controversies

The quick expansion of CCD into a huge conglomerate coupled with Siddhartha's strategy of diversifying into many businesses - from producing coffee to establishing café to providing financial intermediary services to IT Companies to logistics businesses to hospitality to Private Equity funds, Cafe Coffee Day had accumulated a total debt of around Rs. 6,550 crore, as reported in March 2019.

The coffee price hit a 13-year low in the international market, which also dragged the Indian prices when the Indian coffee exports too were down by 10 %. To combat this debt, Siddhartha had to sell his entire 20.32% stake in the Bengaluru-headquartered IT services firm, Mindtree. He was the largest shareholder in Mindtree and exited the company after remaining invested for close to two decades (The Economic Times, 2019).

The escalating debts were simply unsettling not only for the business but for Siddhartha as well. Even with the selling of his stakes, going ahead turned out to be tough because the working capital requirements could not be met still.

All these led Siddhartha to strike a deal with the global beverage maker Coca-Cola for an equity sale in the flagship CCD at an enterprise valuation of around Rs.10,000 crores. Besides, Blackstone was also reportedly in talks with the company to buy a majority stake in the real estate venture of the founder, known as Tanglin Developments for around Rs. 2,800 crores. But both these initiatives were taking a long time to fructify. All this magnified into a

serious liquidity crunch. Added to this, VG Siddhartha slowly started to come under the radar of the Income Tax Department, which first raided the premises of the Café Coffee Day in September 2017. They discovered around Rs. 650 crore of concealed income from the documents seized when they concluded the search. The IT raids were also eventually conducted at 20+ locations, including Chennai, Bengaluru, Chikmagalur and Mumbai.

The fall and Siddhartha's Death

Siddhartha had been found missing since July 29, 2019, and after an intense investigation, it was found that he had taken his own life. He had left behind a typed and signed letter which put his life and business dealings under scrutiny and triggered major speculation. In the letter, he had expressed his discontent over not creating "the right profitable business". Besides, he also alleged harassment by a senior Income Tax officer.

The Rise – The Malavika Hegde factor

“It is only a person with emotional attachment to the organisation along with dedicated employees that can boost up revenues. Not to forget, that expert knowledge of the core business of the entity is the cornerstone of success.” Comments like this were all over the media at this point. This was the circumstance in which Ms. Malavika Hegde dedicated herself to continue with the proud legacy of her late husband in providing large-scale employment and opportunity for growth that he had created as his ultimate way of giving back to his community.

Malavika Hegde the grieving wife of VG Siddhartha was soon appointed as the CEO of Coffee Day Enterprises Ltd (CDEL) and she did not pull back from the mess that was created by her husband as everybody including the investors and lenders had expected but slowly and steadily got into action. The company under her stewardship started working hard putting in place many strategies one by one to complete the jigsaw puzzle.

The Beginning for Malavika Hegde. What did she inherit?

- An over-leveraged business conglomerate
- Insufficient cash flows leading to a severe liquidity squeeze
- The company's stock was at an all-time low, having crashed over 50 percent from Rs. 191 on July 29 to just over Rs. 77 on August 8 on BSE
- No more collaterals as all his assets had already been pledged

- A highly complex business structure - A holding company, four major subsidiaries, 40-plus step - down subsidiaries, and over half a dozen associates and joint venture companies - difficult for public investors to follow and making asset-liability management a nightmare
- A huge conglomerate which was run single-handedly by Siddhartha himself
- Compromised corporate governance in the group companies
- A pandemic which made things worse

Malavika Hegde' restructuring plan - long-term sustainable solutions for the revival of CDEL

- Monetised its 10-floor swanky company workplace in Bengaluru by promoting off the remaining interval of the lease to consumers.
- Obtained the support of major lenders like Rabobank, DEG and Yes Bank
- Shifted the company workplace to a smaller facility.
- Issuing applicable monetary devices, comparable to optionally convertible debentures or bonds, to lenders
- Sold Global Village Tech Park to the Blackstone Group
- Made it clear that CDEL just isn't looking for any haircut from lenders, as a substitute desires to pay each rupee of its debt over the following eight years
- Currently focus only on the core coffee business given its growth potential
- Sell its stake in Mindtree
- Sell a part of its real estate business under Tanglin
- Discard about 30,000 custom-made cabinets used for vending machines at its customers' places
- Roped in EY India to handle its CFO functions in a display of transparency and dispel any doubts in the minds of potential buyers of its business.
- Divestment of Sical Logistics
- Closing down outlets which were not generating good business
- Export of high-quality Arabica coffee beans produced from their coffee plantations.
- Maintain the brand's value and build relations with many new investors to infuse capital into the business

By these revival strategies, Malavika Hegde has proved that she is in the best position to articulate and uphold the values and the image of the enterprise. She has taken herself into the role at an amazing speed with her confidence, hope, and optimism. Her resilience in such a

tough situation has shown that she possesses the positive psychological capabilities of an effective leader. With the support of her team, she has shown the way forward for a once debt-ridden company to pursue the meteoric rise of the Café Coffee Day brand which will continue to be hailed as one of the greatest success stories.

The Present Day Coffee Day Enterprises Ltd (CDEL)

CDEL's net operational revenue during the fiscal year ended 31st March 2024, increased by 9.63% at Rs.1013 Crores in FY 2023 - 2024, compared with Rs. 924 Crores in FY 2022 - 2023.

The brand currently has its presence in the coffee, logistics, and hospitality segments. The coffee business of the company that includes its popular cafe chain brand Café Coffee Day (CCD), contributed around 47% of its consolidated net revenue. CCD currently operates 572 cafes, which run in 165 cities and 333 CCD Value Express kiosks. Furthermore, it also boasts of having 36,326+ vending machines to dispense coffee in corporate workplaces and hotels under the brand.

Malavika Hegde has successfully overcome the challenges to get the firm back on track after substantial debt reductions. The financial position and asset base of the Coffee Day Group will be comfortable to service the debt obligations of the entire group in full and Shares of Coffee Day Enterprises has once again hit the upper circuit. Once a broken wife -today a role model of an Authentic leader who has proved to the world that with the right combination of values, vision, strategy, and resilience turnarounds are possible and that there is no need for suicide or fleeing the country. Ms. Malavika Hegde has proved that the brand of CCD was worth preserving.

Discussion themes for theoretical insights:

- 1. What is the difference in the leadership styles of VG Siddhartha and Malavika Hegde? Who qualifies to be termed as an Authentic leader, though both their intentions are the same - the success of their company based on the commitment to the stakeholders?**

The last letter Siddhartha had left behind is as follows:

"I have failed to create the right profitable business model despite my best efforts. I would like to say I gave it my all. I am very sorry to let down all the people that put their trust in me.

I fought for a long time but today I gave up as I could not take any more pressure..."I could not take any more pressure from one of the private equity partners forcing me to buy back shares, a transaction I had partially completed six months ago by borrowing a large sum of money from a friend. Tremendous pressure from other lenders leads to me succumbing to the situation. There was a lot of harassment from the previous DG income tax in the form of attaching our shares on two separate occasions to block our Mindtree deal and then taking position of our Coffee Day shares... This was very unfair and has led to a serious liquidity crunch."

Malavika's letter to employee's after taking over as CEO is below:

According to Times of India: In a letter to the company's 25,000 employees in 2020 before taking over as CEO of the company, Hegde wrote that she was committed to the future of the company and assured that the Coffee Day story was "worth preserving". Her letter came hours after a probe revealed that a private entity owned by late founder Siddhartha owed Rs 2,693 crore to the listed entity, Coffee Day Enterprises Limited (CDEL). "We will work to reduce the debt to a manageable level by selling a few more investments as I am committed to the company's future," she wrote.

These two letters indicate the leadership mettle of both Siddhartha and Malavika. Not taking away anything from Siddhartha, experts say he followed a very complex non-transparent business model, which though initially proved to be very successful but did not fructify eventually. Nevertheless, he still did not have the self-awareness to take the help of professionals in dealing with such grave situations. Though he had the best intentions in mind to place India on the global map and at the same time, give back to the community still did not dare to carry forward his ambition and passion.

However, Malavika Hegde has oozed out confidence and hope to the employees, lenders, investors, and stakeholders and has made a sincere attempt to stay afloat and look at reorganizing the entire setup. She has certainly used her positive psychological capacities coupled with self-awareness and restraint in creating a conducive ecosystem and with her team has negated the predictions of business analysts and leaders that CCD won't survive without its founder.

2. Women have been scaling the corporate ladder and have become an integral part of many a success story but what makes women reach these heights?

In the past couple of decades, the status of women has changed drastically. Today, Women have been playing a vital role in the growth of the world economy, have made a big impact, and have tasted success in almost every sector. It's time we understand what drives women to become successful business leaders especially in the face of adversity. A study published in the Harvard Business Review has identified common traits in successful women leaders. Women Are Rated Better Than Men on Key Leadership Capabilities. According to an analysis of thousands of 360-degree reviews, women outscored men on 17 of the 19 capabilities that differentiate excellent leaders from average or poor ones. (Jack Zenger and Joseph Folkman, 2019)

| Key Leadership Capabilities | Women | Men |
|---|-------|--------------|
| Takes initiative | 55.6 | 48.2 |
| Resilience | 54.7 | 49.3 |
| Practices self-development | 54.8 | 49.6 |
| Drives for results | 53.9 | 48.8 |
| Displays high integrity and honesty | 54.0 | 49.1 |
| Develops others | 54.1 | 49.8 |
| Inspires and motivates others | 53.9 | 49.7 |
| Bold leadership | 53.2 | 49.8 |
| Builds relationships | 53.2 | 49.9 |
| Champions change | 53.1 | 49.8 |
| Establishes stretch goals | 52.6 | 49.7 |
| Collaboration and teamwork | 52.6 | 50.2 |
| Connects to the outside world | 51.6 | 50.3 |
| Communicates powerfully and prolifically | 51.8 | 50.7 |
| Solves problems and analyzes issues | 51.5 | 50.4 |
| Leadership speed | 51.5 | 50.5 |
| Innovates | 51.4 | 51 |
| Technical or professional expertise | 50.1 | 51.1 |
| Develops strategic perspective | 50.1 | 51.4 |
| Source: (Jack Zenger and Joseph Folkman, 2019) | | © HBR |

The above table clearly shows that these common factors have made women successful leaders. Women corporate leaders have believed that building a business is all about having a vision and working towards it with positive belief and confidence

Women's great powers of creativity, resilience, and extraordinary tales have created stories that exemplify the ultimate force of womanhood. Several approaches taken by tenacious female entrepreneurs have created strong waves in the business community thus laying a solid base of limitless creativity. Women have become leaders of pioneering corporate giants and flourishing start-ups.

3. Do women leaders confirm the Authentic Leadership Development Model developed by Luthans and Avolio in being an ‘Authentic Leader’? How do we correlate these factors with the circumstances that Malavika Hegde has been through.

Authentic leadership is something leaders should strive for since it shows to have a significant impact on work engagement, team effectiveness, financial performance, and work satisfaction, to name a few. Luthans and Avolio (2003) formed the Authentic Leadership Development Model, which is based on positive organizational behavior, transformational and ethical leadership theories. The model is illustrated in Figure 1.

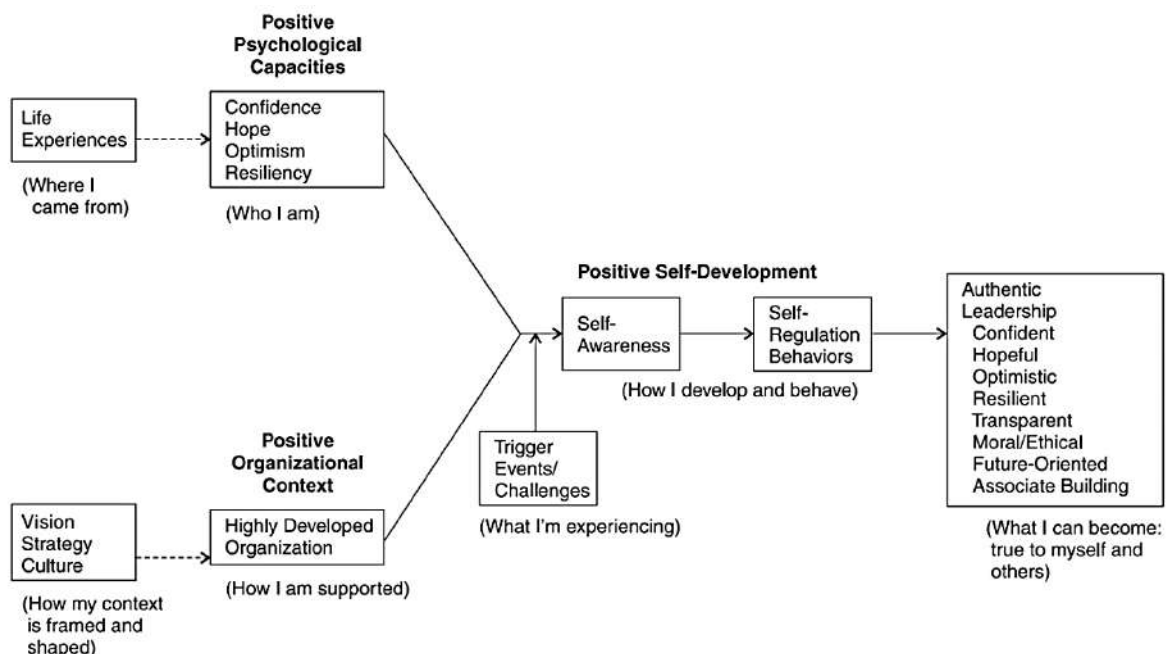


Figure 1. Authentic Leadership Development Model (Luthans & Avolio, 2003)

“A pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development.” (Walumbwa, Avolio, Gardner, Wernsing, and Peterson, 2008).

This definition of an Authentic leader emphasizes that the first step to becoming an authentic leader is to know thyself. From a genuine understanding of our values, limitations, and strengths, one will be in a better position to hear and integrate the perspectives of those they lead. It is said that such a leader will be better able to weigh up decisions and take action in ways that align with their values and those of the collective they represent. (Anna Söderlund & Josefine Wennerholm, 2021)

Ages back the Indian epitome Taittiriya Upanishad composed as early as 6th century BC is a holy Sanskrit text, which contributes to a vast body of literature, wherein knowledge is transmitted by way of conversations. There are enormous leadership lessons one can pick up from this noble work of Sage Vaisampayana. Chapter three of the Upanishad concentrates on the Pancha koshas alternatively five sheaths (cover) which offers insights on the five layers of human existence namely annamaya kosha (food sheath), Pranmay kosha (vital air sheath), Manomay kosha (mind as distinctively different from intelligence sheath) Vigyanmay Kosha (intellect sheath) and Anandamay Kosha (ceaseless joy not connected with body or mind). (Bridget Layne, 2021)

Taking insights from this rich rendition, contemporary business houses have started practicing a superior model of leadership style so-called authentic leadership. Unlike the old school of dictatorship, authentic leaders emphasize self-awareness, trust one's thoughts, feelings, motives, and values, self-reflection, responsiveness to feedback, and can resolve conflict in honest and non-manipulative ways.

So, can Malavika Hegde be classified as an authentic leader? She is certainly one in the making. In such a smoldering situation she did not cow down, back out, retreat into oblivion or flee untraceable to another country but rather decided to take it by the horns and deal with it. She understood the gravity of the problem but kept in mind her roots and kept alive her husband's legacy. She continued with the same passion that was the hallmark of her husband.

She took the help of professionals and spearheaded the team in strategizing the operations of the business with the sole motive of repaying all the debts. She drafted a clear restructuring plan, obtained the cooperation of the same lenders and investors who had issues with the operating style of her husband. She brought in a culture of transparency that was missing earlier.

It truly required a huge backup of courage to stand up in front and give hope to the 25000 odd employees that all is not lost and rubbed off her positivity and optimism to her team who reiterated the same resilience that she had in step by step repaying the debts but at the same time keeping the business alive and continue in its revival journey.

She has done these with a sense of self-awareness as she did a thorough analysis of the highs and lows of the business empire and learned to play to her strengths and that of her company. Her attitude of cost cutting but at the same time not increasing the cost of coffee to the customers.

As an authentic leader, she has certainly qualified to lead the team of CDEL on the road to recovery. Her commitment to pay off her debts and ethically convert a beleaguered run-down company keeping in mind the futuristic changes indicates that she has all the trappings of an Authentic Leader.

CONCLUSION

Having explored the relationship between gender and authentic leadership, this case study had a primary focus to identify traits of an authentic leader and the determinants of the development of authentic leadership practices. Authentic leadership practices have shown to have a positive impact on both organizations, groups, and individuals, that has led to a growing interest to demystify the concept through academic research. Authentic women leaders like Malavika Hegde have proved that authenticity is a natural trait in women who can steer through any situation with self-awareness, transparency, balanced situational analysis and a high level of internalised moral perspective, which are the hallmarks of an authentic leader.

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EXHIBITS

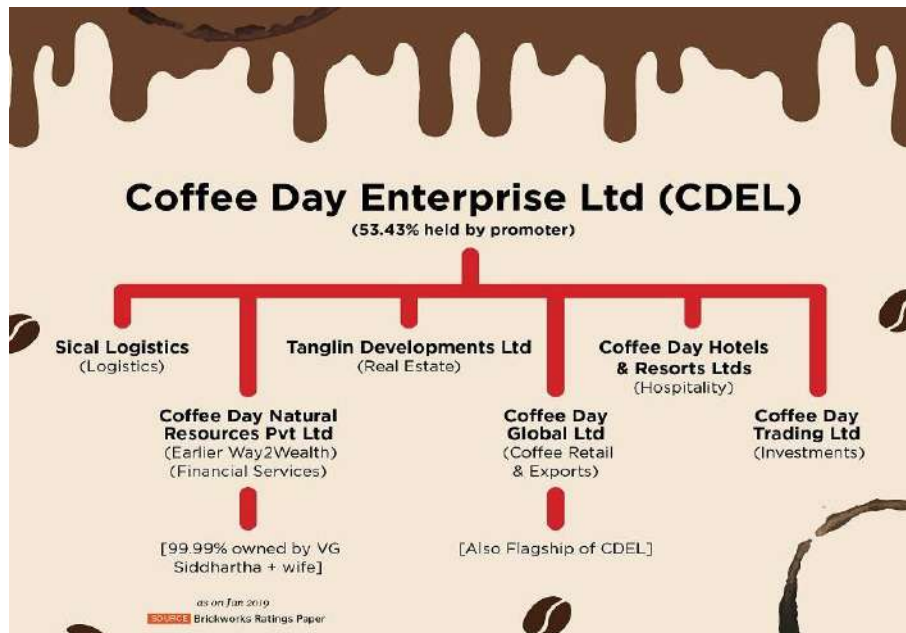


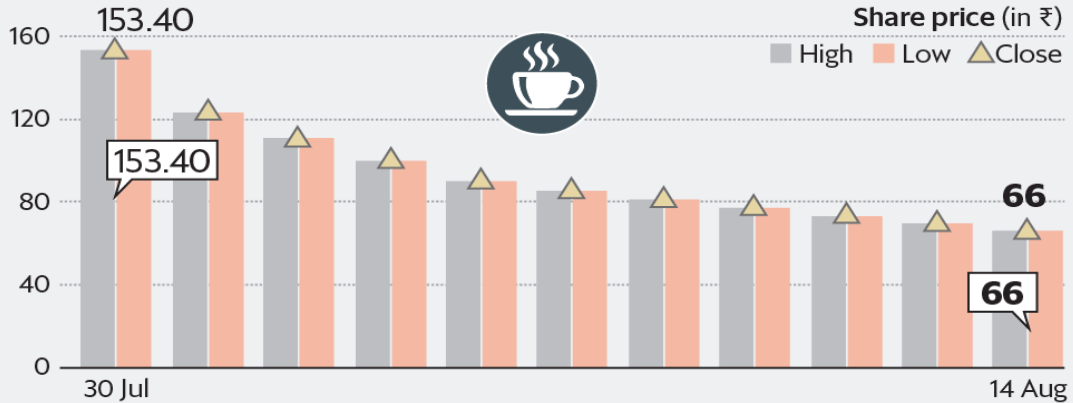
Exhibit 1: Diversification mantra of Siddhartha
(Source: Brickworks Ratings Paper, Jan 2019)



Exhibit 2: The extent of accumulated debts of CDEL
(Source: CDEL)

In a gridlock

For over two weeks, Coffee Day Enterprises' shares have been locked at the lower end of the circuit breaker imposed by the regulator.

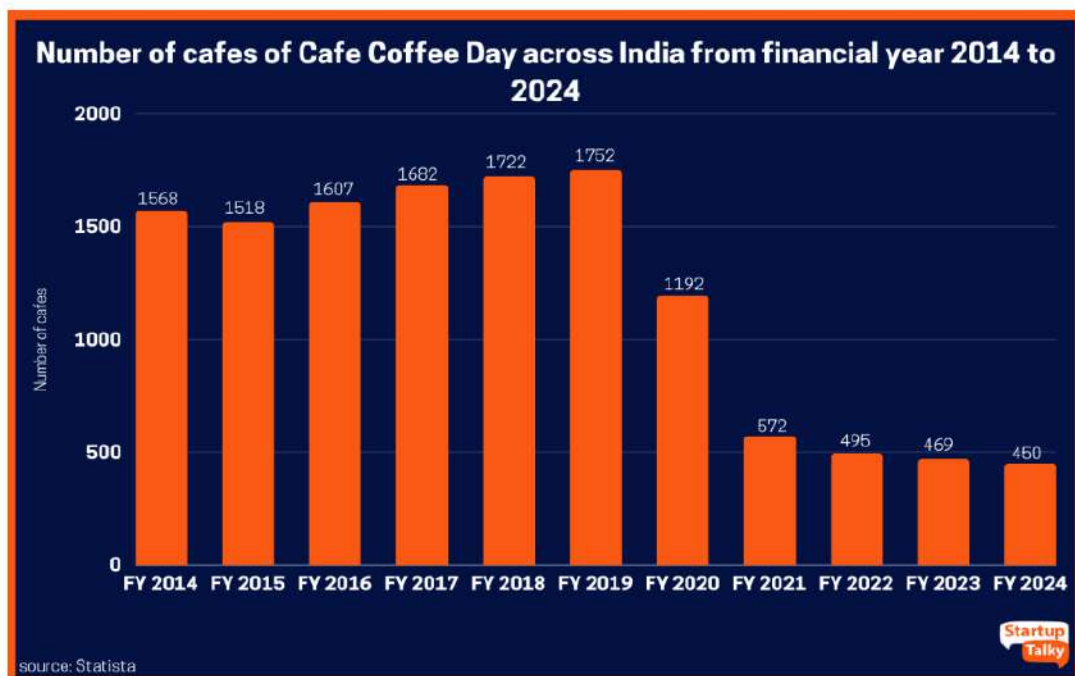


The circuit breaker rules impose a +/- 20% movement for two straight sessions, followed by +/- 10% for another two sessions and then a +/- 5% move until the stock stops hitting the circuit breaker

Source: NSE

Exhibit 3: The share prices of CDEL post the death news of VG Siddhartha
(Source: NSE)

The Present Day CCD



Number of cafes of Cafe Coffee Day across India from financial year 2014 to 2024

Exhibit 4: Number of Cafes of CCD across India from 2014 - 2024

(Source: CDEL)

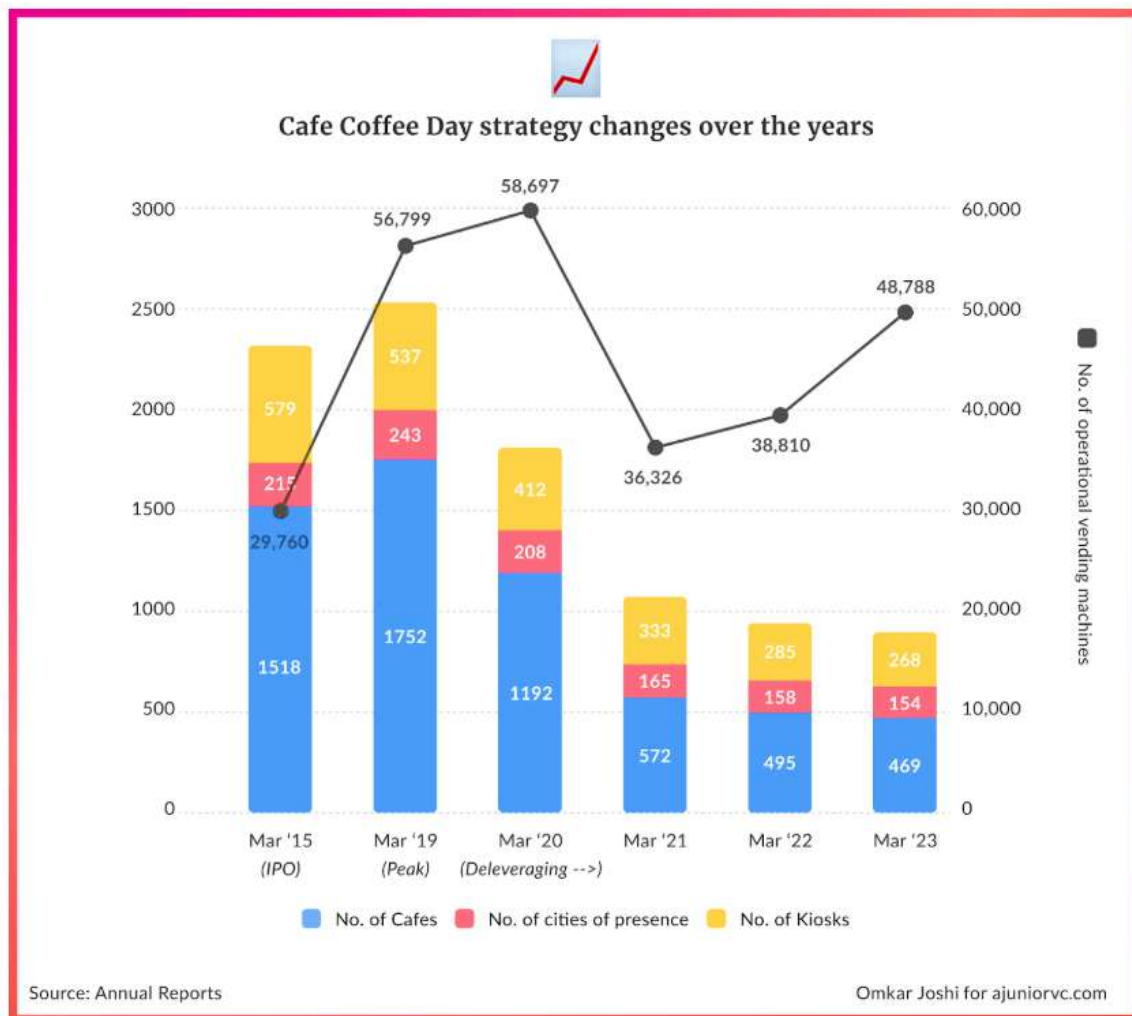


Exhibit 5: CCD business strategies over the years
(Source: CDEL Annual Reports)

**Transformation From Fuel to Sustainability –
Towards A Greener Tomorrow--A Case Study**

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Abstract

“Sustainability is the key to our survival on this planet and will also determine success on all levels.” – Shari Arison

Nisha M.A., a spirited and environmentally conscious young woman, embarked on a journey toward sustainable living starting from her undergraduate days in 2017. Her passion for environmental conservation was showcased through her active involvement in the "Thummai" project, which promotes the replacement of plastic bags with paper bags. Her leadership skills blossomed as she became the president of the SDG Club during her postgraduate studies at Ethiraj College, Chennai, where she actively organized recycling initiatives, clean-up campaigns, and sustainable living workshops. Her commitment to sustainability extended to her personal life, where she successfully persuaded her father to install solar panels at home. However, her aspiration to own an electric vehicle (EV) to contribute further to a greener future met with resistance from her pragmatic and cautious father. Concerns regarding range, safety, price, charging infrastructure, and battery performance posed significant challenges. Nisha tackled these challenges with thorough research, further convinced her father, and finalized the purchase, which was delivered on Women's Day in 2022. Nisha's journey exemplifies the transformative power of persistence, education, and leadership in promoting sustainability.

Keywords - 3 R's Reduce, Recycle, Reuse, carbon footprints, sustainability, eco-friendly, purchase decision, green marketing.



Nisha: President of the SDG club in her PG program in the year 2020 at Ethiraj College in Chennai.

Dad, I think it's time we buy an electric scooter! They're eco-friendly, cost-effective, and perfect for my daily commute to college.

Dad: Did you look into the safety part of the electric vehicle? Is it reliable and secure for you?

Dad : (Raising an eyebrow) An electric scooter? Aren't they quite expensive? Plus, what about the charging infrastructure?

Nisha : (Enthusiastically) Not really, Dad! There are many affordable options now. Brands like Ola, Ather, and Hero Electric have great models. And the e government offers tax benefits and subsidies, which make them even more affordable.



Dad: (Sighing) I see your point. But what about the weather? Chennai's heat can be quite harsh. Will the scooter's battery hold up?

(Reassuringly) Modern electric scooters are designed to handle extreme weather conditions. Plus, they come with warranties and after-sales support. We can always check reviews and talk to current owners for a better idea. Finally, the purchase decision is made.

Introduction:

A spirited and environmentally conscious young woman, Ms.Nisha M.A, is in her early 20s. She has been an active member of the environment club as a part of her UG program (2017). She worked on a project called "Thuimai," meaning "clean," in Tamil, which focused on replacing plastic bags with paper bags in the year 2018. This paved the way for her to be elected as the president of the SDG club in her PG program in 2020 at Ethiraj College in Chennai. During the spell of her PG program, Nisha worked with many organizations as a

part of her extension activities in a series of events like recycling initiatives and clean-up campaigns, conducted sustainable living workshops, and arranged a series of guest lectures on environment learning. This is when Nisha desperately wanted to be a socially responsible citizen. Thus, she urged her dad to go in for eco-friendly products. Her first persistent move was to convince her dad to install solar panels at her residence. She succeeded in that venture, and thus, she became a role model as a part of the SDG club in December 2020. This was when she wanted to buy a vehicle for herself to commute to college and take a step closer to a greener tomorrow.

Nisha's dad, a practical and cautious man in his late 40s, was initially unconvinced about her idea of purchasing an electric vehicle. However, Nisha presented several compelling arguments to support her decision. She highlighted that electric vehicles are eco-friendly, cost-effective, and require minimal maintenance. She also emphasized their advanced features, such as efficient engine specifications, various color options, GPS tracking, built-in apps, regenerative batteries, LED lights, and anti-theft systems. Additionally, she pointed out the government subsidies and tax benefits that make owning an EV even more advantageous.

Challenges:

Nisha's urge to get herself an electric vehicle was not easy. Her father was not too sure about the range the vehicle could offer. He was highly skeptical about its safety, price, charging infrastructure, battery life, and maintenance, and the range that e-scooters can cover on a single charge.

Nisha had a tough time convincing her dad about the safety measures. She started by highlighting the importance of Advanced Driver Assistance Systems (ADAS). She elaborated on its features, like Automatic Emergency Brakes (AEB), which detect potential collisions and apply brakes automatically. She also pointed out the Lane Keeping Assist (LKA), which helps to keep the vehicle within its lane, and Adaptive Cruise Control (ACC), which maintains a safe distance from the vehicle ahead.

When her dad questioned the range of electric vehicles, Nisha confidently explained that most models offer a range of 50 to 150 kilometers on a single charge, with some even equipped with additional battery backup for longer distances. Skeptical of her claims, he inquired about the availability of charging stations. Nisha reassured her father, explaining the different charging options, including three charging levels: Tesla charging, wireless charging,

and portable charging solutions. She added that technological advancements now allow for the installation of convenient home charging units.

Impressed with her research, her dad admitted she had done her homework but expressed concerns about how the vehicle's battery would perform in Chennai's hot climate. Nisha addressed this by highlighting that modern electric scooters are designed to withstand extreme weather conditions, have warranties, and have reliable after-sales support. She also suggested checking reviews and speaking with current owners for further assurance.

Although it was the start of a new era of E-Vehicles, Nisha and Dad were able to find many new brands selling E-Vehicles, but many didn't suit their requirements. Either it was beyond their budget, or the wait time was longer. She was not convinced as a few models didn't have the proper finish and color she wanted. The speed capacity and charging time also did not match her expectations. As a young woman, her focus was on appearance, and her dad focused more on performance and safety. This was when they landed on an E-Vehicle named "BGAUSS," which was used by one of her brother's friends, and the review and feedback from him were good. She felt it comfortable as it's small, has less weight, and is well-suited with a neat outlook.

Nisha bent on getting this and convinced her father to use the goodwill of RR Cables, which is a renowned company supplying electric cables in India. So, her dad believed there wouldn't be any firing issues based on the company's brand reputation. Moreover, there were exchange options available. As icing on the cake, the e-vehicle was delivered on International Women's Day (08.03.2022). As Nisha took up her new assignment in M.O.P Vaishnav and the subject that was allotted to her was IT law and practice, she ensured that every time she delivered the topic on deductions, she made it a point to discuss with students not only the deductions u/s 80EEB but also on Sustainable living.

Issues:

The case is structured to achieve the following teaching objectives:

- Understand the pros and cons of an e-vehicle
- Understand the importance of adapting to a changing environment and the challenges in terms of safety and pricing

- Understand the generational issues, challenges, and conflicts that might arise due to differences in the thought process of two generations
- Apply 3 R's Reduce, Recycle, and Reuse. In reducing the carbon footprints
- Understand the green marketing concept

Discussion Questions:

1. What is meant by green marketing?
2. Outline the crucial role of green marketing in promoting electric vehicles (EVs) by emphasizing their environmental benefits and aligning with the values of eco-conscious consumers.
3. Outline the challenges faced in the purchase decision to buy a vehicle.
4. Identify the different consumer perception theories involved in purchasing an e-vehicle.
5. Identify the factors that aid consumer decision-making.

Transformational Leadership - From Vision to Empowerment

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ABSTRACT

M.O.P Vaishnav College for Women (Autonomous), Chennai was established in 1992, ably led by the confluence of V.V. Sabha Trust and Dewan Bahadur M.O.Parthasarathy Iyengar, a barrister of Law with a vision to educate and empower women of the society. The hunt for a charismatic leader was initiated in 1997, to take the institution to great heights in a short period of time. This is the story of how one woman, Dr. K Nirmala Prasad, who assumed the reins at the helm of the institution and steered it towards greatness under her leadership. A plethora of passionate ideas and creativity was the DNA of the institution in the making. A competent team of equally vigorous, all women faculty team were quickly assembled to create a thriving, enterprising environment where passion met perseverance, and the outcome- Queens! The independent, confident woman graduate, headed into society as responsible citizens, with her head high on platforms originally perceived as male centric.

Keywords - Education, Leadership, Vision, Transformation, Transition.

CASE LEARNING OBJECTIVES

The case is structured to achieve the following teaching objectives:

- Understand and perceive the idea of a Leader.
- Comprehend the quality traits of a leader, whether born or emerged.
- Compare and contrast the various styles of leadership currently seen in organizational behaviour
- Visualise the challenges faced by a leader in achievement of a vision/goal, coupled with strategies to circumvent the same.
- Analyse and appreciate the quantum of effort involved in team work, to create synergy in the organization.

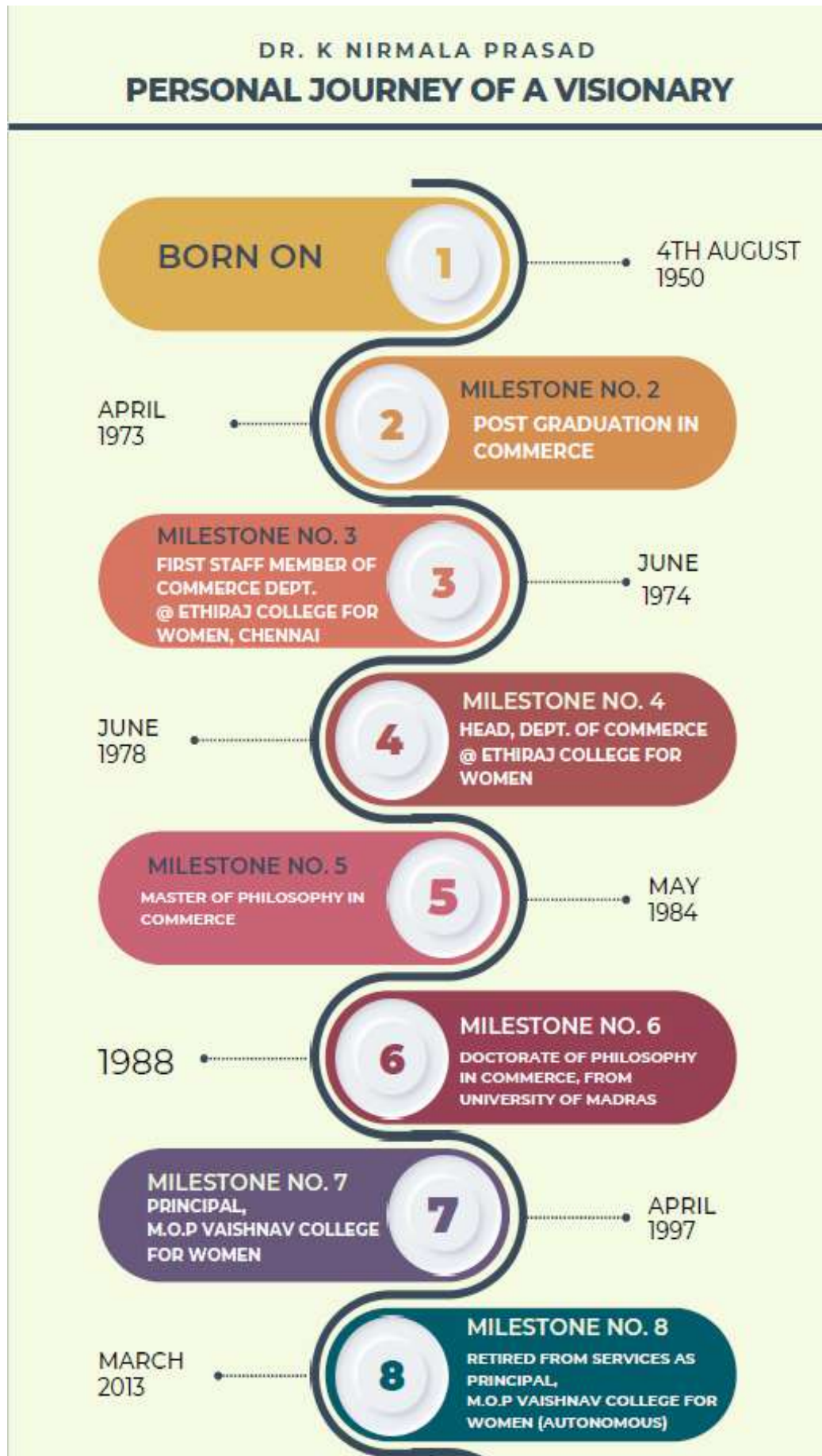
INTRODUCTION

I thought, okay if I am not a queen, let me make queens. I decided to be a queen-maker

- Dr .K.Nirmala Prasad

Ms. Nirmala was born on August 4 1950 in PV Kalathur village in Kancheepuram District to C.B.Krishnaswamy and Parimala Krishnaswamy. She completed her schooling from NKT National Girls Higher Secondary School in Triplicane, Chennai. Dr.Nirmala Prasad graduated as a private student from Sri Venkateshwara University and later completed her Masters through correspondence from Utkal University. This is the case study of such a great personality how becomes the great leader of an educational institution without even entering into any colleges for her education.

After high school education itself her focus was on business and commerce as her father was a businessman and she had grown watching him mentor young lads into consummate entrepreneurs Dr.Nirmala Prasad dreamed of taking over her father's business, little realizing the difficulties at a time when many girls were not even given an education. Dr.Nirmala Prasad, however, went on to help, encourage, inspire and enable scores of students to shatter the glass ceiling. Dr.Nirmala Prasad went on to complete her M.Phil in 1984 and Doctorate in 1988 from University of Madras.



When Dr.Nirmala Prasad graduated in 1972, she wanted to become socially and economically independent. Dr.Nirmala Prasad opted to join PSGR Krishnammal College, Coimbatore. In 1974, even before she completed her post – graduation, she was invited by JBAS College to serve as a Lecturer in the Commerce department. Dr.Nirmala Prasad worked in JBAS for close to a year and built valuable experience. But destiny had other plans for her. A destiny that would shape both professional career and the lives of thousands of women.



Dr.K.Nirmala Prasad

Dr.Nirmala Prasad was the first HOD of commerce at Ethiraj College for Women, Chennai, in 1978. The department under her able guidance and visionary leadership grew from strength to strength in her tenure of over two decades, as Head of the Department, to become one of the most sought after courses in the State inviting applications in the thousands for seats numbering a few hundred. The department since its inception has groomed generations of students for the corporate world and more importantly for life, “The first batch of students went on to secure gold medals. That was the first success for Dr.Nirmala Prasad who used to spend a few days in the beginning of the year to enlighten students about the opportunities available in the commerce stream and help them set goals.

A much sought after academician, Dr.Nirmala Prasad was of the firm belief that a candle must light another and was selfless when it came to the cause of education. Many institutions benefitted by her experience. Dr.Nirmala Prasad served as a Member of the Board of Studies of several colleges and enabled these institutions to also implement best practices. She was

instrumental in upgrading the Department to a full – fledged research unit and guided several research scholars successfully.

After 21 years of service at Ethiraj college, Dr.Nirmala Prasad stepped into 5 year old MOP Vaishnav college in the year 1997 which has brought in such a huge transformation to the institution. It is from that year MOP started reaching greater heights and the institution graph always showing exponential growth. According to her it is not about competing but it is all about setting standards.

Both my daughter and the college were five years old when I took over as Principal, “I spent more time in college than at home. I can’t say it was a perfect work-life balance. But I took a conscious decision to empower thousands of women at M.O.P. rather than be ‘selfish’ and devote attention to my daughter alone.” - says Nirmala Prasad Dr.Nirmala in an interview

First thing that Dr.Nirmala decided after taking over as principal of MOP was to offer students something more than just the syllabus. This is the beginning of offering Soft skills, communication classes, personality development programmes along with the curriculum. This made the students very confident and since students have been practically trained, MOPians were preferred for recruitment in most industries and companies,”. Many new courses catering to the needs of the students and to the current trend as well has been identified and offered to the younger generation. Courses like journalism, electronic media and visual communication were introduced by her. Facilities were created to accommodate these classes which also played an important part in attracting students. With an idea to benefit the student community she introduced B.Com Accounting and Finance with chartered accountancy (CA). Students would also be able to complete her CA-Inter exams while simultaneously completing their B.Com exams. Courses like food technology and management were introduced, which enabled them to land a job with a better income.

Dr.Nirmala Prasad believed in and gave importance to the strength of every child and says that the students are heterogeneous as far as their strengths are concerned, though they may be homogeneous as far as their degree or the course they study. Therefore, she designed the curriculum and implemented in such a manner as to have a lasting beneficial impact on students, with focus on the development of lifelong skills.

Internships were also an instant hit with students when they were implemented as a part of the curriculum. “Students will gain work experience while interning. This will provide them

with an advantage when looking for a job,” said Dr.Nirmala Prasad. MOP students were most sought after by many prominent companies due to this phenomenal development.

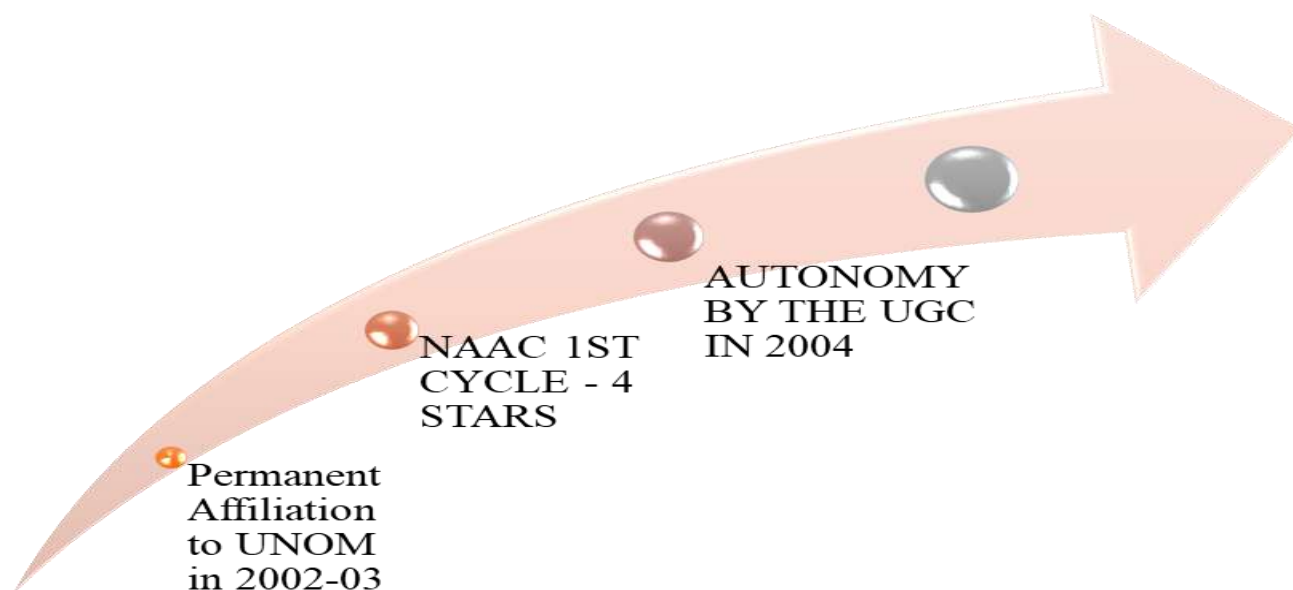
Under the guidance of Dr.Nirmala Department Clubs were formed which also conducts domain-specific programmes and competitions to ensure holistic development of the students.

Another milestone set by her for the departments to release an annual Journal to bring out the journalistic skill of the students. MOP CRS (community radio station) is another feather to her crown.

She wanted to change students from jobseekers to job creators. So an entrepreneurship cell was established in college under the auspices of Dr.K.Nirmala Prasad where the students are taught marketing skills and the ED cell functions actively throughout the year, conducting various activities like, B-plan Competitions and M.O.P. Bazaar. where students can set up stalls and sell their products.

If a girl is good at cooking, but very bad in academics, Dr.Nirmala would tell her to start a restaurant. One such incident was when Dr.Nirmala Prasad found one of the students with a lot of complexities – which she is not able to cope up with her friend, she couldn’t dance, she couldn’t sing, she couldn’t play, she couldn’t study. After two hours of talking, she found that the students were actually good at cooking. Then Dr.Nirmala had asked her to put up a stall during college sports day. The student took the advice of mam and put the stall where she has made 400 per cent profit and now she is running a restaurant in Hyderabad. That is how a great leader could inspire others.

For Dr.Nirmala Prasad college infrastructure had never been a constraint. Especially in the field of sports she always said that “What if we do not have a sports ground, we can still produce sport women of international repute and International Athletes”. All the challenges were seen as an opportunity by the great visionary. That is the characteristic of an able leadership. She converted adversity into an opportunity which was very well utilised for the overall development of the students as well as contributed to the growth of the institution. The flourishing sports programme of the College was made possible by her planning for hiring practice courts and fields outside the campus. Strategic planning is another important characteristic of this visionary leader.



AFTERMATH

Dr.Nirmala Prasad empowered students by instilling in them enough confidence to manage their life and its challenges. Thousands of lives have been shaped and transformed by Dr.Nirmala Prasad's vision and perseverance. Dr.Nirmala Prasad's accomplishments, contributions, and the legacy she has left on the lives of people she has touched are cherished memories that never fail to this day.

Dr. K Nirmala Prasad is a name that immediately draws a lot of respect. A life of undaunted vision and values. The life that exhibited courage and confidence and a person who was far ahead of her time.

The 69-year-old educationist spent 40 years of her professional life in various colleges in the city and has been credited with building MOP Vaishnav into the brand it is today.

Dr.K.Nirmala Prasad retired from MOP in 2013, after 40 years of service as an educationist and a great administrator and her life was dedicated to the field of education and education alone.

CASE STUDY DISCUSSION QUESTIONS

- 1) Define Leadership
- 2) Identify and list out the essential qualities/traits of an ideal leader
- 3) Explore & comment on the various leadership styles practiced in management
- 4) Discuss & debate on whether a single leader can display a variety of styles on a circumstantial basis or if style accompanies the personality of an individual.
- 5) Elaborate on the conceptual nuances of transformational leadership.
- 6) Evaluate the necessity of a distinguished/novel vision for a leader to be titled as transformational.
- 7) Draft and present a collage of the new initiatives and best practices (academic & extra-curricular) initiated by the leader, with your understanding of the purpose & benefits of the same.

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Opportunity Analysis for Success - A Case Study on Upcyclic

***“Can discarded fabrics weave a legacy of sustainability and empowerment? – Upcyclic:
A Saga of Resilience and Renewal”***

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Abstract

Founded by Ms. Namrata Ramanathan in 2021, Upcyclic addresses Chennai's textile waste crisis by transforming fabric waste into eco-friendly products while keeping in mind the empowerment of marginalized women by employing them. Anchored in circular economic principles and social entrepreneurship, it integrates sustainability with market appeal, receiving acclaim from IIM- Bangalore and featuring in *Femina*, *Better India*, *Dinathandhi*, *Eenadu*, *DW magazine* and other publications. Its distinctive paradigm showcases how sustainable businesses can drive social progress, by reducing textile waste and fostering economic empowerment for women.

Keywords - upcycling, circular economy, empowerment, sustainability.

Introduction

In 2016, Chennai was a city grappling with a silent crisis, drowning in its very own opulence. Beneath its vibrant streets and the hum of its industrious markets lay a mounting environmental catastrophe – *251 tons of textile waste* discarded every day and *choking landfills*, polluting the Earth. Yet, where others saw insurmountable waste, *one woman envisioned redemption*. Ms. Namrata Ramanathan, discontent with a corporate career and inspired by the idea of sustainability, conceptualized a world where discarded fabrics could weave stories of empowerment and hope in the year 2021, amidst the labyrinthine alleys of Chennai's slums and the pandemic. This vision became *Upcyclie*, a venture that transformed not just textiles but lives.

How was *Upcyclie* orchestrated?

Ms. Namrata shared, *"I kickstarted my entrepreneurship journey by researching the different kinds of waste, talking to people about it and figuring out operations. The process of launching Upcyclie gave me a fulfilment that none of my previous jobs as a former marketing professional gave me in the past 9 years."*

She further adds, *"When I spoke to the tailors to give me their waste, they were happy that they were not going to be under guilt of throwing it all away, anymore. That's why I chose to continue."*

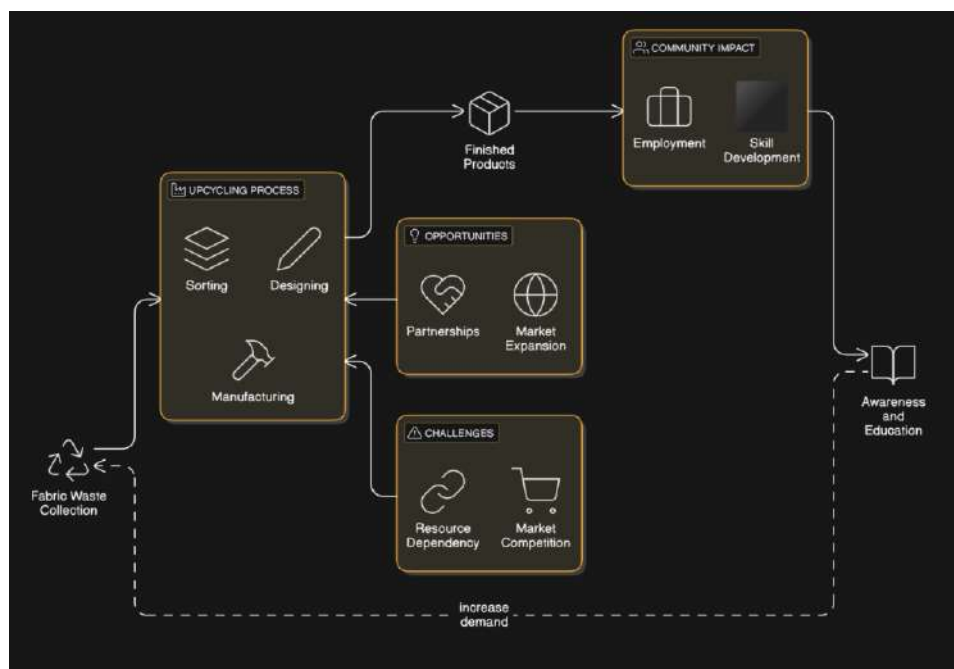
Embarking on this venture was far from easy for Ms. Namrata, as she was venturing into a field she was not well versed in and it eventually demanded a *steep learning curve*. She admits that she required considerable assistance, especially with designing the bags. To bridge this gap, she committed herself to a comprehensive *three-month course*, plunging herself into the art of bag making.

Despite the initial enthusiasm, the path to success was riddled with obstacles. For instance, the *pandemic* brought a wave of new challenges, because two women craftswomen she had hired, were no longer able to work for her due to their family restrictions. However, Namrata spoke to their family members, explaining that the money earned could contribute to their children's school fees. She also introduced strict working hours to help them maintain a better work-life balance, eventually gaining their support.

As the volume of production and sales increased with time, Ms. Namrata started requiring help. As she rightly mentioned it in a blog, *“Day by day the volume began to rise. I started looking for tailors who can work overtime after their day jobs. There were akkas who worked at exports during the day, and had time at home. I now work with them to make a few products too. The finish was of paramount importance. I make the samples, standardised patterns, and give them the complete kit. They make it and I pick it up from them after a QC (Quality Control) session at their place.”*

It highlights her true passion and drive to bring about women empowerment when she said *“The fact that I could provide jobs to women who needed help with money and confidence made me very happy.”*

Currently, she has been using Instagram and Etsy for selling her products. *Upcyclie* has a dedicated website which makes it easier for the people to make purchases. Having launched her new website, Google keyword planner was an important piece in her new online journey. This ensured her search results were good every time people looked for upcycled items.



Source: Diagram GPT <https://www.eraser.io/diagramgpt>

The diagram depicts the I2O mapping and the explanation of Upcyclie's Input- throughput-output process of transforming fabric waste into finished products while creating employment and promoting sustainability. It highlights opportunities, challenges, and its impact on women's empowerment and waste reduction.

Milestones and thresholds:

Reflecting on the milestones of Ms. Namrata, she highlights the launch of **Kindle sleeves** and **kutti samosas (origami pouches)** as pivotal moments in her journey, as each piece stands out and is meticulously crafted with intricate details and individuality. Apart from these, a milestone of *Upcyclie* that is etched in its journey throughout is when it gained recognition by IIT- Bangalore and when it was featured in *Femina*, *Better India*, *Dinathandhi*, *Eenadu*, *DW magazine* and other publications.

The impact of Upcyclie:

Since its inception, *Upcyclie* has been successful in reducing textile waste and empowering local women. This venture has diverted **hundreds of tons of fabric waste** from landfills, marching towards a cleaner and a healthier environment in Chennai while raising awareness about recycling and sustainable textile waste management. It has further fostered economic empowerment by providing **fair wages** and a balanced work- life environment, enabling women to achieve financial independence and contribute to their families' well-being, ultimately enhancing their quality of life. Also, we can understand how big of a positive environmental impact that Ms. Namrata has envisioned to make through *Upcyclie*, when she pointed out “*Upcyclie is built with ONE intention. Eradicate fabric waste and build a circular economy. Our aim is to deliver high quality products made from fabric waste. We do this by deploying women at every step of the way.*”

Presented here are a selection of images highlighting the venture's distinctive products:





Ms. Namrata's empowering advice for trailblazing entrepreneurs:

It truly inspires when Ms. Namrata said “Challenges are parts and parcels of life. If you are going through a rough patch, think about why you started. Never forget why you started in the first place. It gives a clear vision of the direction you want your venture to go in.”

Ms. Namrata is striving towards making *Upcyclie*, the first solution that comes to people's mind when they want to shop but guilt free or dispose off waste. We can feel Ms. Namrata's thirst for developing a sustainable and a women empowered environment when she said “I aim to create a complete circular economy with waste in every walk of human life.”

Upcyclie's journey fortifies that purpose-driven businesses can inspire systemic change, highlighting the power of grassroots initiatives to create a sustainable and equitable future. Till date, *Upcyclie* stands as a luminous beacon of how individual passion can inspire collective change, proving that impact- driven ventures like *Upcyclie* can positively impact both, community and planet.

DISCUSSION QUESTIONS

Here are three discussion questions based on the *Upcyclie* case:

1. How does *Upcyclie's* model of employing women at every stage of production contribute to both social and economic empowerment in their communities? What specific challenges do these women face, and how can these challenges be addressed?
2. In what ways can *Upcyclie* enhance its market presence while maintaining its commitment to sustainability? What strategies could be employed to compete effectively against fast fashion brands that prioritize low costs over environmental concerns?

3. How can the principles of a circular economy be integrated into more businesses and industries beyond textiles? What lessons from Upcyclie's approach can be applied to other sectors to reduce waste and promote sustainable practices?

TEACHING NOTES

Learning Objectives and Outcome

- **Objectives:**
 - Understand the impact of textile waste on the environment.
 - Explore how Upcyclie employs women to create sustainable products.
 - Analyze the challenges faced by female workers in traditional garment industries.
- **Outcomes:**
 - Participants will gain insights into the circular economy model.
 - Learners will appreciate the role of grassroots movements in environmental sustainability.
 - Understanding of how individual contributions can lead to broader social change.

Target Audience –

This case is meant for Undergraduate Students of Commerce, Management and Economics under the courses -

TEACHING METHODS AND EQUIPMENT

1. Case Study Analysis

- **Method:** Divide students into small groups and have them analyze the Upcyclie case in detail. Each group can focus on different aspects, such as sustainability, social impact, or market strategies.
- **Outcome:** Encourages critical thinking and collaborative learning.

2. Socratic Method

- **Method:** Facilitate a guided discussion by asking open-ended questions related to the case. Encourage students to articulate their thoughts and challenge each other's perspectives.
- **Outcome:** Promotes deeper understanding and engagement with the material.

3. Role-Playing

- **Method:** Assign students different roles (e.g., Upcyclic founder, employee, consumer, competitor) and have them debate or discuss the challenges and opportunities faced by Upcyclic from their character's perspective.
- **Outcome:** Enhances empathy and understanding of diverse viewpoints.

4. Problem-Based Learning (PBL)

- **Method:** Present a specific problem faced by Upcyclic (e.g., scaling operations) and have students work in teams to develop potential solutions.
- **Outcome:** Fosters problem-solving skills and practical application of concepts.

5. Flipped Classroom

- **Method:** Assign readings or videos about Upcyclic and sustainable business practices as homework, then use class time for discussion and application of concepts.
- **Outcome:** Encourages students to take ownership of their learning and allows for more in-depth classroom discussions.

Application of Theory

Upcyclic integrates **Circular Economy (CE)** by reducing textile waste and **Social Entrepreneurship (SE)** by empowering women through fair wages and skill development. This dual impact drives sustainability while fostering economic independence.

Social Entrepreneurship

1. Women's Empowerment

Upcyclic provides jobs at every stage of production, enabling **financial stability and confidence** for women. Challenges like **family restrictions and resource gaps** are tackled through training, structured workflows, and flexible work hours.

2. Sustainability in Business

To expand while staying eco-friendly, Upcyclic can:

- **Leverage storytelling & digital marketing** to engage conscious consumers.
- **Collaborate with ethical brands & marketplaces** for wider reach.
- **Compete against fast fashion** through transparency, exclusivity, and community engagement.

Circular Economy

3. Circular Economy Beyond Textiles

Upcyclic's model can inspire other industries:

- **Electronics** – Refurbishing e-waste.
- **Furniture** – Using reclaimed materials.
- **Food** – Upcycling food waste.
- **Construction** – Sustainable building materials.

Case Study on Management Lessons from Indian Knowledge Systems –

Insights from Arthashastra

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Abstract

The Arthashastra is a Sanskrit essay on statecraft, politics, economics, and military strategy written by Kautilya, also known as Chanakya. The Arthashastra was written as a handbook for Chandragupta Maurya, the founder of the Mauryan Empire. The Epic was deliberated to help Chandragupta learn how to rule effectively. The Arthashastra was discovered to contain a collection of rules for ruling a huge empire, including internal administration, military strategy, diplomacy, and economics. It also recommended the king to support his people's welfare because they were a nation's source of strength.

In the bustling city of Pragatipur, there lived a visionary entrepreneur named Ayush. Ayush had a unique dream - to establish a thriving business empire. His journey from a small, nondescript shop to a conglomerate known as "Ayush Enterprises" provides an insightful connection between ancient wisdom found in Kautilya's Artha shastra and contemporary business practices. Kautilya's Arthashastra Principles is aligned with Ayush Enterprise on strategic thinking and Decision Making, Resource Allocation and efficiency, Leadership and governance, Human resource management, Ethics and Morality, Adaptability and Flexibility.

LEARNING OBJECTIVES:

The case can be administered to students

1. To impart timely decision making in their organization in complex situations to avoid lost opportunities.
2. To Prioritize the well-being of citizens by ensuring the sustainable growth and wealth management
3. To understand the importance of ethical leadership, balancing authority with compassion.

THE HUMBLE BEGINNING:

Ayush's journey began in a modest corner of Pragatipur, where he opened a small shop selling handmade incense sticks. His commitment to providing high-quality products, fair pricing, and exceptional customer service soon earned him a loyal customer base. Ayush was a firm believer in the importance of governance and leadership, deeply inspired by the Artha shastra, a classic Indian treatise on statecraft, economic policy, and military strategy.

Here are some important milestones in the history of the Ayush industry in India:

- **2003** - The Department of Ayush was established to develop and support Ayush systems of medicine.
- **2014** - The Ayush manufacturing industry began to grow at a compound annual growth rate (CAGR) of 17%.
- **2020** - The Ayush industry market size was US\$18.1 billion. Total exports of Ayush products were INR 13,000 crore.
- **2023** - The Indian Ayurvedic products market size reached INR 748.5 billion.
- **2024–2032** - The IMARC Group expects the Indian Ayurvedic products market to grow at a CAGR of 17% to INR 3,207.6 billion by 2032.

The Ayush industry has seen growth due to a number of factors, including: Government support, Ayush Export Promotion Council, Ayush Academic Chairs, Mann Ki Baat Prime Minister's Program .

AYUSH'S LEADERSHIP AND GOVERNANCE:

The heart of Ayush's success story was his unwavering commitment to principles inspired by the Artha shastra. He recognized that his leadership style could either make or break his business. Thus, Ayush adopted the principles of a just and strong ruler as prescribed in the Arthashastra. His vision was to create a workplace built on integrity, fairness, and discipline.

The employees at Ayush Enterprises thrived in a culture that promoted not only hard work but also ethical conduct under Ayush's guidance,. Ayush led by example, setting high standards for himself and his team. In this way, he built a strong reputation for Ayush Enterprises, becoming a trusted source for high- quality incense products.

ADAPTATION AND GROWTH:

As the incense industry became increasingly competitive, Ayush realized that to remain relevant and grow his business, he needed to embrace strategic adaptation. He recognized that diversification was key to the sustained growth and success of Ayush Enterprises. This strategic move aligned perfectly with Kautilya's emphasis on economic policies.

Ayush broadened his product range to include wellness and spiritual offerings by drawing inspiration from the Arthashastra, particularly gaining insights on public welfare, urban living, and governance ethics. The choice of the newly launched products that includes essential oils, spiritual books, and meditation aids complemented the core offering of incense sticks. This diversification brought in a broader customer base to Ayush thereby reducing the dependency on a single product line.

The impact of market fluctuations was minimized through This very idea of diversification leading to the strategical expansion of Ayush Enterprises into new market segments. This strategy had a double advantage of broadening the company's revenue streams at the same time increasing its resilience.

COMPETING ETHICALLY:

Ayush Enterprises faced a tough competition from a rival firm, "Surya Aromatics." as it continued to expand. Surya Aromatics, through its aggressive pricing strategies, aimed to undermine Ayush's market share. In this scenario Ayush responded by adhering to ethical practices - baseline of Arthashastra by negotiating favorable terms with suppliers but still ensuring a competitive edge.

The Artha shastra's perception on ethical negotiation and diplomacy is highly valuable in throwing more light on the significance of mutually beneficial agreements. Ayush, sticking to these principles, realized that engaging in a price war with Surya Aromatics would jeopardize their sustainability thereby potentially leading to a race to the bottom and harming his brand's reputation. Ayush stood firm in the market and fostered professional networks.

This policy promised that products were available at competitive prices with consistent supply and high-quality. Ayush's dedication to ethical negotiation not only helped him secure a reliable supply chain but also built a reputation for fairness and transparency, which resonated with his customers.

SUSTAINABLE GROWTH AND WEALTH MANAGEMENT:

Ayush focused on a sustainable growth and wealth management through adoption of Arthashastra's principles. He understands the significance of ploughing back the profits, stressing on hedge against risk, and extending hands to native communities through humanitarian efforts.

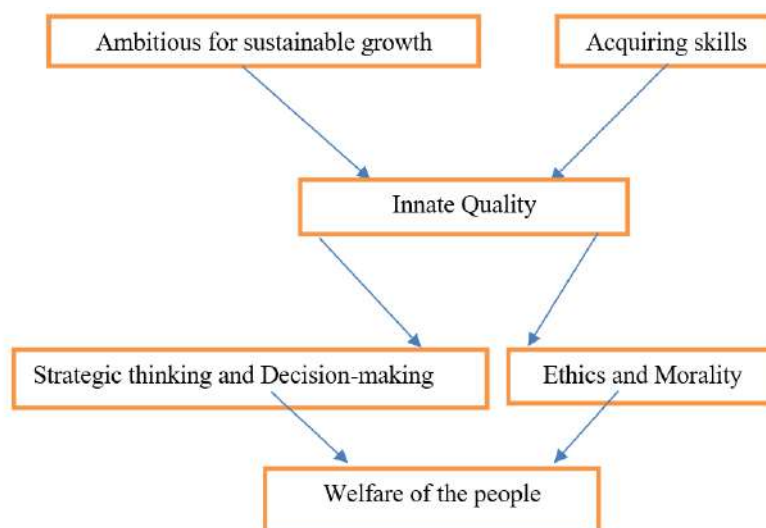
Ayush believed that asset management should align with the principles of sustained well-being. He realized that by rebalancing portfolio and ploughing back profits in to the business, he could ensure its consistent advancement and mastery. His planned tactic to shape cash flow planning and to look after the prosperity through idea was not only about making Ayush Enterprises credit worthy but also enriching the community

By actively participating in Philanthropic and helping local office, Ayush created a reputation among his customers and the native people. This not only expanded his corporate image but also strengthened his position as an accountable entrepreneur.

As Ayush Enterprises continued to extend and variegate it became evident that Ayush had incorporated the principles of Arthashastra into his corporate atmosphere. The summit of his efforts resulted in a flourishing empire that aided not only the operational generation but also prospective ones.

LEADERSHIP MODEL

This integral model on Leadership combines Ethics and Proficiency present the Kautilya's Leadership Lessons from Arthashastra.



CONCLUSION:

The path travelled by Ayush Enterprises towards this phenomenal growth shows the significance of Kautilya's Arthashastra principles in modern businesses. The rise and the sustained growth of Ayush Enterprises stands as a testimony to the adaptation of ancient wisdom in terms of Resilient leadership, strategic adaptation, ethical negotiation, and commitment to sustainable growth and wealth management in the contemporary business strategies.

The contemporary businesses seeking sustainable growth and prosperity could very well derive inspiration from Ayush's story, especially in the era filled with high competition and dynamism. The highlights of the story convey the importance of accountable leadership, proactive adaptation, ethical conduct, and long-term wealth management in achieving the business goals. The legacy established by the Ayush's enterprises owes to their unwavering commitment to these principles.

The ethical business practices, diversification in product offerings, and ethical negotiation that are aligned with the principles of the Arthashastra contributed to the competitive success and sustainable growth of Ayush Enterprises. These practices cultivated trust, customer loyalty, and a positive reputation that supported the company's long-term prosperity.

Discussion Questions:

Question 1 : How did Ayush's commitment to ethical business practices, as influenced by the Arthashastra, impact Ayush Enterprises' competitiveness and customer loyalty?

Question 2 : How did Ayush's approach to diversification in product offerings align with the economic policies advocated in the Arthashastra, and what advantages did it bring to Ayush Enterprises?

Question 3 : How did Ayush's commitment to ethical negotiation practices, guided by the Arthashastra's principles, contribute to the competitive success and sustainable growth of Ayush Enterprises?

**Empowering Women, Enhancing Productivity –
A Case Study on Zomato's Menstrual Leave Policy**

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ABSTRACT

Menstrual leave policies have not been extensively accepted across India, with just Bihar and Kerala being the two states to have established such rules for women. Although there is a supporting menstrual leave policy, there is also a need to put employee health first by fostering a more compassionate and equitable workplace. Zomato implemented a paid period leave policy that permitted its female and transgender employees to take up to 10 days of leave per year during their menstrual cycle.

Keywords - Period Leave Policy, Diversity, Equity and Inclusion, Gender Equality, Workplace Policies.

INTRODUCTION

Zomato, a leading platform founded in 2008 by Deepender Goyal and Pankaj Chaddah and headquartered in Gurugram has led the way in food ordering, which has benefited patrons and eateries alike. In many facets of Indian society, menstruation is seen as a taboo subject and is rarely publicly discussed in social or professional contexts. In order to meet their various needs, our technological platform links customers, restaurant partners, and delivery partners. Under the direction of its visionary CEO, Deepinder Goyal, the company made a daring decision that rocked the business world in August 2020. Discussions concerning menstruation health and gender equality have been sparked in the South Asian country by Zomato's intention to grant female employees up to 10 days of "period leave" annually.

Even with the rise in female employment, there is still a lack of conversation about menstruation. The topic of women's menstruation health is seldom discussed or well known in the workplace. Approximately 80% of women who are menstruated suffer from period pain and other menstrual symptoms, which have an impact on their ability to function at work. The implementation of a menstrual health management policy is the greatest way for an organisation to help its female employees. Due to a lack of support or the stigma attached to menstruation, women employees frequently have to take time off due to menstrual symptoms, but they are reluctant to inform their managers. In order to normalise menstruation in the workplace, a supportive culture must be established.

Deepinder Goyal, Co-founder and CEO of Zomato wrote, “It is our job to make sure that we make room for our biological needs, while not lowering the bar for the quality of our work and the impact that we create.”

In early 2020, Zomato's bustling headquarters in Gurgaon was alive with the energy of rapid expansion and innovation. A made-up scenario is narrated that illustrates the issues faced by the employees. Among the company's employees, Meera, a senior project manager renowned for her painstaking attention to detail, took an unexpected day off, frequently with a vague excuse about her health. Even with her excellent performance, people were starting to notice her abrupt absences. Even though Meera worked for a forward-thinking organisation, the stigma associated with menstruation persisted, which was reflected in her hesitancy. Similar conversations started to emerge among female staff members from Zomato's various teams throughout the course of the following few weeks. Zoya, an operations lead, missed a crucial client meeting due to severe menstrual pain, her team had to scramble to cover for her. Zoya revealed the true cause of her absence, which led to an open discussion about the impact of menstruation on women's health and work-life balance. The problem was eventually brought to HR's attention and reached Zomato CEO Deepinder Goyal. Goyal listened intently to Meera and Zoya's tales at a town hall gathering. Zomato introduced their revolutionary period leave policy, in August 2020, granting female and transgender workers up to 10 days of paid absence per year. Reducing stigma, increasing productivity, and promoting the overall wellbeing of Zomato's employees were the goals of the campaign.

Zomato's dedication to creating a welcoming workplace goes beyond its leave policy. The organisation has put in place a number of DEI initiatives, such as measures to boost the

number of women in leadership positions, flexible work schedules for working parents, and gender-neutral parental leave. Additionally, Zomato has made progress in empowering under-represented groups by hiring people with disabilities (PwD), especially in the gig economy. Zomato has given opportunities to people who are frequently disregarded by hiring PwD people as delivery partners, enabling them to achieve financial independence and dignity.

CHALLENGES

The work culture in India and the professional environment continues to adapt and adopt numerous workplace dynamics for better workforce retention and sustaining best practices. One amongst them is the implementation of period leave policy which also suffers from challenges. Some which includes:

- **Gender Discrimination:** Many people claim that menstrual leave could lead to discrimination among employees when it comes to hiring and promotion.
- **Perceived Unfairness:** Male employees may feel that period leave is unfair to the fact that they don't physically undergo such issues as virtue of nature.
- **Operational Challenges:** Implementing menstrual leave may create operational inconvenience especially to small and medium sized enterprises due to its size and nature of operations.
- **Privacy issues:** Many women, especially those who work in an environment which has more male colleagues, prefer not to disclose their health related issues.
- **Workforce Disruption:** approving menstrual leave to female employees may disrupt the workflow and also increase the workload for their male counterparts.
- **Career Progression:** Some women employees may feel that taking a period leave may have adverse or negative impact on their career progression opportunities.
- **Risk of manipulation:** Providing menstrual leave can also be misused by some employees for non-menstrual reasons.
- **Reinforcing stigma:** Implementing special leave policies in a work environment can point out menstruation as a negative aspect.
- **Potential for hatred:** Employees who do not enjoy such benefits may feel resentful and could lead to feeling hatred towards others.

TIMELINE

The timeline for the implementation and adoption of menstrual leave policies in India, include the undermentioned events:

- **1912:** Menstrual leave was granted in a girl's school in Kerala.
- **1920:** Labour Unions in Japan demand period leave for its women workers.
- **1947:** A significant law was passed in the country of Japan which allowed women to take days off work for women who menstruate.
- **1992:** In India, the state of Bihar introduced a policy which allowed two days of paid menstrual leave each month.
- **2017:** India introduced "The Menstruation Benefits Bill" in the parliament.
- **2018:** The parliament of India introduces "The Women's Sexual, Reproductive and Menstrual Rights Bill".
- **2022:** Parliament introduced "The Right of Women to Menstrual Leave and free access to Menstrual Health products".
- **2023:** The state of Kerala, extended menstrual leave to female students to all Universities and institutions across the State.
- **2024:** The Central government was urged by the Supreme Court to propose a model policy on Menstrual leave for female employees.

TEACHING NOTES

Target Audience:

The case is meant for all UG and PG students as a part of their Human resource management Curriculum.

Fundamental problems:

- The stigma associated with menstruation and how it affects workplace inclusion.
- Harmonizing equity and gender inclusion in HR regulations.
- Difficulties implementing policies and how they affect worker morale and output.

Learning Goals:

- Recognise how Diversity and Inclusion influence workplace regulations such as paid time-off
- Evaluate how period leave regulations affect worker productivity and happiness inside the organisation.

Learning Outcomes:

- Assess the effects of period leave regulations on the company
- Creating inclusive human resource plans to promote equity in Workplace.

Teaching resources and approach:

“Think-Pair-Share” exercises and group projects to help students discuss Diversity, Equity and Inclusion (DEI) and Zomato’s leave policy. This gives them the opportunity to think on their own, talk with a partner, and present their findings to the class. The case study’s scenario analysis will highlight the importance of inclusive workplace policies. In order to improve student engagement and comprehension, it is recommended- though not required - that projectors and laptops must be used to show pertinent movies and infographics about Zomato’s DEI projects.

TEACHING INSTRUCTION:

5 Minutes: Overview of Period leave policy and DEI

- The facilitator starts out by outlining DEI’s definition and its importance in the workplace.
- Explain the idea of period leave and how it applies to underrepresented groups, especially women and transgender people.

10 Minutes: Marginalization Group Discussion

- Ask: “Do you feel that there is bias towards members of marginalised groups in your surroundings?”
- After the students have cast their votes , lead a quick discussion about their answers, urging them to share personal stories.

15 Minutes: Case Presentation

- Describe the Zomato case, emphasizing the history, the way leave policy is being implemented, and how it affects workers satisfaction and output.
- Emphasize the difficulties encountered during implementation and the ways in which zomato resolved them.

10 Minutes: Role-Playing exercise

- One group of students will represent Zomato’s management team in role play, while the other group will represent employees, including those who might profit from the period leave policy.
- While the employee group raises issues and queries, the management team talks about the justification and benefits of the policy.

5 Minutes: Conclusion and Introspection

- Summarize the main conclusions drawn from the case and stress the significance of putting inclusive workplace policies into place.
- Inspire students to consider how they might support comparable regulations in their future places of employment.

QUESTIONS FOR DISCUSSION:

- 1. Explain the importance of Diversity and Inclusion in shaping workplace policies such as period leave?**

Answer:

- **Improving employee well-being and productivity:** Offering menstrual leave can help employees feel comfortable during their periods by improving their physical and mental health. **Karin (2023)** highlights the needs of structural rearrangements at the workplace to accommodate menstruation without sacrificing economic stability and justice.
- **Reducing Menstrual stigma:** By normalising menstruation, these leave policies can create a climate in which workers feel at ease talking about and taking care of their menstrual health. Although **Levitt and Barnack-Tavlaris (2020)** warn of possible unforeseen repercussions if not carefully implemented, they explain how such regulations could de-stigmatize menstruation.
- **Enhancing Gender Equity:** According to **Bhagyamma (2023)**, menstruation has an effect on women's career prospects as it is complicated and impacted by societal and cultural norms. It can support gender equality at the workplace by recognising special health requirements.

- 2. Examine the challenges an organisation undergoes when implementing period leave policy into action. What effects does it have on employee's perceptions?**

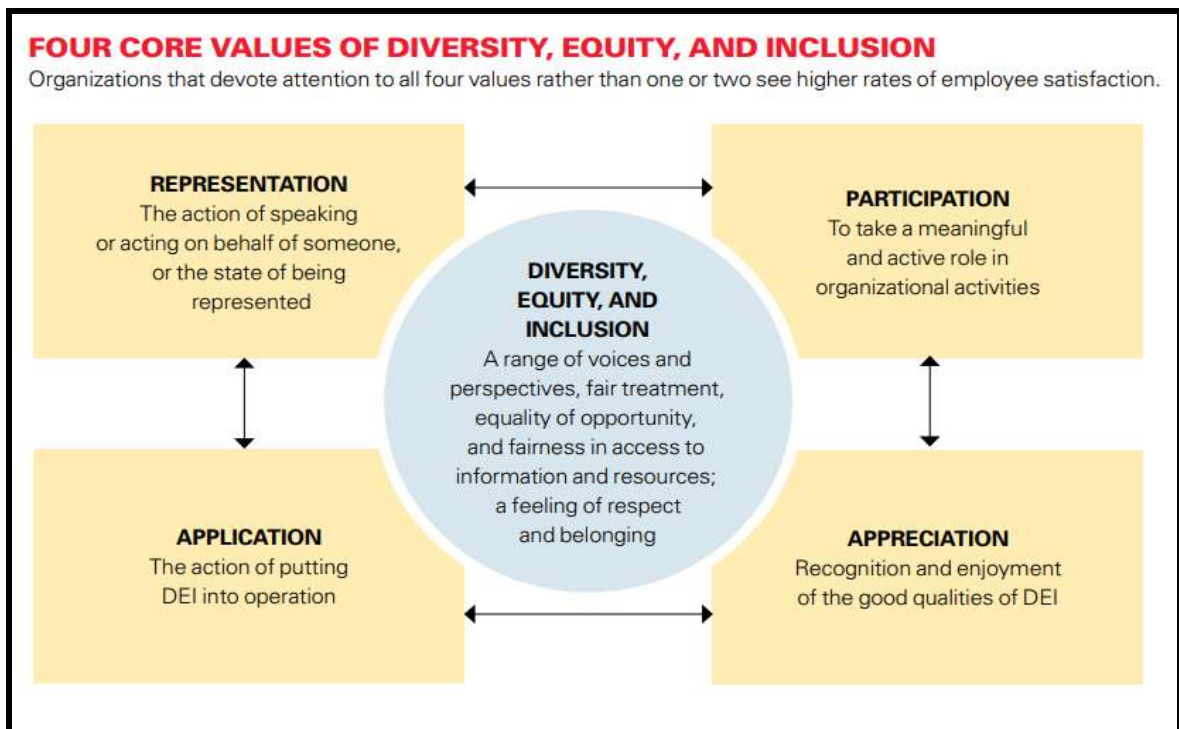
Answer:

- **Reinforcing Gender stereotypes:** Levitt and Barnack-Tavlaris (2020), claims that menstrual leave policies may unintentionally reinforce that women are less competent or dependable during their periods. Employee perception of fairness may be impacted by discrimination in hiring, compensation and promotions.

- **Risk of Increased stigma:** Workers may be reluctant to claim such leave as they may fear being seen as less dedicated or subjected to prejudice, which can also affect how supportive they feel at the workplace (Bhagyamma (2023)).
 - **Implementation challenges:** According Barnack-Tavlaris et.al(2019), organisations face difficulties in fairness in action, the possibility of abuse, and the requirement for explicit guidance.
3. **Explain the principles for Diversity, Equity and Inclusion (DEI) for its successful implementation.**

Answer:

Beach and Segars (2022) has quoted a Values, Principles Model (VPM) which focuses on improving DEI (Diversity, Equity and Inclusion) in organisation.



- **Representation:** Ensuring a variety of employees are present at all levels of organisation is known as representation.
- **Participation:** Cheer everyone to actively participate in decision making.
- **Application:** Trying to incorporate DEI into day-to-day practices, regulations, and behaviours in order to foster an inclusive work environment.
- **Appreciation:** Respecting and recognizing the contributions to encourage participation of employees at all levels.

Implementation strategies:

To effectively implement organisations should:

- 1. Make a moral Argument**
- 2. Engage Leadership**
- 3. Encourage open communication**
- 4. Measure progress**

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The Vishwamitra Paradigm –

Transitioning from corporate hustle to sustainable agriculture at Bhoomi Farms

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Abstract

The transmuting journey of a former corporate expert who shifted to organic farming and is now part of the management team at Bhoomi Farms is the scenario of this teaching case. Correlating with the renowned tale of Viswamitra, it highlights how sturdiness, dedication, and a commitment to values can drive meaningful change in a person's life. The protagonist's shift from the "corporate hustle" to "Organic farming" is a significant personal transformation marked by redefining success based on moral behavior, integrity, and the well-being of society rather than financial gain.

The journey emphasizes the aspiring life of the protagonist and the purpose-driven existence through the difficulties of intrinsic change through green agricultural practices. This teaching case provides valuable insights into leadership, teamwork, and the need for vision in creating a sustainable future as Bhoomi Farms embarks on its nascent efforts to address the key issues in sustainability and food security. The "Viswamitra Paradigm" epitomizes how an individual's decision on his professional shift can turn out to be an inspiration for others seeking to blend individual growth with societal contribution.

Keywords – Organic Farming, leadership, Moral behaviour, Sustainability, and Bhoomi Farms

INTRODUCTION

Srinivasan Raman, a proficient Chartered Accountant, has an exceptional corporate career having worked for various conglomerates like HCL, Caterpillar, and Shell. He made the bold decision at the peak of his career, to shift into a sector that was by and large far from the comfortable and sophisticated office environment that he was part of for several years. Born in a family where his father was a priest, he was deeply influenced by moral principles and commitment from an early age. Growing up in the temple aura, rooted in him a great sense of responsibility that instilled in him the thirst to contribute to the betterment of society. His decision to change from the "corporate world" to "Organic farming" was not simply a career change but a reflection of his adherence to a high ethical standards.



Fig 1- Story of Srinivasan Raman

The story of Srinivasan Raman is embedded in a mix of personal brooding, societal demands, and a deep sense of environmental stewardship. The protagonist's shift from managing corporate financial statements to overseeing operations and finance at Bhoomi Farms is a testament to how expertise in one profession can help transform a new field into the next level of innovation and achievement. A strong conceptual understanding and attitude to learn can help an expert out perform in any field.

At a point in time when food security and sustainability are universal priorities, Bhoomi Farms stands out as a proof of collaborative leadership. The leadership team at Bhoomi Farms is a catalyst in integrating organic farming, entrepreneurship, and financial expertise in creating a sustainable business model. The dynamic protagonist is part of this leadership team and contributes immensely to overcome the difficulties and unknowns at various stages of Bhoomi Farms' growth.

The study explores Srinivasan Raman's difficulties, inventions, lessons learned, and his affiliation with Bhoomi Farms, which was his life-changing moment. It draws attention to how Bhoomi Farms, in its nascent stage, set the basis for future changes in how people view sustainable agriculture methods.

As the son of a temple priest, Srinivasan Raman's childhood was deeply immersed in spirituality, rich culture, and strong moral values such as selflessness and unwavering commitment. Despite the financial hardships of his early days, he looked forward to visiting his grandparents' village in Navalpakkam. The beauty and peace of rural life which was a stark contrast to his life in Delhi, captivated his attention. His experiences during these formative years became instrumental in shaping his commitment to sustainable agriculture and paving a career path in the long run.

The turning point in his life came during his 12th grade when his father fell seriously ill. This changed the life and attitude of a playful student into someone determined to secure a bright future for his family. Despite initial struggles in coping with his academics, he pursued Chartered Accountancy, demonstrating his indomitable spirit and stunning resilience. Just as a seed grows with the nourishment of various supporting factors, Srinivasan evolved under the guidance of eminent mentors, supportive parents, and the encouragement of his extended family members. This instilled in him a strong desire to give back to society in the same way in which he had benefited, which influenced his decision to join Bhoomi Farms.

ENLIGHTENMENT BENEATH THE NEEM TREE: A FARMER'S REFLECTION ON A CHANGING INDIA

When Srinivasan Raman visited Navalpakkam village during COVID, he was filled with nostalgic memories of his childhood. Once again, the protagonist is lured by the tranquillity and serenity of village life. Lockdown brought its own set of challenges — restricted access to essentials and fear of stepping out of the house. Amidst these struggles, the simplicity and resilience of village life stood out and rekindled his connection to his roots.

During his stay in the village, Srinivasan Raman often went for short walks in the evenings. One day, he met Thirumal, a farmer, sitting under a Neem tree by the road. The two exchanged greetings and started to have a casual conversation which later turned into a discussion on the challenges confronting the agricultural sector.

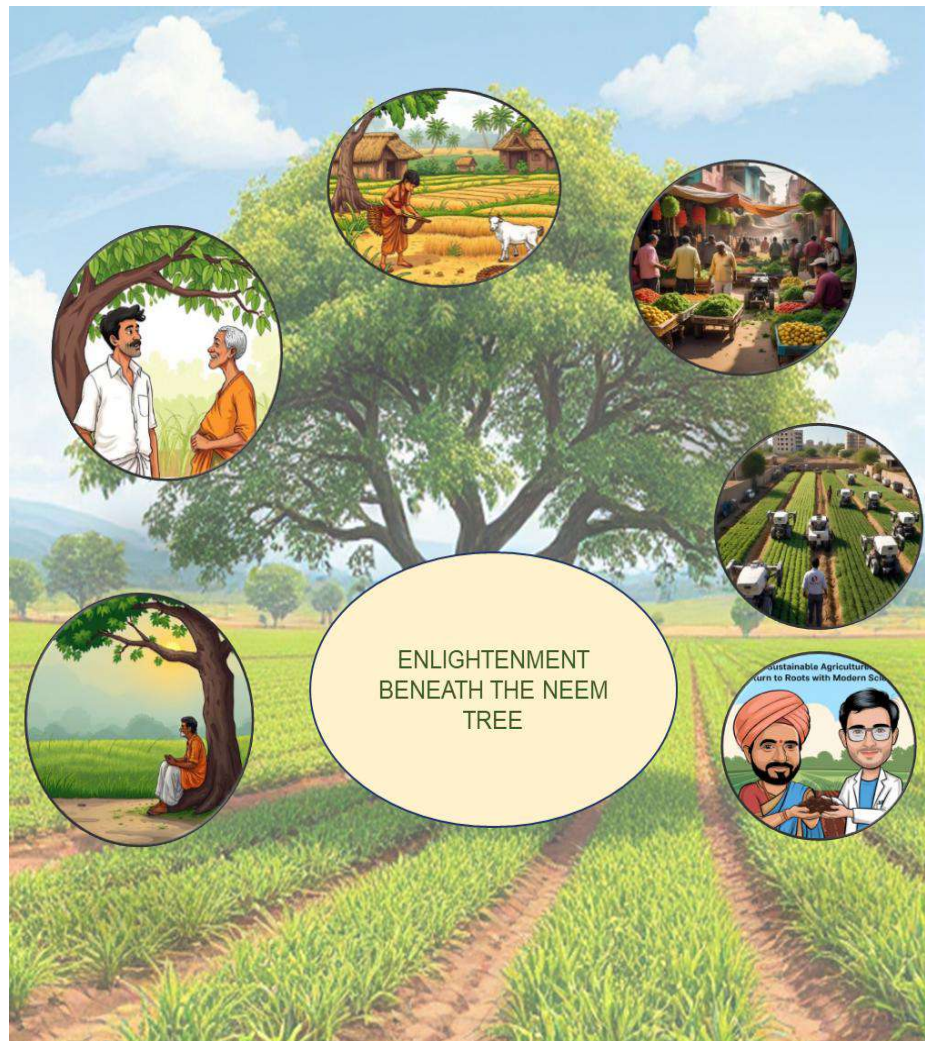


Fig.2. Enlightenment beneath the Neem

“I’ve been a farmer all my life,” Thirumal said, looking out at the empty fields. “But farming is no longer enough to live on. Many small farmers like me have to find other work to make ends meet. **Some people even give up farming altogether**”.

“Now we see machines everywhere—tractors, harvesters. They help, but they also take away jobs. What’s worse, no one teaches us anything new, so we can’t switch over to other work when **farming doesn’t pay**.”

“**My two sons left for the city**,” Thirumal continued. “They didn’t want to stay here and farm. **They say farming doesn’t bring any money, and life in the city seems better**.”

“This is the story everywhere. Young people are leaving villages, and **only old folks like me are left behind**. Farms are abandoned, and the villages feel empty. When we’re gone, **who will know how to take care of the land?** It’s a sad thing to see.”

Thirumaal sighed deeply. “Farming is hard work, and we’re getting too old. You know my age? I am 52 years old. **The average age of farmers in India is 50**. We are finding it difficult to handle heavy work and **don’t understand how to use modern tools**”.

“Learning new things is tough without guidance. **There’s no one to guide us**. What will happen to farming in an agrarian country like India if the same situation continues?”

Thirumaal pointed to the plow and said “**Most of us still use old tools**. These are not enough to meet the increasing demand in the future”.

“We hear about modern apps and technology, but it never reaches us. **No one teaches** us how to use them. **We are stuck in the past**.”

Thirumaal’s words indicated the woes faced by the farmers and the alarming situation prevailing in the agricultural sector. Each word of the farmer resonated deeply with the harsh realities that farmers endure on a daily basis. The narrative clearly hinted at a way of life that was slowly fading. Srinivasan’s mind started racing with thoughts searching for solutions to improve the situation which provided him a direction for the path ahead.

THE JOURNEY TOWARDS CHANGE

The farmer's words kept echoing in the mind of Srinivasan Raman. He was thinking deeply which provoked him to take a deep dig in the following aspects to understand the agricultural sector in the Indian context.

The hidden Danger: Food quality Crisis

The Hidden Danger: Food Quality Crisis

Srinivasan Raman spent some time observing the local farming practices. He noticed that the decline in the food quality was a major concern. He felt the farmers used excessive chemicals and fertilizers to bring up their yield which turned to be a disadvantage by compromising on the food quality. On the one hand, the soil fertility was declining while on the other cultivation had to be

Indian agriculture market was immersed with produce that were fully toxic. Yet there was not much awareness about the issue. Hence ultimately the consumers kept procuring the products and kept consuming unaware of the problems behind. Srinivasan Raman understood that most farmers and their families do not consume the products that they cultivate with heavy use of pesticides. It is set aside only for sale in the local market. Farmers kept a small organic path to cultivate produce for their home consumption without the use of chemicals and pesticides.

A Return to Roots with Modern Science- Organic Farming

The protagonist kept digging deeper into the farming methods and he felt the need for sustainable agricultural practice. It was identified that conventional farming was not only destroying soil fertility but also harming human health, depleting water resources, and paving the way to climate change. The protagonist learned that the traditional farming methods are the best and also had been sustainable for generations without bringing any harm to the soil fertility and human health but over the period chemical-intensive farming took over and abandoned the traditional farming. Srinivasan Raman felt there should be a blending of the traditional framing and modern scientific knowledge. He saw an opportunity for a sustainable farming system. He envisioned a practice that would fetch a fair return to farmers, maintain soil fertility, conserve water, and produce chemical-free food for society.

FROM BOARDROOM TO GREEN FIELD: THE CHALLENGES OF JOINING BHOOMI FARMS

The choice to switch from corporate finance to farming was a gradual enlightenment. Though Srinivasan Raman achieved significant professional success during his 13-year tenure at Shell, he felt a vacuum since he didn't feel deeply content with his work. Feeling unhappy and disconnected, he left his corporate job despite its financial rewards.

The transformative chapter in his life began when Srinivasan Raman stayed in Navalpakkam during the Covid lockdown. After witnessing the difficulties the farmer community faced, he devised a plan to empower farming communities, promote organic farming, increase food quality, and narrow the gap between rural areas. His entry into Bhoomi farms became possible through these encounters.

When Srinivasan Raman met Shankar Venkatraman, the founder and CEO of Bhoomi Farms in October 2019, his trip towards Organic farming took form. He started learning the fundamentals of farming and parallelly assisted Shankar Venkatraman with accounting. Driven by a common dedication to Organic farming, this relationship developed into an effective collaboration. Baskar, the CEO of Amagi Technologies, a close friend of Shankar had long back visualized a venture on producing safe organic food. The vision turned into reality and Bhoomi Farms was established. Today Srinivasan Raman takes care of warehousing operations and finance and makes a great contribution to achieving the Bhoomi Farms mission of sustainable growth and community support.

CORPORATE EXPERTISE MEETS AGRICULTURE: BRIDGING TWO WORLDS

Srinivasan Raman's corporate experience has taught him valuable lessons about efficiency, manageability, and systematic problem-solving which was a boon for Bhoomi Farms since it paved the way for applying management principles to agricultural enterprises.

He has the opportunity to apply professional management practices in areas like:

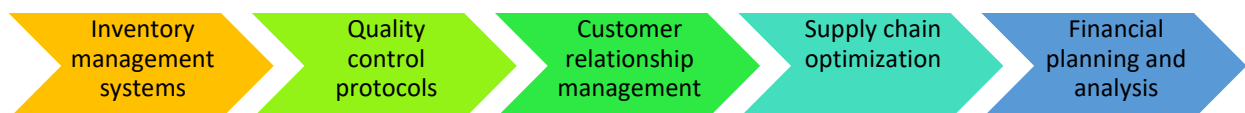


Fig.3. Corporate expertise meets agriculture

BHOOMI FARMS' HEALTH AND ENVIRONMENTAL CONCERNS

Chemical Residue Crisis

The major health concern was the growing evidence of chemical residues in food products. The investigation conducted by Bhoomi farms revealed that the level of pesticides in commonly consumed vegetables and fruits level was too alarming, many products exceeded permissible limits of chemical residues exposing alarming health risks when tested in the laboratory.



Fig.4. Chemical Residue Crisis

Soil Health Deterioration

One of the main challenges to Organic Farming was the deteriorating soil health on land that was chosen for agriculture. The usage of chemicals and pesticides over the years have led to:

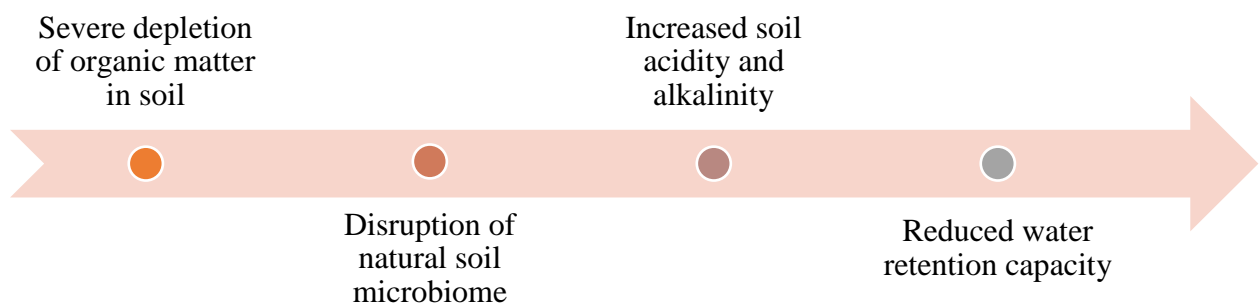


Fig.5. Soil Health Deterioration

Bhoomi farms observed that the farmers were locked in an infinite cycle in which they had to use more and more chemical fertilizers to sustain their yield on soil that had already been deteriorating.

Farmer Health Impact

Health problems among farmers presented a sad picture with extended exposure to chemicals used in farming there was a growing number of chemical exposures – health-related problems leading to:

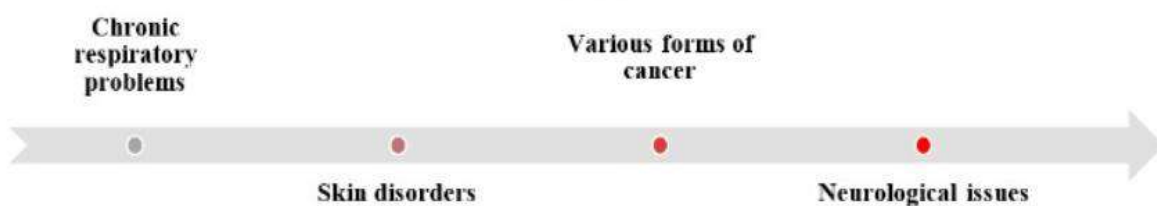


Fig.6. Farmer Health Impact

Small farmers who frequently used chemicals without any proper safety measures since they couldn't afford the necessary protective equipment's were most affected in terms of their health.

Environmental Legacy

There were several critical issues that was identified by Bhoomi Farms through their research team. The conventional farming practices had significant environmental impacts: These environmental impacts are the biggest threats for the long-term sustainable farming communities in the future.

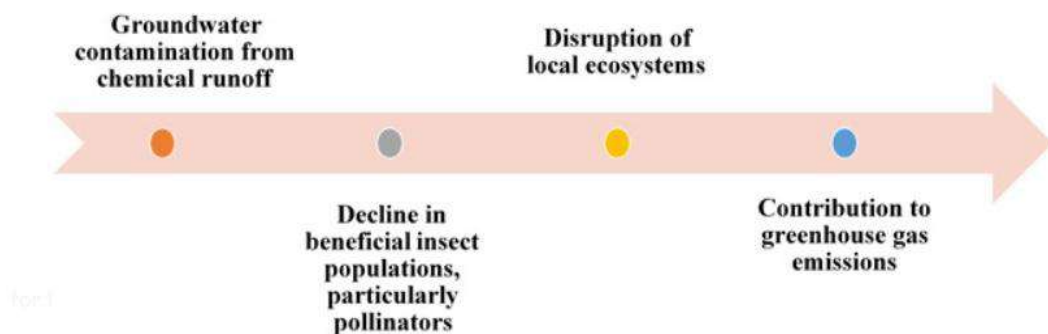


Fig.7. Environmental Legacy

THE SHIFT AND STRUGGLES OF THE PROTAGONIST: NAVIGATING LIFE AFTER THE CORPORATE WORLD AT BHOOMI FARMS

1. Financial Uncertainty

| Table 1 Financial Uncertainty | |
|--|--|
| Challenge | Details |
| Transition to Uncertain Income | - Moving from a steady corporate salary to variable agricultural earnings. |
| Working Capital Needs | - Requirement of funds to cover expenses during the transition period. |
| Risk Factors | - Vulnerability to crop failure and market price fluctuations. |

The financial threats of shifting from a corporate job to organic farming are many. It might be daunting to shift from a reliable and consistent source of income to uncertain returns from organic farming. Financial Planning is important in organic farming because it involves inevitable risks like crop failure, environmental threats and market fluctuations.

2. Knowledge Gap

| Table 2 Knowledge Gap | |
|---------------------------------------|--|
| Challenge | Details |
| Limited Farming Experience | - Lack of practical knowledge in agriculture. |
| Learning Organic Techniques | - Need to acquire skills specific to organic farming. |
| Understanding Local Conditions | - Familiarizing with regional agricultural challenges and soil conditions. |

The major obstacle for people venturing into organic farming is lack of real-world farming experience. It takes time and effort to learn organic methods like soil conservation and pest control. The success of the Venture is purely based on understanding all the variables of the agricultural produce. Networking with the farming community will be of great help in gaining insight, sharing resources, upgrading with the latest technology, and building trust.

3. Social Perception

| Table 3 Social Perception | |
|--------------------------------------|--|
| Challenge | Details |
| Scepticism from Peers | - Doubts from colleagues and acquaintances about leaving a prestigious corporate career. |
| Cultural Bias | - Societal prejudices against educated professionals entering farming. |
| Proving Viability | - Demonstrating the success and feasibility of organic farming methods. |
| Credibility in Agriculture | - Gaining acceptance and trust within the traditional farming community. |

Psychological obstacles may arise for those who switch to farming due to social beliefs. Peers could be skeptical of the decision to quit a corporate job and to take up farming. Cultural prejudices frequently undervalue farming as a career for well educated people. It takes great efforts to build up the credibility of organic farming practices and demonstrate their feasibility, particularly when interacting with a skeptic agricultural community.

BUILDING BHOOMI FARMS: FOUNDATION AND EARLY DAYS

| Table 4 Building Bhoomi Farms: Foundation And Early Days | |
|---|---|
| Aspect | Details |
| Land Acquisition and Preparation | <ul style="list-style-type: none"> - Selecting suitable land parcels - Conducting soil testing and improvement - Developing infrastructure - Implementing water management systems |
| Knowledge Building | <ul style="list-style-type: none"> - Studying organic farming techniques - Consulting with experienced farmers - Attending agricultural workshops - Creating standard operating procedures |
| Team Building | <ul style="list-style-type: none"> - Recruiting and training local workers - Partnering with agricultural experts - Establishing ties with certification agencies - Networking with service providers |

BHOOMI FARMS VEGGIE BOX BUSINESS MODEL: REDEFINING HEALTHY AND AFFORDABLE ORGANIC FOOD ACCESS

The Veggie Box program of Bhoomi Farms is a very creative and customized subscription-based business model designed to make organic products accessible, affordable, and traceable for all. It also fosters a direct link between farmers and end users. Key components of the business model are listed below:

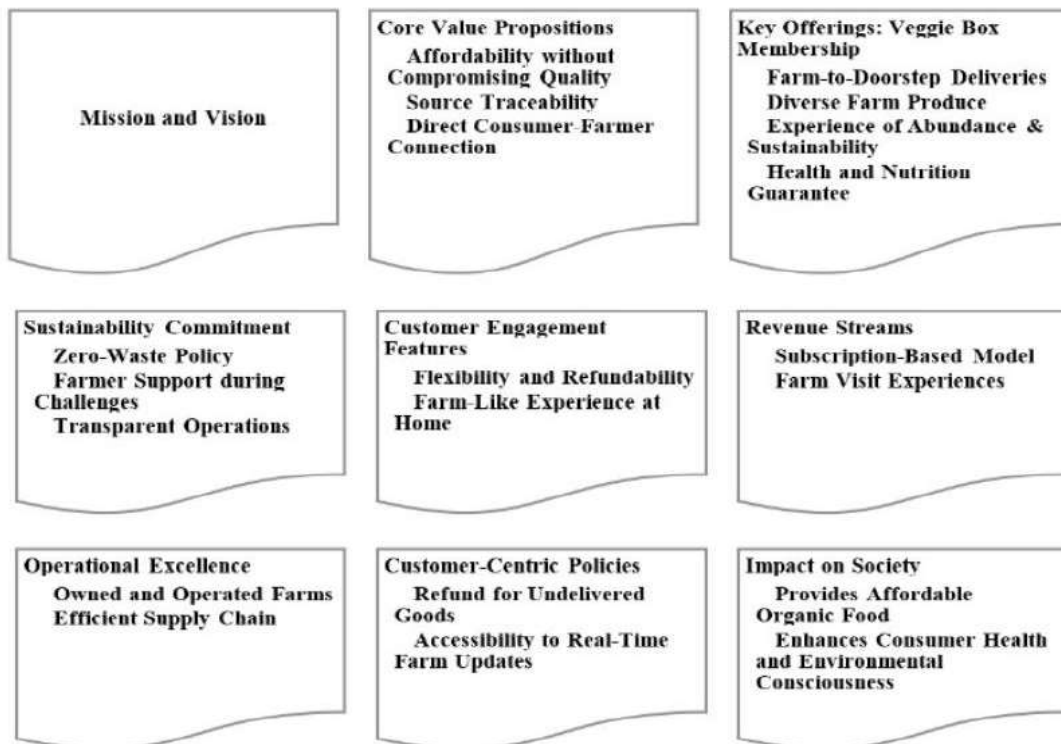


Fig.8 Bhoomi Farms Veggie Box Business Model at Glance

1. Mission and Vision

Empower both consumers and farmers by democratizing access to healthy and authentic organic vegetables by ensuring source traceability and addressing economic barriers.

2. Core Value Propositions

- **Affordability without Compromising Quality**

Offer organic and fresh vegetables at an introductory price point to enable consumers to choose health over cost concerns.

- **Source Traceability**

Allow consumers to view where and how their food is grown to increase their trust in Bhoomi Farms. Transparency is the Key to build customer confidence.

- **Direct Consumer-Farmer Connection**

Encourage frequent farm visits and open conversations with farmers to strengthen the trust and collaboration between farmers and consumers.

3. Key Offerings: Veggie Box Membership

- **Farm-to-Doorstep Deliveries:**

Deliver fresh organic produce to members 12 times in month, calibrated in such a way that they stay fresh for four days.

- **Diverse Farm Produce:**

Procure vegetables directly from farms located at Nilgiris, Thalli, Denkanikotta, and Vandavasi.

- **Experience of Abundance & Sustainability:**

Expose members to experience the seasonal abundance and scarcity of nature which is an inherent feature of agriculture and more so in the case of organic farming.

- **Health and Nutrition Guarantee:**

Assure enhanced health and nutrition of customers consuming vegetables grown in mineral-rich soil nurtured with organic manure.

4. Sustainability Commitment

- **Zero-Waste Policy:**

Members commit to minimizing food wastage and consuming all the vegetables that they order.

- **Farmer Support during Challenges:**

Members support farmers during adverse times and demonstrate a supportive community model.

- **Transparent Operations:**

Members are encouraged to directly engage with farmers and schedule visits to farms in order to build a healthy liason with the farming community.

5. Customer Engagement Features

- **Flexibility and Refundability:**

Members can get a refund for undelivered vegetables or cancel subscriptions at any point in time.

- **Farm-Like Experience at Home:**

Members are offered a symbolic experience of handpicking fresh vegetables akin to visiting the farms through this Model.

6. Revenue Streams

- **Subscription-Based Model:**

Consistent revenue is ensured by fixing membership prices. An introductory pricing strategy incentivizes consumers to become members.

- **Farm Visit Experiences:**

Generation of additional income is considered by offering curated farm visits for interested members.

7. Operational Excellence

- **Owned and Operated Farms:**

Authenticity and quality are ensured by completely taking control of production.

- **Efficient Supply Chain:**

Small-scale deliveries regularly enhance freshness and reduce spoilage in transit.

8. Customer-Centric Policies

The policy of refunding for undelivered goods builds trust among customers and lowers the risk of subscription.

- The practice of providing access to real-time farm updates reinforces transparency among consumers and strengthens customer loyalty.

9. Impact on Society

- Provide healthy and affordable organic food by breaking economic barriers.
- Enhance environmental consciousness through transparent practices in sustainable farming.

This comprehensive model not only strives to achieve operational and financial success but also aspires to drive a fundamental shift in the thinking of the society by prioritizing health and sustainability. It also aims to build a strong and direct consumer-farmer interface.

BEYOND MONEY: A FARMER'S COMMITMENT TO SAFE, HONEST PRODUCE

Bhoomi Farms operates in seven different locations across Karnataka and Tamil Nadu and has earned a good reputation. Currently, Bhoomi Farms has employed 20 skilled agronomists focusing exclusively on research and development to continuously enhance their farming methods and techniques. Their mission is simple yet ambitious - 'to farm in a way that is sustainable, reliable, and scalable'. Although they are still on their journey, the management team remains optimistic and confident that with time they will achieve their goals.

A key source of motivation for Bhoomi Farms is the recognition and appreciation they receive from their customers. The importance given to the quality of their produce, coupled with the educational messages they share, resonates deeply with consumers. Transparency and Integrity are two attributes that have helped Bhoomi Farms establish a good connection with both their customers and farmers.

Bhoomi Farms cares for the health of not just their customers but also for the 100 + staff members to whom they offer more than just employment. They provide nutritious meals to all their workers to ensure their well-being while at the farm. Their philosophy is noteworthy – **'Health and Happiness of the workers are key to the farm's growth'**. The team works tirelessly to create an environment suitable for both personal and professional development.

Despite its growth, Bhoomi Farms continues to face a crucial challenge in the market: a shortage in supply of genuinely 'chemical-free organic food'. This issue is disappointing, as many sellers, driven by financial gain, falsely label conventional produce as organic produce. This widespread dishonesty in this industry is a matter of concern, as it erodes the trust consumers have in the authenticity of "organic" farming. At Bhoomi Farms, they are committed to breaking this practice by strictly adhering to ethical practices and supplying truly chemical-free produce to the market.

Srinivasan Raman often reminds his family, "I may not be earning a huge sum of money, but I am providing the family something far more significant—a safe and trustworthy product. Food is more than just sustenance - it is a gift. Safety of what we consume is invaluable. It is these values that drive me forward."

Srinivasan acknowledges that his journey is still ongoing and far from complete. "I am not in a position to offer advice" he admits. "But once I gain the necessary knowledge and experience, I will be more than happy to share my learnings with others. Until that time comes, my focus remains on continuously learning and improving what we are doing."

CONCLUSION

The protagonist's journey replicates the values imbibed in the life of a legend from Indian epic – Viswamitra. Once a king of ancient India, Viswamitra, transitioned into a revered sage through perseverance and commitment to a higher purpose. He renounced the life of a King to become a Viswa-Mitra (a Sanskrit word that means Friend of the Universe).

Leaving the "corporate hustle" behind was not merely a change in profession; it was a radical shift in the lifestyle of the protagonist. Srinivasan Raman faced many challenges in this transition and the most significant one was trading immediate material gains. However, he embraced these challenges cheerfully to lead a purpose-driven life and for a long-term societal benefit.

The title, "The Viswamitra Paradigm: Transitioning from Corporate Hustle to Sustainable Agriculture at Bhoomi Farms," alludes to this journey of the protagonist which redefines success—one that is measured not by wealth but by the impact created and values practiced. As Bhoomi Farms continues to expand, the paradigm set by the protagonist provides a model for others to emulate. His ability to blend personal transformation with societal contribution marks the true spirit of the **Viswamitra Paradigm**.

Several key lessons emerge from this teaching case

1. The importance of integrating professional expertise from different domains to solve complex agricultural challenges
2. The vital role of innovation and technology in making organic farming commercially viable
3. The necessity of building strong community relationships and stakeholder engagement

As Bhoomi Farms continues to evolve and grow, it serves as an inspiring example for future entrepreneurs and change-makers in the agricultural sector.

The teaching case also raises the following important questions:

Entrepreneurship

1. How did Srinivasan Raman and Bhoomi Farms identify the market need for organic food? What were some of the key factors that influenced their decision to enter the organic farming business?
2. How important was the innovation of the **Veggie Box Business Model** in helping Bhoomi Farms gain a competitive advantage in the market? What are some other innovative ways that the farm could expand its customer base?
3. What other business models (e.g., farm-to-table restaurants, partnerships with local organic products) could Bhoomi Farms explore to grow its market presence?

Management

1. As an entrepreneur with a corporate background, what unique management skills did Srinivasan Raman bring to Bhoomi Farms, and how can these skills contribute to the overall success of a farming venture?
2. How critical is it for Bhoomi Farms to streamline its **supply chain operations**, and what operational strategies can they implement to ensure freshness and minimal spoilage of the vegetables?
3. What are some of the major logistical and operational challenges in managing farm produce and deliveries to customers, and how can Bhoomi Farms improve its operational efficiency?

Financial Management:

1. What financial strategies could Srinivasan Raman apply to Bhoomi Farms to ensure sustained growth, particularly considering the high upfront investment in land, equipment, and infrastructure?
2. How should Bhoomi Farms balance the need for profitability with its long-term commitment to sustainability and social impact?

Marketing

1. How does Bhoomi Farms differentiate itself in the crowded organic food market, and what are the key messaging points that resonate with customers regarding the farm's commitment to sustainable farming practices?
2. How can Bhoomi Farms use its story—transitioning from corporate careers to farming—to emotionally connect with customers and build stronger brand loyalty?

3. What role do **social media marketing** and **content marketing** play in creating awareness for Bhoomi Farms' organic offerings, and how could they leverage platforms like Instagram and YouTube to tell their story and showcase their farm life?

Value Education

1. What are some ways to overcome the scepticism and cultural biases that professionals may face when entering the agricultural field, and how can success stories like Bhoomi Farms help change perceptions?
2. How do societal attitudes toward rural livelihoods and agricultural careers need to evolve in India for farmers to be respected and adequately supported?

These questions continue to drive the organization's evolution and inspire others to follow in its footsteps, making Srinivasan Raman's Life Journey a valuable teaching case in sustainable entrepreneurship and Agricultural Innovation.

Gruelling path to triumph – A journey through self-determination

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ABSTRACT

At the age of sixteen, while most teenagers grappled with typical high school challenges, she embarked on a transformative journey that would test her limits and redefine her understanding of resilience. This case study delves into the extraordinary three-year trajectory of a city girl who shattered stereotypes to emerge as the youth ambassador to represent our country India, accomplishing what only a handful of cadets achieve annually across India's vast cadet force of over 1.3 million. The study examines the pivotal moments that shaped her path to excellence, from pre-dawn training routines to her innovative approach to balancing academic pressures with rigorous military discipline. Her journey was marked by numerous setbacks which included facing fierce parental opposition, battling severe asthma, and enduring multiple training injuries making her triumph even more remarkable. The distinctiveness of this case study is its practical application of Self-Determination Theory (SDT) in youth leadership development. Through a detailed analysis of her journey, the study demonstrates how the three pillars of SDT - autonomy, competence, and relatedness - shaped her transformation from a hesitant recruit to an Indian youth ambassador. Her story exemplifies Maslow's concept of self-actualization, while her training approach reflects key elements of Goal-Setting Theory and Intrinsic Motivation frameworks. The analysis reveals how she cultivated a Growth Mindset, as defined by Carol Dweck, turning each setback into a learning opportunity.

Keywords – Self-Determination Theory (SDT), NCC camp, military training, self-determined, challenges faced, International achievement.

Introduction

Do you really want to go to a camp without basic facilities?

Rakshana's mother asked, concern etched in her voice. Rakshana, however, understood that the question wasn't about comfort; it was about opportunity.

Rakshana, a 17 year old, came from a well-caring but protective family. When she decided to join the **National Cadet Corps (NCC)** in 2017 during her first year of college, her mother's initial reaction was one of concern. The thought of her daughter enduring a camp with minimal facilities and tough physical activity made her worry.

Is this really what you want? she asked, as any concerned parent would. But Rakshana was determined. Fear of failure loomed, but her desire to challenge herself was far stronger. Her drive to prove herself and push beyond the confines of her comfort zone led her to an important conversation with her NCC officer.



Seeing Rakshana's potential, her officer **Ms. Vivitha** reassured her mother: *Your daughter has incredible potential. Let her take this opportunity. If you support her, she will achieve great things.* This moment shifted her mother's mindset, and Rakshana was granted the freedom to pursue her dreams.

The NCC opened up a new sphere of life for her, introducing a disciplined routine, rigorous physical training, and the camaraderie of cadet life—an environment that gave her a sense of purpose and a chance to push her limits. Going forward, she adapted to this new dimension of life, started institutional training, participated in many intercollegiate competitions, and won many accolades under **Best Cadet Category**.

The Dilemma and Training Begins (2018)

In 2018, the actual camp life started for Rakshana. The NCC state level camp in Coimbatore wasn't for the faint-hearted. It was physically demanding, mentally taxing, and far removed from the comforts



Rakshana was accustomed to. The daily challenges became not only a test of physical endurance but also of inner resolve. She was not only proving herself to her family but to herself as well. Every day brought a combination of doubt and confidence, as Rakshana learned to push through both physical exhaustion and emotional fatigue. This was the real battle—an internal struggle for self-belief.

As the time progressed, Mentally Rakshana experienced the true rigor of camp life. *When I was at camp, I couldn't meet my family. Even calling them was hard because there was no signal*, she recalled. Moments of self-doubt crept in, especially when competing against athletes with more experience. Yet, each obstacle she overcame fortified her confidence



The Coimbatore camp began with blazing sun and gruelling drills. As Rakshana stood in the hot sun, adjusting her uniform and wiping sweat from her brow, a thought passed through her mind, "What am I doing here?" The physical exhaustion and long hours made her question her decision. But then, she remembered her purpose. She wasn't here to simply survive; she was here to grow. She was here to prove to herself that she could overcome the impossible.

Despite the hardships, something changed in Rakshana. With each grueling task, her resilience grew. Her body ached, but her spirit grew stronger. She started repeating a mantra in her mind: *If I can get through this, I can get through anything*.

The camp was long and full of tests, but Rakshana's internal drive never wavered. Her hard work culminated in state-level winning moments, allowing her to advance to the prestigious national zone. The journey wasn't without struggles, but each obstacle she overcame fortified her resilience and self-belief.

She made it through and won the competition, securing a spot for the national NCC camp in Delhi. But what she took from that experience was more than just a title—it was a sense of accomplishment that filled her with a deep, unwavering confidence.

From State to National Recognition (2019)

At the national camp in Delhi, Rakshana faced even greater challenges. Competing against cadets from across the country was a mix of pressure and pride. The weather was extreme, with freezing temperatures that made even basic tasks like walking to the restroom a challenge. Despite the odds, Rakshana thrived in the Delhi Camp.

When I left for Delhi, so many army staff came to send me off. They told me everything was in my hands and that they were counting on me to make our state proud, she said. This trust fuelled her competitive spirit.

Representing her state on such a stage was a mix of pressure and pride. She rose to the occasion, displaying exceptional leadership, teamwork, and performance across tasks. This earned her not only accolades but also a **gold medal at the All India Best Cadet (AIBC) competition.**

The Award

The day Rakshana received the NCC award from Prime Minister Shri. Narendra Modi during the Republic Day parade was a defining moment. As she stood on stage, the memories of her journey played in her mind—the apprehensions, the hardships, the small victories, and the unrelenting push to prove herself.



This is what I wanted, not just the award, but the transformation Rakshana thought. The journey had made her a stronger, more resilient person. It wasn't about the recognition; it was about discovering her true potential.

Her victory at the AIBC wasn't just a personal achievement, it was a moment of national pride. Rakshana's story resonated with cadets across the country. Rakshana's years of persistence and self-determination at last paid off. For Rakshana, the

journey wasn't about titles or accolades. It was about discovering her true potential and breaking past self-imposed limitations. Her transformation from a reserved student to a national icon was a testament to her determination and grit.

Adding more feathers to her cap, Rakshana's exemplary performance earned her the title of *International Ambassador* for the NCC, a role in which she represented India on global platforms. The recognition as a *Golden Icon* further cemented her status as a symbol of dedication, resilience, and success.

The Road Ahead

Rakshana's achievements in NCC marked the beginning of a new chapter. While many encouraged her to join the army, she remained steadfast in her lifelong ambition of becoming an IAS officer. *I've always wanted to serve my country in a meaningful way, and I don't think I should change my dream just because I won an award*, she said.

Now preparing for the Union Public Service Commission (UPSC) exams, Rakshana applies the same discipline and focus she honed during her NCC journey. The long hours of study, vast syllabus, and mental resilience required for UPSC mirror the challenges she faced in camps and competitions.

For Rakshana, UPSC is not just an exam; it is a pathway to influence and drive change at a larger scale. She approaches this challenge with the same mantra: **If I can get through this, I can get through anything.**

Conclusion

Rakshana's journey is a testament to the power of self-determination. From a hesitant college student to a national and international achiever, her story demonstrates how intrinsic motivation, resilience, and a belief in one's potential can lead to extraordinary outcomes.

Her journey taught her that growth doesn't come from avoiding challenges but from embracing them head-on. Rakshana is now equipped with the mindset and resilience to tackle any obstacle, knowing that each challenge is an opportunity to grow further.

Rakshana's transformation—from a cadet grappling with self-doubt to an inspiring leader—offers valuable lessons in perseverance and self-belief. It is a story of triumph, not over

others, but over oneself. As she pours her energy into this pursuit, Rakshana's story continues to inspire, proving that with self-determination, no challenge is insurmountable

TEACHING NOTE

Synopsis

This teaching note explores the journey of Rakshana, a determined young woman who rises from self-doubt to become an international leader in the National Cadet Corps (NCC). Her story is a powerful example of self-determination and intrinsic motivation. Through her perseverance, resilience, and leadership, Rakshana demonstrates the principles of Self-Determination Theory (SDT), which emphasizes autonomy, competence, and relatedness as crucial factors for personal growth and achievement.

Keywords: Self-Determination Theory (SDT), Intrinsic Motivation, Leadership, Competence, Autonomy, Relatedness

Learning Outcomes

1. Identify the application of Self-Determination Theory (SDT) in real-life leadership and personal growth scenarios.
2. To analyse the role of intrinsic motivation, autonomy, and resilience in overcoming challenges, based on Rakshana's experiences.
3. Apply SDT principles to their own academic and professional lives, improving their personal and team performance.
4. To Identify and Address Internal Conflicts and assess the Influence of Intrinsic Satisfaction on Long-Term Commitment:

Target Audience:

- **Primary Audience:** Undergraduate students in Management, Commerce, and related fields.
- **Focus:** This case is relevant for courses on Management Principles, Motivation, Leadership, Personal Development, and Psychology.

Analysis of Key Concepts - Self-Determination Theory (SDT)

Overview: SDT is a psychological framework that focuses on the fulfillment of basic psychological needs—autonomy, competence, and relatedness—which leads to enhanced motivation and well-being.

- **Basic Psychological Needs:**
 - **Autonomy:** The need for individuals to feel that they have control over their decisions and actions.
 - **Competence:** The ability to effectively perform and succeed in tasks and challenges.
 - **Relatedness:** The need to feel connected and supported by others.
- **Types of Motivation:**
 - **Intrinsic Motivation:** Motivation driven by personal interest or enjoyment of the activity itself (e.g., Rakshana's desire to grow and challenge herself).
 - **Extrinsic Motivation:** Motivation driven by external rewards or pressures (e.g., Rakshana's recognition and accolades).
- **Outcome:** When these psychological needs are satisfied, individuals experience enhanced well-being, motivation, and personal growth.

Teaching Methodology

- **Blended Learning:** A combination of traditional classroom teaching and online resources, including videos and articles on SDT.
- **Roleplay and Group Discussions:** Experiential learning through group activities where students can apply SDT principles to real-world scenarios.
- **Case Study Analysis:** Detailed examination of Rakshana's journey as a means of exploring the concepts of SDT and leadership.

Teaching Approach

Pre-Class Preparation

- **Readings:** Distribute readings on Self-Determination Theory, focusing on key principles like autonomy, competence, and relatedness. Include a brief overview of Rakshana's story for context.

- **Discussion Prep:** Provide students with guiding questions that prompt them to think about motivation and leadership before the class.

Classroom Discussion Flow

1. Introduction (10 mins):

- Briefly introduce Rakshana's journey, highlighting the key stages: joining NCC, overcoming challenges in the state and national camps, winning awards, and ultimately becoming an International Ambassador.
- Introduce Self-Determination Theory (SDT) and its key concepts: autonomy, competence, and relatedness.

2. Group Activity (20 mins):

- Divide students into small groups.
- Assign each group one SDT component (autonomy, competence, or relatedness).
- Ask them to identify examples of these components in Rakshana's story.
- Have each group share their insights with the class.

3. Open Discussion (30 mins):

Facilitate a class-wide discussion using the following questions:

- How did Rakshana demonstrate leadership during her journey, especially in difficult situations like the NCC camps?
- What strategies helped Rakshana overcome challenges, and how do these align with SDT principles?
- Can SDT be applied to students at academic or professional lives? How?
- Discuss Rakshana's intrinsic motivation. How did it contribute to her success in NCC and her growth as a leader?

Post-Class Assignment

- **Reflective Essay:** Ask students to write a reflection on how they can apply SDT principles (autonomy, competence, relatedness) to their own academic or personal challenges. Encourage them to link it to Rakshana's journey and the lessons they have learned from the case study.

Discussion Questions:

1. How important was Rakshana's self-direction in her decision to join the NCC and commit to such a rigorous training process?
2. How did Rakshana's internal motivation evolve over time, and how did it influence her decisions at different stages of her journey?
3. What internal conflicts did Rakshana face, and how did she overcome them? How can similar struggles manifest in professional and personal life?
4. Can you identify moments where her sense of growing mastery likely boosted her motivation?
5. How do you think intrinsic satisfaction from personal growth influenced her long-term commitment?

Evaluation Metrics

- **Class Participation:** Evaluate students based on their engagement during group activities and open discussions.
- **Quality of Reflection:** Assess the depth and insightfulness of students' responses to the reflective essay.
- **Application of SDT:** Evaluate how well students apply SDT principles in real-life scenarios in their discussions and assignments.

Potential Extensions

- **Comparative Analysis:** Compare SDT with other motivational theories like Maslow's Hierarchy of Needs or Herzberg's Two-Factor Theory. Discuss how these theories overlap or differ in their approach to motivation and leadership.
- **Real-World Leadership:** Relate Rakshana's case to the leadership traits of real-world figures such as Mahatma Gandhi, Malala Yousafzai, or Elon Musk, who demonstrated similar qualities of self-determination and resilience.

Step-by-Step Teaching Instruction Plan

| Step | Activity | Time | Objective | Teaching Method | Bloom's Taxonomy Level |
|------|--|-------------|---|---------------------|----------------------------|
| 1 | Introduction to Rakshana's Story & SDT Overview | 10 mins | Provide context and define SDT | Lecture, Discussion | Remembering, Understanding |
| 2 | Group Activity: Identifying SDT Components | 20 mins | Apply SDT to Rakshana's case | Group Activity | Applying, Analysing |
| 3 | Open Class Discussion on Leadership and Motivation | 30 mins | Encourage critical thinking on leadership and SDT | Group Discussion | Analysing, Evaluating |
| 4 | Reflection and Post-Class Assignment | After class | Reflect on SDT application in personal lives | Writing, Reflection | Creating, Evaluating |

Detailed Question Analysis

1. How important was Rakshana's self-direction in her decision to join the NCC and commit to such a rigorous training process?

This question emphasizes **autonomy**—a core component of SDT. Students will explore how Rakshana's ability to make her own choices and take charge of her path was essential in her personal development.

2. How did Rakshana's internal motivation evolve over time, and how did it influence her decisions at different stages of her journey?

This question encourages students to think about how **intrinsic motivation** grew throughout Rakshana's story, especially as she faced and overcame challenges. It's an excellent opportunity to discuss how motivation shifts as individuals encounter new experiences and challenges.

3.What internal conflicts did Rakshana face, and how did she overcome them? How can similar struggles manifest in professional and personal life?

This question ties into the idea of **resilience** and overcoming obstacles—an essential part of SDT. It also connects Rakshana’s internal struggles with challenges students might face in their own lives, promoting practical application of SDT principles.

4. Can you identify moments where her sense of growing mastery likely boosted her motivation?

This question focuses on **competence**, another crucial aspect of SDT. It will encourage students to analyse how Rakshana’s experiences of success helped her feel more capable, which in turn motivated her to keep pushing forward.

5. How do you think intrinsic satisfaction from personal growth influenced her long-term commitment?

This question touches on the long-term effects of **intrinsic motivation**—how the satisfaction of achieving personal growth fuels ongoing commitment to goals. It ties into the concept of **well-being** and how personal fulfilment can sustain motivation over time.

Deyga Organics: Crafting Sustainable Beauty, Naturally

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Abstract

Deyga Organics, based in Coimbatore, Tamil Nadu, is a brand rooted in blending nature and goodness. Founded in 2018 by Ms. Arthi Raghuram, it combines traditional Indian practices and Ayurvedic principles to craft organic beauty products sourced directly from farmers or organic suppliers. Despite challenges, the brand has flourished, offering pure, natural products and curated skincare combos that promote healthy, nourished skin. Deyga stands out in a cosmetic industry often dominated by harmful chemicals, proving that dedication to authenticity and sustainability can thrive.

Keywords - Deyga Organics, natural beauty, sustainability, skincare, eco-friendly.

Introduction

It was summertime in the city. In a school playground, the air was filled with the energetic sound of excitement and thrill. The sound of bare feet hitting the dusty ground can be heard across the field. The girls darted between their teammates with a loud, yell of “Koh” would pierce through the ears, indicating a burst of determination and strategy. Showcasing their passion for Kho Kho and the spirited energy of the players. At the centre of the game stood the captain, a young girl with a commanding presence. She was focused, motivated her team, strategized moves and the team followed her cues, responding with energy and trust. Arthi is the captain of the Kho Kho game acting as the driving force behind their collective effort. It was a district level game. Arthi is an athlete, she was always out in the sun. Arthi returns home with a tired and tanned face from the day’s exertions. Arthi’s mother noticed her tired appearance and tanned complexion. Arthi consulted a doctor and used a product that is recommended. After some time, she stopped using it, then the condition of her skin got worse.

Arthi's line of interest was sports and dance. Arthi had sensitive acne-prone skin during her school days and college days. Arthi used to wake up early and leave the hostel to go to college so that she could avoid exposing her skin to the sun. The cream recommended by the

doctor contained Benzoyl Peroxide (21%) in it and the chemical has adverse effects on the skin in the long run. After the completion of her studies, she started selling homemade soaps in the year 2018. She set up a stall at a local school, The Vels Academy, Erode. The soaps sold like hot cakes. In her stall she had different kinds of soaps like orange peel soap, rose soap, herbal soap and charcoal soap. On that day she made sales worth Rs 11,050. The overwhelming response left Arthi overjoyed. She was so happy it was the value of pursuing her passion.

The Company Profile

A perfect fusion of nature and goodness, Deyga organics, headquartered in Coimbatore, Tamil Nadu, combines every particle by hand and brings an immersive experience of oneness with Mother Earth. The name Deyga was derived from the Tamil word ‘Deygam’, which means body. Arthi Raghuram the founder and CEO of Deyga organics established during the year 2018.

Deyga Organics aims to create the world’s purest, organic and natural line of cosmetics, beauty products and skincare. There is zero usage of any harmful chemicals during the production. Deyga consists of a wide range of skin and hair care products. Charcoal soap from Deyga is a bestseller, beetroot lip balm and their acne kit are flagship products as well. The combs made of neem wood are another fascination drawing the attention of its customers worldwide. Deyga has a tie-up with a logistics company for deliveries. The shipping is done worldwide.

People with any skin type or hair type can find their best match in Deyga’s product range. It consists of Skin care, Hair care, Bath & Body and Oral care. Skin care products consist of Face cream, Body lotion, Face pack, lip care, Aloe vera Gel, Skin Serum. Hair care products consist of Hair Oil, Hair Serum, Shampoo Bar, and Hair Butter. The Bath & Body lotion category consists of Body Lotion, Hair Removal Powder, Handmade Soap, Loofah, and Body Powder. Oral care includes products like Tooth Powder & ToothBrush.

Product Development

Arthi sourced raw materials for Deyga's products from the family’s 60-acre farm or procured from the local farmers and also from abroad, ensuring quality and sustainability. These ingredients are carefully checked and only top-quality ones are used to make final products. Each product is meticulously handcrafted under expert supervision to maintain

high-quality standards. Deyga Organics places a strong emphasis on using ingredients that are cruelty-free, vegan and 100% natural. The brand is committed to purity and ethical practices. Deyga organics expands its offerings, such as the introduction of the Charcoal body wash with a focus on detoxifying properties and suitability for all skin types.

Beetroot lip balm is the signature product of Deyga Organics. It is a handmade lip balm with a rich blend of natural beetroot extract, shea butter, avocado oil and beeswax. Products like Aloevera gel contain cold-pressed Aloe vera extract and Aloe hydrosol.

Deyga organics also offer products for hair growth, such as the Hair growth oil. The oil consists of natural oils such as castor oil, coconut oil, rosemary oil, grapeseed oil and hibiscus and fenugreek.

Hurdle faced by Deyga Organics

Establishing a team familiar with concepts like 'organic,' 'fragrance-free,' and 'sustainable' was initially difficult. It took a lot of time and effort to train them and to connect them with Deyga organics ideals. It was difficult to stand out from the competition and increase the market share as it is a newborn when many renowned brands have already been established.

Building trust in customers is considered the most important in Deyga Organics. To establish an unbreakable trust with clients required transparency and consistent product quality to attract and retain customers. In creating a strong online presence and drawing the attention of the target customers required strategic efforts in digital marketing and brand positioning. Although Deyga's products are of great quality, some customers think they are quite expensive, which poses a budget constraint to some buyers.

Business Approach

Deyga organics prioritizes transparency, providing a full ingredient list and maintaining open communication with customers. This strategy builds trust and positions Deyga as a reliable choice for consumers looking for natural personal care products. By adopting a D2C approach, Deyga maintains control over product quality and customer experience. Deyga provides personalized interactions to foster a loyal customer base. Deyga maintains a strong presence on social media platforms. Through these platforms, it directly interacts with audience, answering queries, and sharing updates about products and initiatives. Deyga uses social media to promote its brand values.

Backbone of Arthi

Arthi's father is into the manufacturing and sale of compressors. The brand is called "Arthi Compressors". Arthi completed her class 12 from T.E.A public matriculation Higher secondary school, Tirupur. Later she graduated in BA Economics from PSG College of Arts & Sciences and did PG Diploma in Business Administration from Jansons School of Business in Coimbatore. Arthi is the sportsperson at school. She is very interested in doing everything on her own. Arthi's support system are her in-laws, husband and 3-year-old son, who helped her in establishing Deyga organics. Arthi's family support brings forth the best out of her. She credits the critical role played by her team in the evolution of Deyga organics. Arthi emphasizes, If it's functionality is being applauded, it's just because of the minds that work in sync with each other. Her analogy is "Like every drop of water counts to fill a pot, our each and every employee shares equal contribution to build what Deyga is today".

The Rise of Deyga Organics

Arthi, a spirited and dedicated athlete, had been the captain of her school Kho Kho team for seven years. Kho-Kho may be her shining star, but she's a jack of all trades in sports. Arthi was selected for state-level throwball once and she was also part of the athletic relay team. During Arthi's school her mother used to make her face pack using home remedies, to tackle the tanned skin. Arthi has sensitive skin. Arthi stopped using the products recommended by the doctor which contain harmful chemicals and used organic homemade products, which gave her great results. It grew into a business idea a few years later.

The natural home remedies made wonders on her skin. This started the fascination for natural skincare products to Arthi. She attended a workshop in Delhi in 2016 and began making soaps for herself. Arthi gifted her handmade soaps to a few of her friends and family. With encouragement by her friends and family she started a business in the year 2017. Initially she launched the company online. The name of her brand is Deyga Organics; its manufacturing unit is located in Erode. Arthi started making soaps and face packs and soon she got requests for more products. So, she did another online course where she learnt more about the formulation of different products and learned more about the properties of different plants. Now Arthi's Deyga organics have 35 diverse products made up of natural ingredients.

Success of Deyga Organics

According to the founder, Deyga generates a revenue of Rs 20 crore. The average basket size is 3-5 products and the price range is also quite affordable from Rs 250 to Rs 1100. Deyga products are shipped worldwide about 8-10% of sales came from abroad. Deyga cosmetic products are sold exclusively on the Deyga website and available only in a few stores. During the initial stages brand awareness was created by Arthi through word of mouth, now Arthi use social media campaigns and other online promotions.

The rawness of Deyga products and the ideology they follow makes them unique. The biggest award for Deyga has been its family which has now grown to 817k on Instagram. Besides, Deyga has also been honoured with the 'Times Business Award' for being the Skincare Brand of The Year. Furthermore, Deyga Organics, since its establishment, has been on a growth trajectory and Arthi is certain that this will continue undeniably.

While being inordinately optimistic about Deyga's growth, Arthi shares "Our vision for the decade is to promote sustainable development among the common masses. Small eco-friendly changes will take us a long way & this is what we want to ensure at a bigger level."

LEARNING OUTCOMES

- Understand the key aspects of entrepreneurship as a concept
- Analyse and learn from the qualities of successful entrepreneurs
- Introduce new trends like social and sustainable entrepreneurship to change perspectives
- Research and present business opportunities in the chosen market.
- Explain the process of creating a unique product and an effective marketing strategy for success.
- Create a practical and creative business plan that meets investor expectations using digital tools.
- Suggest other ways the entrepreneur could have tackled challenges to improve market share or innovate their product offerings.

TARGET AUDIENCE

This case is intended for the undergraduate students of all commerce and management streams of study (B.Com & BBA). The case predominantly deals with entrepreneurship, business plans and Unique selling proposition. The concepts of other subjects like

Management, Finance, Human resources and sustainability are also touched upon at the relevant stages in the case study.

DISCUSSION QUESTIONS

1. What is the meaning of entrepreneurship? Discuss whether necessity is the mother of innovation and the stages of entrepreneurial decision-making process with the support of the present case at hand.
2. Identify and list out the traits of an entrepreneur.
3. Explore how the current product portfolio has addressed SDG goals and fits into the umbrella of social entrepreneurship
4. Elaborate and present a simulation of how the protagonist must have analysed the opportunity in the desired market prior to entry.
5. Do you think the product launch and placement strategy could have been done differently to fast track the presence of Deyga products and make them a household name? Discuss and present improvements that can be made to the approach.
6. Put yourself in the shoes of the protagonists and draft a creative business plan you might have presented in an investors' forum

CHALLENGES/DILEMMA

The potential to increase the paid-up capital and gain leverage through institutional borrowings or alternative modes of funding may assist in gearing up the brick-and-mortar presence.

Exhibits

Exhibit 1: <https://deyga.in/products/aloe-vera-gel>

Exhibit 2: <https://www.thehindu.com/life-and-style/fashion/arthi-raguram-on-why-she-launched-the-deyga-range-of-handmade-bath-and-body-products/article30614736.ece>

Exhibit 3: https://yourstory.com/herstory/2022/02/deyga-women-founded-bootstrapped-d2c-brand-revenue-20-crore-arthi-raghuram?utm_source=chatgpt.com

Exhibit 4: https://theglobalhues.com/deyga-organics-bestowing-the-world-with-handcrafted-organic-products/?utm_source=chatgpt.com

Exhibit 5: <https://www.theweekendleader.com/Success/3079/getting-the-glow.html>

Exhibit 6: <https://helloentrepreneurs.com/people/womentrepreneurs/deyga-organics-the-best-of-traditional-and-modern-worlds-24137/>

Exhibit 7: <https://thoughtsthrulens.com/2023/08/24/deyga-works-wonders/>

Electrifying Dreams

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Abstract

This case examines in detail the life of Alamelu, a Chennai-based college employee who shifted to an electric scooter to counter the increasing fuel prices, inadequate time management, and the stress at home. With Alamelu and her husband being rather annoyed with having to spend long hours waiting for fuel at petrol stations, they decided it was best to look for alternatives. Their quest led them to an electric two-wheeler which was purchased for its economical and eco-friendly benefits. This case sheds light on the understanding of CSR initiative in everyday life and scrutinizes the triple bottom line effect phenomenon.

Keywords - Electric scooter, Economical benefits, CSR initiative, Triple Bottom Line effect.

INTRODUCTION

Alamelu, a dedicated college employee, got frustrated and her patience reached limits when she waited at petrol bunks for too long. As an employee in college, she constantly felt concerned regarding how she had to awkwardly unlock the seat of the scooter in order for her to fill it up. After yet another draining experience bursting the petrol tank, she furiously asked her husband why he was not refuelling the scooter. Their argument shed light to anger fuelled by tackling household tasks and the constant struggles of inflation. Relatively exhausted, they both started to talk about alternatives. After some time Alamelu suggested focus on the efficiency of the electric scooters. They spent some time and calculated the savings alongside the conveniences, and by the end of the night deciding to buy an electric scooter saving them money in the long run. Plugging in the scooter instead of spending long hours at the petrol bunks in the future excited them.

Two years later she was overjoyed to hear the news of a privilege parking for electric vehicles at her college. Alamelu dreamt of the day when she would be able to park her bike in that lot, and that's why it filled her with pride and high self-esteem when she was finally able to park in the section allocated for electric vehicles and brought her dreams into fruition.

She was fully satisfied that her decision had helped the environment. Her response made perfect sense in a world where petrol was over ₹100 and parking was nearly impossible.



CSR AND ALAMELU'S EV ADOPTION

Alamelu's decision to transition to an electric vehicle during the pandemic is an example of Corporate Social Responsibility at the micro-sector level. Although CSR initiatives are predominantly promoted by corporates, the actions of individuals like Alamelu personify what responsible actions look like in real life towards sustainability targets—especially when it comes to reducing carbon emissions and making greener choices.

For CSR initiative, it means that their workplace providing them EV Priority or Similar Parking shows encouragement towards sustainable behaviour. Well, this move will fulfil organization's both social responsibilities and also CSR goals as it will encourage an environmentally friendly behaviour, reducing carbon footprint and valuing more eco-friendly lifestyle decisions among their employees.

STAKEHOLDER THEORY IN ACTION

Stakeholder Theory argues that organizations should make choices that advantage all stakeholders, not solely shareholders. This consists of employees, customers, communities, suppliers, and the environment.

In Alamelu's case:

1) Employees (Alamelu and her colleagues): Her organization recognizes the needs of employees making sustainable choices by offering priority parking for EV users. This not only minimizes the inconvenience of parking, but, at the same time, encourages those employees who yearning to have a positive effect on the environment to do so.

2) Students and Society: Students represent a segment with growing interest in EV adoption, valuing economic and environmental benefits, which fit the wider trend in society toward sustainability. By providing charging stations and EV parking, Alamelu's college is responding to the concerns of its stakeholders — in particular environmentally conscious students — and this makes it consistent with stakeholder theory.

3) Environment: The decision to encourage EV usage at the workplace is a significant CSR initiative that addresses the environmental stakeholder. Electric vehicles contribute to reducing air pollution, which is beneficial to the larger community and supports the institution's long-term sustainability goals.

By focusing on these multiple stakeholders, Alamelu's college is showcasing a balanced approach to decision-making that takes into account the needs of various groups, aligning well with stakeholder theory.

TRIPLE BOTTOM LINE (TBL) EFFECT

The Triple Bottom Line (TBL) effect, proposed by John Elkington, focuses on three key aspects—People, Planet and Profit. TBL considers, social as well as environmental and economic impacts, which is essential for businesses and people to understand success.

1) People (Social Impact):

Switching to the EV correlates directly with the social dimension. The company's CSR policy offers priority parking as a subsidized cost for electric vehicles, encouraging others to self-promise.

This is consistent with the more general engagement holistic perspective of TBL which focuses on welfare of the community and responsible consumption of the resources.

2) Planet (Environmental Impact):

Alamelu lives a 100% eco-friendly lifestyle. She reduces fossil fuel usage for better environmental preservation. She supports greener policies through collaborating with institutions that promote the use of electric-powered vehicles. These institutions often build EV charging stations that are blunt to the reason why they have shifted policy direction. Together with her husband, she enthusiastically decided to switch over to an electric scooter, helping lower air pollution, and greenhouse gas emissions.

The organization's provision of EV charging stations further enhances the environmental benefits by fostering green transport choices. This connects to the "Planet" portion of the TBL, which seeks to mitigate the negative impact on the environment while supporting sustainable development practices.

4) Profit (Economic Impact):

Looking at the economic side, Alamelu's decision to adopt an EV allows for less fuel consumption in the long run, which is cost beneficial in leasing during the pandemic. The financial assistance for purchasing EVs provided by the government (in forms of subsidies, tax exemptions, and FAME II incentives) made this choice economically rational.

In addition, the more students switch to EVs because of favourable operational costs, this change represents a new economic paradigm oriented towards sustainable and investment efficient transportation solutions, which might increase investment in EVs by the organization and the local county government.

This situation calls for increased CSR motivated engagement by her college for expecting infrastructure supply to match the growing usage. For instance, the non-profit institution can increase parking and charging space as a strategy to satisfy all stakeholders in measure and continue integration of sustainability goals.

DISCUSSION QUESTIONS

1. What is Triple Bottom Line Effect?
2. How do organisations efficiently balance the Triple Bottom Line (TBL) by simultaneously implementing sustainable practices like promoting Electric Vehicle (EV) adoption?
3. What challenges might arise in ensuring that each aspect is adequately addressed?



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