

SL.No	CRC Code	TCC Code	Pub Month	© Year	Title	Link	SDG Goals	Abstract
1	BSTR667	324-0064-1	January, 2024	2024	ADANI'S ACQUISITION OF HOLCIM	https://icmrindia.org/case-study-details?casecode=BSTR667	SDG9	In May 2022, India's leading multinational business conglomerate Adani Group acquired the Indian subsidiary units of leading global cement manufacturing giant, the Holcim Group - for an enterprise value of US\$ 10.5 billion. The acquisition of the subsidiary units, Ambuja Cements Limited (ACL) and ACC Limited (ACCL), was considered to be a landmark in the history of the Indian cement industry. With the acquisition, the Adani Group, which had a limited presence in the cement industry, became the second largest cement manufacturer in the country. Strategically, the acquisition was considered as complementing the existing business units of Adani. The cement industry had huge scope in India with the increasing demand for cement as a result of the government's policy initiatives for development of infrastructure and housing projects. The increasing middle class population and their demand for affordable housing had also spiked demand. The Adani Group was known for its unique diversification strategy that gave it an edge over the competition in different business segments. Similarly, the acquisition of ACL and ACCL was expected to give it an advantage in the cement industry in India and across the globe. However, challenges remained with respect to balancing the integration of its internal business units with the cement businesses, and in meeting domestic and global market requirements.
2	FINC210	124-0021-1	January, 2024	2024	ADIDAS: SUSTAINABILITY BOND	https://icmrindia.org/case-study-details?casecode=FINC210	SDG7; SDG9; SDG10; SDG12	On September 30, 2020, German multinational sporting goods company, Adidas AG (Adidas) raised € 500 million by issuing zero percentage sustainability coupon bonds. The bonds were issued with the objective of funding and supporting the ongoing sustainability practices at Adidas. The terms sustainability and sustainability financing are gaining prominence due to the growing importance of businesses to protect the environment and society. Companies are also opting for responsible corporate governance, social and environmental practices, and disclosing them through the ESG framework (Environmental, Social, and Governance). Sustainable finance takes ESG into account in the financing and investment strategies of a company. The objective of sustainability financing and investment is to ensure integration of business objectives that would ensure responsibility toward the economy, the environment, and society through a responsible corporate structure. In this context, the present case study can be helpful in understanding the concept of sustainable financing, strategy, and guidelines followed in designing, monitoring, and controlling the sustainable investment practices of a company. The case covers the sustainability practices at Adidas, sustainability investment framework, and the process of monitoring, evaluating, and controlling the sustainable investment practices at the company.
3	BECG186	724-0003-1	January, 2024	2024	AMAZON'S PRIVATE LABEL BRANDS: AN ETHICAL PERSPECTIVE	https://icmrindia.org/case-study-details?casecode=BECG186	SDG8; SDG9; SDG16	The case "Amazon's Private Label Brands: An Ethical Perspective" discusses the ethical implications surrounding the promotion of US-based multinational technology company Amazon.com, Inc. (Amazon) of Amazon Private Label (APL) products on its online marketplace. The case starts out with a brief look at the world's largest e-commerce platform's launch of various APL products from the late 2000s. It then delves into the various controversies surrounding APL products through the years, such as counterfeiting, search result manipulation, data theft, and antitrust issues. This case presents Amazon's perspective and gives an insight into the reasons that led it to adopt some of its allegedly controversial business practices. How can the company grow its APL business within the Amazon ecosystem, while ensuring fair competition, consumer choice, and transparent business practices?
4	HROB257	424-0008-1	January, 2024	2024	ENBRIDGE: A DIVERSITY, EQUITY & INCLUSION (DEI) LEADER IN THE ENERGY INDUSTRY	https://icmrindia.org/case-study-details?casecode=HROB257	SDG8; SDG16	The case describes the various initiatives taken by Enbridge, a Canadian energy company, to create a diverse and inclusive culture where employees would feel good coming to work, collaborate across teams, and be successful and grow their careers. The case first touches upon the main goals of the D&I strategy put in place at Enbridge. It then describes how Enbridge decided to encourage its employee community through various initiatives that included activities, education, and networking using employee resource groups (ERGs) that promoted understanding and support for historically underrepresented indigenous populations in Canada. Enbridge created the first employee resource group Women@Enbridge in 2005. Other popular ERGs were FEMINEN (FEMales IN ENgineering), CARES (Caregivers, Allies, Resources Education Support), EDGE (Ethnically Diverse Group of Employees), and Indigenous Employee Resource Group (IERG). To promote ethnic and racial minorities in the workplace, Enbridge partnered with various DEI advocacy groups. The case then focuses on the creation and utilization of a Diversity Dashboard that offered various benefits to the company. Enbridge also launched an online learning module that explored the impact of racial injustice and how employees could serve as allies.
5	MKTG460	524-0017-1	January, 2024	2024	ETSY'S GROWTH STRATEGY IN INDIA: EMPOWERING ARTISANS	https://icmrindia.org/case-study-details?casecode=MKTG460	SDG8; SDG1; SDG10	The case "Etsy's Growth Strategy in India: Empowering Artisans" discusses the business growth strategy of global online marketplace for unique and creative goods, Etsy, Inc. (Etsy) in India. The case discusses the way Etsy aided its Indian sellers - mostly artisans with traditional skills and expertise in crafting handmade goods - through customized onboarding and marketing help. Etsy focused heavily on independent designers with restricted capital or traditional artists operating in remote regions. The case takes an in-depth look at Etsy's various initiatives to build its sellers' business that included conducting workshops aimed at acquainting both current and prospective sellers with buyers; providing a social media connect between buyers and sellers; and imparting training to the sellers in various skills. The case also discusses how Etsy, a niche-focused e-commerce marketplace, handled the competition. Considering that the current deep discounting models adopted by most e-commerce companies cannot be sustained for a long time, can Etsy redefine the e-commerce space, especially in India?

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6	FINC211	124-0022-1	January, 2024	2024	FUNDAMENTAL ANALYSIS OF BHARAT ELECTRONICS LIMITED	https://icmrindia.org/case-study-details?casecode=FINC211	SDG11; SDG16	Bharat Electronics Limited (BEL) is an Indian Government-owned aerospace and defense electronics company and is one of sixteen Public Sector Units under the Ministry of Defense, India. It has Navaratna status granted by the Government of India (GoI). As on March 31, 2023, the company had a market capitalization of Rs.713,070 mn and an order book worth Rs.606,900mn. The company's share price which was less than Rs. 20 in May 2000 had increased by nearly 7 times to Rs 142 in September 2023 boosted by the increased spending of the Indian government on defense. The case provides an in-depth analysis of the growing and dynamic Indian defense industry, which has just opened up for private players, while at the same time assessing the competitiveness of BEL. The information provided in the case allows for a comprehensive financial analysis of the company, comparing its financial position with that of its peers, and helps in assessing the attractiveness of investing in its shares given the already increased share price. The case provides for an in-depth analysis of the dynamics of the Indian defense industry and the competitiveness of BEL. It also provides information for a comprehensive analysis of BEL's financials in comparison to those of its peers.
7	BECG184	724-0004-1	January, 2024	2024	H&M – CAN THE FAST FASHION GIANT TRANSITION INTO GREEN FUTURE?	https://icmrindia.org/case-study-details?casecode=BECG184	SDG12; SDG13; SDG14; SDG15	Sweden-based H & M Hennes & Mauritz AB (H&M), one of the largest multinational fast fashion companies in the world, was producing 3 billion garments a year by 2020. In 2019, its revenue was around US\$ 22 billion, and its unsold inventory amounted to US\$ 4 billion. During the year, there were many reports that the unused clothes from H&M were burned and used as fuel to run a power plant in Sweden. Many clothes were incinerated or found their way to landfills. H&M along with Zara, Gap, and Shein and other fast fashion companies were mainly responsible for the huge amounts of clothing waste. Every second, a truckload of clothes was either burnt or buried in landfills. Studies showed that the fashion industry was responsible in large part to microplastics entering the oceans. Karl-Johan Persson, Chairman and former CEO of H&M, focused on reducing the impact the clothes were generating. He was looking at a circular model, where the clothes could be reused or disposed of responsibly. He was also looking at making the company climate positive by 2040, and switching completely to sustainable fabrics by 2030, and he made the UN Sustainable Development Goals a part of the company's strategy. Helena Helmersson, who became CEO of H&M in 2019, was the sustainability head of the company prior to taking up the CEO role. She was looking at making H&M a leader in bringing sustainability to the fashion industry. H&M took several initiatives in this direction. It started using sustainable and recycled materials for some of the clothing and accessory lines, began collecting used clothes, and came out with a line of compostable clothing. The Persson family, which owned the largest share in H&M, launched the H&M Foundation in 2012. The foundation collaborated with Hong Kong Research Institute of Textiles and Apparel to come up with a technology that recycled blended textiles made of cotton and polyester. H&M also came up with a technology called Looop that transformed old clothes into new ones. At the same time, H&M continued to produce millions of garments every year, creating a huge environmental footprint. Observers said that the company's circular solutions were minuscule compared to the pollution and waste it created and that the company was incentivizing disposal. They suggested that H&M needed to change its business model, and should stop relying on increased volumes. However, cutting down production would mean loss of jobs and livelihoods in third world countries. At the same time, H&M needed to keep up with competitors, who were bringing out more styles at a faster pace and lower cost.
8	HROB258	424-0018-1	January, 2024	2024	HAS BARNES & NOBLE MADE A SUCCESSFUL TURNAROUND IN THE DIGITAL AGE?	https://icmrindia.org/case-study-details?casecode=HROB258	SDG8; SDG9	The case "Has Barnes & Noble Made A Successful Turnaround in the Digital Age?" discusses whether the world's largest retail bookseller, Barnes & Noble Booksellers, Inc., (B&N) has been able to turn around the business, after it had been pushed to the verge of bankruptcy by its inability to compete effectively in the digital age. The case begins with a brief background note on B&N and mentions the factors that led to its occupying a strong market position in the bookselling industry. The case then looks at how the entry of online retail behemoth Amazon.com, Inc. (Amazon) completely disrupted the bookselling business and played a critical role in B&N's downfall. The case then documents the turnaround efforts of B&N's CEO James Daunt, a veteran independent bookseller who had previously played a key role in reviving Britain's largest bookstore chain, Waterstones Booksellers Ltd. that had been in financial trouble. By 2023, it was evident that B&N's fortunes were on the mend, as the retail bookseller announced plans to expand its footprint. The case contemplates whether the COVID-19 pandemic that stimulated an interest in reading and book-buying actually played a role in B&N's resurgence. Considering the fact that Amazon continues to dominate the US bookselling industry, can B&N – which seems once again to be carving out a place for itself in the bookselling industry – survive and flourish in the future?
9	BSTR668	324-0065-1	January, 2024	2024	IS JOHN RIADY SET TO HEAD HIS FAMILY-RUN LIPPO GROUP?	https://icmrindia.org/case-study-details?casecode=BSTR668	SDG9; SDG8	The case "Is John Riady Set to Head His Family-Run Lippo Group?" discusses the efforts of John Riady (Riady) -- scion of the Riady Family that owned the multinational family conglomerate, Lippo Group (LG) – in bringing about a turnaround at one of the trouble-prone group companies called Lippo Karawaci Tbk (LK). The case starts out with a brief history of the Riady Family of Indonesia that within three generations established one of the country's largest and most diversified conglomerates with an ever-expanding global footprint. The case gives a glimpse into the early stint of Riady at LG, wherein he demonstrated his competency to take up the leadership position at the company. The various turnaround strategies that Riady adopted at LK are discussed in detail. The case ends with a mention of Riady's vision and the strategic direction he intended to take for LG. Can Riady effectively lead LG and make it one of the largest business groups in Asia in the future?

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10	LDEN210	824-0002-1	January, 2024	2024	LEAD'S INTEGRATED EDTECH SOLUTION: COMBINING TECHNOLOGY, CURRICULUM AND PEDAGOGY TO TRANSFORM TRADITIONAL EDUCATION	https://icmrindia.org/case-study-details?casecode=LDEN210	SDG4; SDG9; SDG10	The case discusses how LEAD, an edtech company, developed an integrated system to provide quality and corporate style education to students in rural and small private schools in the towns of India. It also describes the edtech industry in India, the business models, and the unicorns catering to different segments. The case describes the co-founder Smita's experience with the Anganwadi system and how she found that the system was inherently designed for low outcomes. The case discusses how the founders took up curriculum development and teaching innovations at their first school, Shantiniketan English School (SNES) and later developed a multi-modal learning approach and also introduced a program called ELGA to improve students' proficiency in English. The founding team decided to make use of technology to scale up the start-up under the LEAD Schools brand by developing the Lead Integrated System in 2017. The company also focused on building a collaborative and cooperative yet competitive workforce, focusing on both personal and professional development. Despite catering to over 6,000 schools, LEAD's ROCE and EBITDA margin was at -104.30% and -72.62%, respectively in FY23'. The question was, would LEAD be able to transform the K-12 education sector with its superior technology solutions? How will the company scale up in order to become EBITDA positive and turn profitable?
11	ITSY137	924-0001-1	January, 2024	2024	LINKEDIN: SHAPING THE FUTURE OF RECRUITMENT WITH ARTIFICIAL INTELLIGENCE (AI)	https://icmrindia.org/case-study-details?casecode=ITSY137	SDG9; SDG8	This case study "LinkedIn: Shaping the Future of Recruitment with Artificial Intelligence (AI)" delves into the transformative role that Artificial Intelligence (AI) was expected to play not only within leading professional networking site LinkedIn, but also within the recruitment industry in general. The case discusses in detail how LinkedIn integrated AI into the various tools it provided recruiters and job-seekers on its platform. The case mentions the impact that the tools had on enhancing the number of job applications and easing the recruitment process on LinkedIn. Can LinkedIn's use of AI enable it to differentiate itself better in the recruitment industry and make the platform more attractive to both recruiters and job-seekers?
12	BSTR669	324-0067-1	January, 2024	2024	NAVER WEBTOONS: REDRAWING THE COMICS INDUSTRY THROUGH A PLATFORM BUSINESS MODEL	https://icmrindia.org/case-study-details?casecode=BSTR669	SDG9; SDG8	The case "Naver Webtoons: Redrawing the Comics Industry through a Platform Business Model" discusses the way South-Korea based Naver Webtoon Corp. (NW) – a subsidiary of South Korean Internet conglomerate Naver Corporation (Naver) – went about creating a platform business model in the two-century-old comics industry. The case starts out with the factors that drove NW to build a platform to showcase the webtoon comic format. It then documents the various ways in which JunKoo Kim (Kim), CEO of NW, attracted creators and users to NW's webtoon platform and created a webtoon ecosystem. The case provides details of how NW encouraged webtoon creators and ensured a productive platform. The case documents the success of NW's webtoon platform and gives an insight into the ways in which NW monetized it to build a multi-billion dollar business. Furthermore, NW actively pursued opportunities to capitalize on the webtoon's Intellectual Properties (IPs) and got them adapted into movies, TV shows and games. In addition, NW expanded its webtoon platform globally, overcoming language and cultural barriers, ultimately emerging as the largest webtoon platform in the world. Considering the intense competition among various entertainment formats, can Kim ensure that NW's webtoon platform continues to keep up user's attention in the future?
13	FINC212	124-0023-1	January, 2024	2024	UNDERSTANDING AND ANALYZING THE FINANCIAL STATEMENTS OF COLGATE-PALMOLIVE (INDIA) LTD.	https://icmrindia.org/case-study-details?casecode=FINC212	SDG3; SDG8; SDG9; SDG12	Colgate-Palmolive (India) Ltd, (CPIL) one of India's oldest personal care fast moving consumer goods (FMCG) companies, achieved a major milestone in 2022 with its sales crossing Rs.50,000 mn. It recorded a modest profit growth of 4.1%. But the financial performance of CPIL was overshadowed by a record dividend payment of Rs 40 per share. CPIL had steadily increased its dividend payout from 2019–20, reaching 100 percent for the year 2021– 22. Despite constantly innovating and building some of the biggest brands, CPIL witnessed a lower rate of sales and profit than its peers. The company was also facing huge competition from other global majors as well as from companies like Patanjali and Dabur which had positioned themselves as green and as using natural ingredients. At the same time, the company had also seen a reduction in fixed assets and capital expenditure. The case would help to analyze the following questions: Does the reduction in Plant and Machinery and capital investments in the last 3 years mean anything to the company's growth prospects? Also, does the steady increase in Dividend Payout, reaching 100 % in FY 2021-22, mean the company is maturing? Does this payment of all the surplus to its shareholders mean no major investments are needed in R&D and that there is no need for funds to set up additional facilities to manufacture and cater to the growing consumer base? Or, is CPIL depending on its parent company Colgate Palmolive to launch new products which it will then market in India by paying a certain royalty to Colgate Palmolive? Does the analysis of the financial statements and conducting a vertical and horizontal analysis reveal a certain trend which would not only reveal past performance but also help predict the company's immediate future performance?
14	CLOM025	624-0016-1	February, 2024	2024	'PESKY FISH'S 'PORT TO PLATE' TECHNOLOGY PLATFORM: REINVENTING THE SEAFOOD SUPPLY CHAIN	https://icmrindia.org/case-study-details?casecode=CLOM025	SDG14	This case is about Pesky Fish, a UK-based start-up, which disrupted the fresh-fish distribution system in the UK. Pesky Fish introduced a lean supply-chain framework aided by technology, which promised sustainable delivery of fresh fish from fishermen to restaurants within a few hours, instead of the prevailing two weeks. Founded by Ben King and Aiden Berry, Pesky Fish sought to address the problem at both ends of the fish supply chain – fishermen being underpaid and restaurants being overcharged.

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15	LDEN212	824-0009-1	February, 2024	2024	BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES	https://icmrindia.org/case-study-details?casecode=LDEN212	SDG3; SDG6; SDG11; SDG12; SDG14	The case is about New York-based eco-friendly refillable cleaning supply retailer BlueLand. It was founded by serial entrepreneurs Sarah Pajji Yoo (Yoo) and John Mascari (Mascari) from Harvard Business School. Deeply concerned about the growing menace of microplastics, the founders came up with the idea of making cleaning liquids, toilet cleaners, dishwashers, laundry wash, hand wash, etc. in a tablet/powder format, so that they can limit packaging and transport. Thus BlueLand was formed. Its tablets and powders were 200 times smaller, 300 times lighter, and 90 % cheaper to ship compared to conventional liquid cleaning products. Typically, a truck of BlueLand tablets was equal to 83 trucks of liquid cleaning bottles. Since its launch in 2019 till February 2022, BlueLand has introduced 15 different products. It sold more than 10 million products to over 1 million customers. The company had prevented more than 1.9 billion single-use plastic bottles from ending up in landfills and oceans. BlueLand's endeavor toward a circular economy was widely recognized. It was a certified BCorp company, USDA BioPreferred, Cradle to Cradle, and Leaping Bunny certified. The company was carbon neutral and measured its Scope 1, 2, and 3 Cradle-to-consumer greenhouse gas emissions. After tasting success with cleaning and washing products, BlueLand ventured into personal care and beauty products. Yoo and Mascari needed a plan to take BlueLand into this highly competitive market.
16	BSTR671	324-0068-1	February, 2024	2024	CAN XPENG'S DISRUPTIVE INNOVATION MAKE IT A CHALLENGER BRAND IN CHINA'S ELECTRIC VEHICLE MARKET?	https://icmrindia.org/case-study-details?casecode=BSTR671	SDG9; SDG7; SDG11	The case "Can XPeng's Disruptive Innovation make it a Challenger Brand in China's Electric Vehicle Market?" talks about the journey of Chinese electric vehicle (EV) startup, Guangzhou Xiaopeng Motors Technology Co. Ltd (XPeng) and discusses its potential to one day emerge as a worthy competitor to the largest EV manufacturers in the world. The case starts with how He Xiaopeng (Xiaopeng) – a Chinese entrepreneur – was impressed by the technologically advanced Tesla Inc.'s EVs and decided to set up XPeng to manufacture EVs. The case gives an in-depth look into how XPeng sought to incorporate advanced technologies in its EVs to differentiate itself effectively in the market. It also provides details of XPeng's funding and the way it managed to gain a foothold in the Chinese and European EV markets. The case documents the various operational, marketing and financial challenges with which XPeng was combatting. Considering XPeng's various pressing issues, can it realize its global ambitions and emerge as a 'Tesla Killer'?
17	LDEN214	824-0010-1	February, 2024	2024	PHYSICSWALLAH – A DISRUPTER IN THE INDIAN EDTECH INDUSTRY	https://icmrindia.org/case-study-details?casecode=LDEN214	SDG4	Physics Wallah, an EdTech company, was launched in 2014 by Alakh Pandey (Pandey). He started the company as a YouTube channel to teach students of the tenth class following the ICSE syllabus. The channel became highly successful and its success over the years prompted him to start an app to teach students not just for competitive exams, but for all the classes covering school education to college education. Physics Wallah was a new entrant with no funds. Pandey relied on his teaching skills to attract students, rather than spending on marketing initiatives. He also charged way less than what the other technologically advanced EdTech companies were charging. His low pricing and quality teaching forced some of the EdTech players to reduce their pricing as well, though they could not reach its pricing level. In the aftermath of the COVID-19 pandemic, the EdTech bubble burst in India and most of the edtech players faced losses and had to resort to heavy layoffs. Physics Wallah was, however, the only startup which remained profitable. Even though the time was termed as a 'funding winter' for most of the startups, Physics Wallah bagged a funding of ₹100 million and became India's 101st Unicorn. Physics Wallah achieved success by creating value for its customers but it would be interesting to see if it can continue to deliver value along with its massive growth plans.
18	LDEN216	824-0011-1	February, 2024	2024	PURE HARVEST SMART FARMS – A TECHNOLOGY-ENABLED AGRIBUSINESS STARTUP ADDRESSING THE FOOD SECURITY CHALLENGES IN THE MIDDLE EAST	https://icmrindia.org/case-study-details?casecode=LDEN216	SDG2; SDG9	The UAE being a desert country, farming was a challenge and it had to depend on imports to fulfil most of its food demand. But importing was not sustainable in the long run, considering how volatile the global economy was. Pure Harvest Smart Farms, a startup in the UAE, had been using technology to grow crops hydroponically in a nutrient-rich bath, without soil. The crops were monitored by sensors to measure nutrients, temperature, and other factors related to plant health. Pure Harvest realized that the way forward lay in sustainable farming and that the use of the latest innovative technologies was the key to improving food security in the harsh climatic conditions of the Gulf region. The vertical farming technology used by Pure Harvest was new in the UAE region and hence the company faced challenges in securing funds for its startup. But with the hard work of its founders, the company was able to bag funds and scale up to various countries of the Middle East and North Africa (MENA) region. The company also got into partnerships with many retailers to sell its produce. The efforts of Pure Harvest also helped it in bagging a good number of awards in the agritech and startup arenas.
19	BSTR677	324-0090-1	March, 2024	2024	DANONE: REALIGNING SUSTAINABILITY FOR PROFITABILITY?	https://icmrindia.org/case-study-details?casecode=BSTR677	SDG6; SDG12; SDG2	The case discusses the changes at Danone SA (Danone), one of the world's major manufacturers and producers of dairy and nutritious products, following the exit of its CEO Emmanuel Faber (Faber) in 2021. Activist investors believed Danone required a management overhaul since, under Faber's tenure, sales growth, margins, and share price had lagged behind those of rivals such as Nestlé and Unilever. Danone's sales had declined 6.6% to EUR23.62 billion (\$28.83 billion) in 2020. Since joining in 2014, Faber had shown a strong commitment to resource efficiency and environmental protection. Following Faber's exit, Antoine de Saint-Affrique (Saint-Affrique) was appointed as new CEO of Danone in September 2021 to lead a turnaround and realign sustainability activities while ensuring profitability. In March 2022, Saint-Affrique devised a strategy to 'Renew Danone'. In early 2023, three environmental organizations, ClientEarth, Zero Waste France, and SurfRider Foundation Europe, sued Danone over its usage of plastic. This was the first time a food company had been sued in France for its use of plastic throughout its entire supply chain. This leads to the question, why did a traditionally purpose-driven firm capitulate to the demands of shareholders? Was Faber's strategy justified? Will Saint-Affrique be able to drive profitability and sustainability simultaneously in the long run?

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20	LDEN217	824-0023-1	March, 2024	2024	NYAKIO GRIECO: A ROLE MODEL FOR BIPOC ENTREPRENEURS IN THE US BEAUTY INDUSTRY	https://icmfindia.org/case-study-details?casecode=LDEN217	SDG10; SDG12	The case focuses on how Nyakio Kamoche Grieco (Nyakio), a first-generation Kenyan American, founded her own skincare line in 2002, and the various challenges she experienced firsthand as a woman of color in the US beauty industry. The case touches upon the issue of systemic racism in the US with specific reference to the beauty industry. The case then describes how Nyakio created an inclusive brand having a greater purpose followed by the various challenges she faced as a black female entrepreneur. Nyakio successfully exited her business in 2015. The case then touches upon her second stint as an entrepreneur. She first founded Thirteen Lune, an inclusive beauty e-commerce platform in 2020. Thirteen Lune used a 90-10 strategy, with 90% of its brands being BIPOC. By 2022 the start-up had won several industry awards. Nyakio launched a second cosmetic range, Relevant: Your Skin Seen, in 2022 and focused on an omnichannel strategy to grow the brand. The question was would Nyakio be able to replicate her previous success in her second stint. What should she do to ensure inclusivity on her platform and at the same time offer scalability and create space for Black beauty brands and secure the future of these founders?
21	CSRS018	724-0052-1	April, 2024	2024	ANTONY WASTE HANDLING CELL LIMITED – BUILDING A RESILIENT AND GREEN FUTURE FOR INDIA	https://icmfindia.org/case-study-details?casecode=CSRS018	SDG11	Antony Waste Handling Cell Limited, one of India's leading municipal solid waste management companies, was founded in 2001. Since then, it has assisted various municipalities and municipal corporations in ensuring cleanliness and promoting hygienic practices. By 2022-23, the company had emerged as one of the leading municipal solid waste management companies in the country. It had a significant geographical presence and technical and human expertise to meet the ever-changing requirements to ensure environmental sustainability and promote circular economy. Antony has initiated several innovative practices in collection, transportation, recycling, and disposal of the municipal solid waste. As of 2023, Antony served only specific locations in the country but it aimed to diversify its services to different places.
22	ITSY140	924-0012-1	April, 2024	2024	CAN REPLIKA'S EMOTIONAL AI REPLACE HUMAN COMPANIONSHIP?	https://icmfindia.org/case-study-details?casecode=ITSY140	SDG3	The case study "Can Replika's Emotional AI Replace Human Companionship?" debates the possibility of emotional AI (Artificial Intelligence) technology-based chatbot, Replika – owned by Luka, Inc. – being able to ultimately replace the need for human companionship in its users. The case starts out with the emotional reasons that drove Luka's co-founder, Eugenia Kuyda, to develop Replika. The case then describes in detail the specific AI technology that formed the heart of Replika. A brief glimpse of Replika's business model is provided. The case then takes an in-depth look into the way Replika simulated human-like conversations, thereby providing users with a unique platform for companionship, mental wellness support, and personal growth. It offers insights into the evolving landscape of human-computer interaction, highlighting the complex interaction between technology and human psychology in the context of AI companionship. Despite its obvious advantages, however, Replika raised serious questions among health workers and the society at large about its long-term impact on human interactions. Can Emotional AI-based technologies such as Replika really benefit people or does it raise unrealistic expectations about human interactions?
23	BECG188	724-0053-1	April, 2024	2024	THE TINGO GROUP SCAM	https://icmfindia.org/case-study-details?casecode=BECG188	SDG2	Tingo, an agri-fintech firm established by Odogwu Banue Mmobuosi (Mmobuosi) in 2001 in Nigeria, supposedly pioneered financial inclusion among farmers with its innovative device-as-a-service model. By providing mobile phones to farmers through its mobile company, Tingo Mobile, the company provided the farmers access to crucial resources. The company was listed the US OTC market in August 2021 and on the NASDAQ in 2022. However, investigation by short-seller Hindenburg showed that Tingo was a web of lies perpetrated by Mmobuosi and neither the company, nor its mobile phones, customers or farmers actually existed. The Securities Exchange Commission filed lawsuits against Mmobuosi and his companies, citing false financial reporting and a securities fraud. On January 02, 2024, the FBI indicted Mmobuosi on securities fraud charges, accusing him of conspiracy and false filings with the SEC. Subsequently, in February 2024, Tingo voluntarily delisted from the NASDAQ. The fallout of Tingo's scandal reverberated beyond the company itself, casting a shadow on the Nigerian business landscape and raising concerns about fintech companies from emerging markets. Tingo's meteoric rise and subsequent fall epitomized the perils of unchecked ambition and fraudulent practices in the corporate world, serving as a cautionary tale for investors and regulators alike.
24	MKTG463	324-0166-1	May, 2024	2024	ADIDAS AND PARLEY FOR THE OCEANS COLLABORATION: TURNING OCEAN PLASTIC INTO SHOES	https://icmfindia.org/case-study-details?casecode=MKTG463	SDG12; SDG13; SDG14; SDG17	In 2015, Germany-based apparel and sportswear giant Adidas and Parley for the Oceans (Parley), a green non-profit organization, entered into a collaboration to combat plastic pollution in the oceans. The collaboration, known as Adidas x Parley, was committed to intercepting plastic debris from oceans and coastal areas, and preventing its entry into the marine ecosystem. The collected plastic was recycled and integrated into Adidas products, thereby promoting the principles of a circular economy. Parley's expertise in environmental conservation aligned seamlessly with Adidas's focus on innovation. Adidas had set itself the ambitious goal of becoming plastic free by 2024 by using 100 percent recycled polyester. It also wanted to make all production climate-neutral by 2050. However, industry experts believed that achieving this goal would require a multifaceted approach. Reducing plastic waste across the supply chain would be challenging as it would require long term collaboration with various stakeholders. Additionally, while transitioning to a circular economy, ensuring that the products were easily recyclable, and that there were effective recycling systems in place could be complex. How can Adidas address these challenges? Can it become plastic free by 2024? How can it achieve climate neutrality by 2050?

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25	LDEN220	824-0037-1	May, 2024	2024	ARAKUNOMICS: AN INTEGRATED ECONOMIC MODEL EMPOWERING LOCAL TRIBAL COMMUNITIES	https://icmrindia.org/case-study-details?casecode=LDEN220	SDG8; SDG10; SDG12	The case 'Arakunomics: An Integrated Economic Model Empowering Local Tribal Communities' is about Araku Coffee, a social initiative by Manoj Kumar (Manoj), CEO of Naandi Foundation, an NGO based in India. Araku Coffee was a specialty coffee grown by the tribal farmers of Araku Valley in Andhra Pradesh, India. The organically certified coffee was produced by tribal farmers through fair trade cooperatives, among the largest cooperatives in the world. The case dwells upon the need for the social initiative for the tribal farmers and also focuses on the sustainable and inclusive Arakunomics model of social entrepreneurship that provided the tribals with a sustainable means of livelihood. The case also looks at Manoj's efforts to convince the tribals to grow coffee through organic farming in a sustainable way. The Arakunomics model was an integrated economic model which assured farmers of profits and the consumers of quality products through the use of regenerative agriculture. The tribals were also provided training in the use of bio-composting with the locally available organic material. The impact of Arakunomics and its success in bringing the tribals above the poverty line with a sustainable mode of living are discussed in the case. The success of the social initiative led to Naandi Foundation planning to implement the Arakunomics model of social entrepreneurship in other places of the country. Can Manoj successfully replicate the Arakunomics model and transform the lives of farmers across the country?
26	HROB259	424-0056-1	May, 2024	2024	DANONE'S 'ONE PERSON, ONE VOICE, ONE SHARE' PROGRAM: EMPLOYEE ENGAGEMENT FOR SUSTAINABLE TRANSFORMATION	https://icmrindia.org/case-study-details?casecode=HROB259	SDG3; SDG12; SDG13; SDG15	Danone's "One Person, One Voice, One Share" (OPOVOS) program illustrates the company's innovative approach to employee engagement to achieve sustainability goals. This case study explores how Danone, a global food and beverage company, leveraged its employee base to drive its "One Planet One Health" vision, aligning with the United Nations Sustainable Development Goals (SDGs). By implementing OPOVOS across its business and production facilities, Danone aimed to ensure that employees played an active role in the company's sustainability agenda. The OPOVOS program had two key components: "One Person, One Voice," focusing on employee input through stages of inform, listen, implement, and walk the talk; and "One Person, One Share," which encouraged employees to adopt an ownership mindset through share-based participation. This approach fostered a sense of co-ownership and empowered employees to influence the company's sustainability roadmaps. The case study also highlights significant impacts of the program, such as the opening of a new research and innovation center in Shanghai, China, and the acceleration of Danone's B-Corp certification process. The primary audience for this case study includes MBA students and Executive MBA participants interested in management topics such as sustainability, corporate governance, and employee engagement. By examining Danone's journey, students will gain insights into the critical role of employee engagement in fostering innovation and achieving strategic business objectives with a focus on sustainability. Professors can use this case to discuss corporate social responsibility (CSR), change management, and leadership in the context of achieving long-term sustainability goals.
27	HROB262	424-0058-1	May, 2024	2024	KARA HURST: CAN SHE STEER AMAZON TOWARD ITS SUSTAINABILITY GOALS?	https://icmrindia.org/case-study-details?casecode=HROB262	SDG12; SDG13; SDG17	The case "Kara Hurst: Can She Steer Amazon Toward its Sustainability Goals?" is about the sustainable initiatives undertaken at Amazon under the leadership of Kara Hurst (Hurst) (She). Amazon had always been perceived as a laggard in sustainability and had persistently distanced itself from sustainability compliance, which most of the top corporates in the US followed. After she joined Amazon as the Vice President for Sustainability in 2014, Hurst and her team carried out several sustainable initiatives and Amazon published its first sustainability report in 2018. Subsequently Amazon had brought out its sustainability report every year till 2022. The case discusses Hurst's background and the challenges she faced in implementing her sustainability initiatives at Amazon. The sustainability initiatives at Amazon are described in the case along with the collaborative leadership guidance that Hurst provided. The case also discusses the impact of the sustainability initiatives along with the use of AI to achieve Amazon's sustainability goals. In the future, Hurst planned to continue her efforts in the areas of sustainable transportation, recycling, sustainable products, electric vehicles, and circular economy to drive the organization's goal of achieving net-zero emission by 2040. Can Hurst and her team drive Amazon toward net-zero emission standards by 2040?
28	LDEN218	824-0038-1	May, 2024	2024	ODUNAYO EWENIYI AT PIGGYVEST: FOSTERING A SAVINGS CULTURE AMONG NIGERIANS FOR A BETTER FUTURE	https://icmrindia.org/case-study-details?casecode=LDEN218	SDG10	The case discusses how Odunayo Eweniyi, a tech entrepreneur, built a savings culture in Nigeria through PiggyVest, a standalone online savings and investment platform that enabled users to invest their savings with the potential for higher interest rates compared to a traditional savings account. Using advanced digital technologies and mobile solutions, PiggyVest democratized financial services for millennials and Gen Z users in Nigeria. With PiggyVest, customers could deposit as little as US\$1 a day into their account whilst accruing about 6% interest per annum on automated savings. By investing in PiggyVest, users could maintain savings discipline and use their savings to accomplish personal goals. Its user base grew from 450 users in 2017 to 7 million users in April 2023. Besides being an entrepreneur, Eweniyi was also a human rights activist who supported women's empowerment and representation. In order to champion equality of women in Nigerian society, she launched two non-profits along with other female activists. She also co-founded FirstCheck Africa in 2021, a female focused angel fund for African women. As PiggyVest continued to grow, some of the challenges Eweniyi and her team could encounter going forward were lack of regulations in the fintech sector, attracting and retaining customers, building customer trust, acquiring the right talent, raising funds, and reaching scale and profitability.

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29	LDEN219	824-0039-1	May, 2024	2024	WINGREENS – EMPOWERING WOMEN THROUGH SUSTAINABLE LIVELIHOOD	https://icmrindia.org/case-study-details?casecode=LDEN219	SDG5; SDG8; SDG10	The case "Wingreens – Empowering Women through Sustainable Livelihood" is about the sustainable farming initiatives taken by Wingreens Farms Pvt Ltd. (Wingreens). The company was involved in the production of minimally processed food products and used raw material that was sustainably sourced and of high quality. The case dwells upon the need for the empowerment of women farmers in India and also focuses on the sustainable and inclusive business model of Wingreens that provided women with a sustainable means of livelihood. The case discusses the entrepreneurial journey of Anju Srivastava (Anju) in launching the Women's Initiative Network. Anju faced numerous challenges in the initial stages of starting her company. The case also focuses on her efforts to convince women to come out and work as societal norms prevalent in the rural areas of India prevented women from working outside. Under the inclusive and sustainable business model of Wingreens, farmers were paid rent for their lands which were utilized for the production of herbs and high demand vegetables. These fetched higher returns than water intensive crops such as rice and wheat. Women were also provided training in food processing. Anju planned to make the company a model organization that would combine the qualities of social equality and environmental sustainability and at the same time develop new products for the customer.
30	BECCG189	724-0081-1	June, 2024	2024	APPLE'S CARBON TRANSITION INITIATIVES – IS IT GREENWASH?	https://icmrindia.org/case-study-details?casecode=BECCG189	SDG11; SDG12; SDG13	In April 2022, Apple Inc. (Apple) announced that the company had partnered with the Applied Environmental Research Foundation (AERF) to protect the mangrove forests in Raigad, Maharashtra, India. Apple planned to invest in forestry projects across the world to reduce carbon from the atmosphere. The case discusses the importance of mangrove forests and the role they play in climate mitigation. It points out that though Apple had implemented various de-carbonization initiatives, it had to contend with allegations of green washing. The case discusses the carbon transition initiative undertaken by Apple and the challenges it faced in its efforts to reduce the carbon footprint in its operations. Allegations made by climate and environmental activists against the company are put forth in the case. The case ends with the question whether Apple will be able to justify its carbon transition initiatives and counter the allegations of Greenwashing.
31	LDEN221	824-0046-1	June, 2024	2024	BANYAN NATION: DRIVING INDIA'S CIRCULAR ECONOMY	https://icmrindia.org/case-study-details?casecode=LDEN221	SDG12; SDG3; SDG9; SDG 15	The case study "Banyan Nation: Driving India's Circular Economy" talks about the contributions made by India-based plastic recycling start-up Banyan Sustainable Waste Management Pvt. Ltd. in building India's circular economy. It was in the early 2010s that Banyan's founders Mani Kishore Vajjipeyajula and Rajkiran Madangopal learnt that the un-scientific recycling methods used by the plastic recyclers in India's informal sector were not only causing untold health damage to the people who did the processing, but were also harming the environment irrevocably. That prompted them to establish Banyan in 2013. Banyan employed a varied range of technologies to ensure a safe and effective plastic recycling process. The case discusses in depth the functioning of Banyan – a vertically integrated plastic recycling company involved in all the three stages of plastic recycling – collection (pre-sorting and post-sorting), recycling, and the subsequent sale of recycled plastic to companies. It describes Banyan's product that it referred to as Better Plastic that could compete with virgin plastic on aspects such as quality, price, and reliability. The case ends with a look at the challenges being faced by Banyan and the various avenues for its growth. Considering the fact that the circular economy can be an important instrument to tackle the planetary crises on climate, biodiversity, and pollution, can Banyan spearhead India's circular economy?
32	BSTR682	324-0234-1	July, 2024	2024	GRAVITA INDIA LIMITED – DRIVING SUSTAINABILITY THROUGH RECYCLING	https://icmrindia.org/case-study-details?casecode=BSTR682	SDG9; SDG12; SDG13	Gravita India Limited (GIL), one of India's leading and reputed recycling companies, grew to have a global presence with various waste sourcing and manufacturing units. With a thirty-year history in the industry, the company had built up a core competency in developing innovative technologies for recycling various metallic wastes like lead and aluminum and plastics. The in-built technology enabled the company to produce quality products from recycled waste and increased the life time of the recycled waste. The company owned a well-diversified portfolio of recycled products and services developed from lead, aluminum, and plastic scraps. The company developed strategic objectives built around the core philosophy of sustainability across the value chain based on the fundamental values of fairness, trust, respect, passion, and nurturing relationships. The present case study can be used to understand and discuss the process of strategy formulation and analysis of the vision, mission, and strategic objectives of a business. It will also help in understanding the impact of the internal and external business environment on a company and an industry.
33	HROB266	424-0085-1	July, 2024	2024	JPMORGAN'S AUTISM AT WORK PROGRAM	https://icmrindia.org/case-study-details?casecode=HROB266	SDG8	The case "Neurodiversity Hiring at JPMorgan" illustrates the company's pioneering effort to foster a more inclusive workplace through its Autism at Work program. Initially launched as a pilot in Delaware, the program revealed that neurodivergent employees, particularly those with autism, were significantly more productive than their peers. Buoyed by the success of the pilot, JPMorgan expanded the program globally, aiming to employ 300 neurodiverse individuals by 2020. The company adopted an innovative 'inversion of flow' approach, partnering with NGOs to train and prepare neurodiverse candidates for the workforce. To facilitate a smooth integration, JPMorgan provided specialized support for neurodivergent employees and conducted sensitivity training for managers and team members. The case also delves into JPMorgan's broader efforts to advocate for neurodiversity beyond the workplace, including supporting disability-owned businesses and offering business coaching for neurodiverse entrepreneurs. This case is relevant for MBA courses in Organizational Behavior, Human Resource Management, and Leadership. It provides a comprehensive look at key topics such as diversity and inclusion, innovative HR practices, change management, and the role of leadership in driving cultural and organizational transformation.

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34	BSTR683	324-0235-1	July, 2024	2024	LONGI GREEN ENERGY'S QUEST FOR GROWTH AND SUSTAINABILITY IN A CHANGING SOLAR LANDSCAPE	https://icmrindia.org/case-study-details?casecode=BSTR683	SDG7	LONGi Green Energy Technology Co., Ltd., a leading player in the global solar market, earned a spot on Forbes China's 2022 TOP 50 Sustainable Development Industrial Enterprises list on February 7, 2023. Founded in 2000, LONGi's focus was on customer-driven growth and comprehensive energy transformation. The company's mission to foster a greener world through solar energy led to its establishing five key business areas: monocrystalline silicon wafer cells and modules, commercial and industrial solar solutions, green energy solutions, and hydrogen equipment. In 2021, LONGi launched a photovoltaic-focused decarbonization program and began producing alkaline water electrolyzers for hydrogen. The company also initiated "PV + Transportation" projects to enhance metropolitan grids and advance green energy adoption. Despite its success, LONGi faced significant challenges due to rapid sector evolution, heightened competition, and the need to integrate new technologies. By late 2023, the company undertook reorganization, including layoffs, to address an oversupply of solar products and the impact of long-term Chinese subsidies. The case provides insights into balancing short-term performance with long-term technological advancements, making it valuable for discussions on strategic planning and competitive positioning, to explore challenges in manufacturing and supply chain management, innovation and technology management, and sustainability and Corporate Social Responsibility (CSR).
35	LDEN223	824-0062-1	August, 2024	2024	COMPASSIONATE CARE IN ACTION: SCALING MATERNAL HEALTH SERVICES UNDER DR. EVITA FERNANDEZ'S LEADERSHIP	https://icmrindia.org/case-study-details?casecode=LDEN223	SDG3	The case focuses on how Evita Fernandez, the chairperson of Fernandez foundation undertook various initiatives to attain clinical leadership in compassionate healthcare and quality of caregiving. Her parents started Fernandez Hospital in 1948 with just two beds and Evita inherited the hospital in the early 1990s and scaled it from 30 beds to a 300 bed hospital by 2011 with the necessary infrastructure using evidence-based practices. The case then describes the various initiatives taken to bring about changes in the child birthing process through compassionate care. Evita also set up the Fernandez School of Nursing in 2005, and from 2008, she offered free midwifery education to tribal girls from across the country. In 2011, Evita spearheaded the midwifery initiative with the Professional Midwifery Services to create a national cadre of midwives. She also launched a two-year Professional Midwifery Education and Training Program. The case ends with Evita's efforts to scale up the compassionate care model by partnering with various government and non-government organizations. She worked closely with the Ministry of Health and UNICEF to increase normal births and train nurses and doctors in public hospitals in some of the states of India.
36	HROB268	424-0100-1	August, 2024	2024	NIKE INC.: COMMITTED TO DIVERSITY, EQUITY, AND INCLUSION, YET CHALLENGES REMAIN	https://icmrindia.org/case-study-details?casecode=HROB268	SDG5; SDG10	American footwear and apparel company Nike Inc. (Nike) had fostered a diverse and inclusive culture and did not discriminate against its workers based on their gender, race, ethnicity, or sexual orientation. It focused on equitable and inclusive practices to empower its workforce. The company stated that it treated its employees equally and with gender pay parity. However, in 2018, some of its women workers complained of gender discrimination and sexual harassment and of being underpaid compared to their male colleagues. The company also observed that women and People of Color held a few senior-level positions. Consequently, the company made efforts to increase the representation of women globally and of racial and ethnic minorities in the US. Since Diversity, Equity, and Inclusion (DEI) initiatives were top priorities for Nike, it appointed James Loduca (Loduca) as its new chief DEI officer in March 2023. Loduca's challenge was to promote, support, and elevate diversity at Nike, tackle allegations related to gender discrimination and sexual harassment at the workplace, ensure pay equity, and foster an inclusive workplace culture. He also had to create a more equitable future for Black Americans in the company in the US. With Nike as an example of a company with both DEI shortcomings and accomplishments, students can get to understand the concepts of diversity, inclusion, gender discrimination, racial discrimination, gender equity, and pay parity, and how to apply them in business settings.
37	LDEN222	824-0063-1	August, 2024	2024	SEA6 ENERGY: CAN THIS DEEP TECH START-UP SCALE-UP OPERATIONS AND MAKE IT BIG?	https://icmrindia.org/case-study-details?casecode=LDEN222	SDG7	Sea6 Energy, founded in July 2010 by four engineering students under the mentorship of Shrikumar Suryanarayan, former R&D head of Biocon and adjunct faculty at IIT Madras, embarked on a mission to revolutionize sustainable farming. The case study explores their journey from the inception of the idea to develop large-scale agriculture on the sea using sea plants to produce marine biomass for biofuels. It delves into the deep-tech ecosystem in India and the challenges the team faced in securing funding and developing products. The focus then shifts to Sea6's innovative efforts, including patenting products derived from sea plants, such as biofuels and biostimulants, to ensure exclusivity and monetization. Key innovations like the SeaCombine, the world's first sea tractor, and Dweep, an artificial floating island system, highlight their approach to scaling production. The case concludes by examining the market for biostimulants and ocean farming, and the challenges Sea6 faces as it transitions from research and development to scaling, growth, and profitability. This case study is ideal for courses in Entrepreneurship, particularly those focusing on deep-tech startups and sustainability-driven ventures. It can also be used in Innovation Management to discuss technology commercialization and patent strategies, as well as in Sustainable Business courses that explore the balance between profitability and environmental impact, aligning with the UN Sustainable Development Goals (UN SDGs).

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38	OPER162	624-0039-1	August, 2024	2024	ZIPLINE: NAVIGATING THE RWANDA SKIES TO MAKE MEDICAL SUPPLIES ACCESSIBLE TO MILLIONS ON LAND	https://icmrindia.org/case-study-details?casecode=OPER162	SDG3; SDG9; SDG13; SDG17	US-based drone service provider Zipline International Inc. (Zipline) delivered critical medical supplies to citizens living in remote and hard-to-reach areas of Rwanda, saving many lives in the process. Rwanda, with its challenging terrain and limited infrastructure, faced significant problems in reaching timely medical supplies to all parts of the country. Zipline started its operations in Rwanda in 2016 in collaboration with the Rwandan government. By 2022, Zipline had flown more than 30 million autonomous miles and delivered more than 450,000 parcels containing 4.5 million different medical supplies. In December 2022, the Government of Rwanda signed a new agreement with Zipline, with an aim to fly Zips over 200 million autonomous kilometers and do about 2 million instant deliveries by 2029. Scalability and sustainability, however, proved to be significant obstacles in a nation with unfavorable geographic and climatic characteristics. Will Keller Rinaudo, CEO of Zipline, be able to collaborate closely with the local government to secure the necessary infrastructure given the goal of tripling delivery volume? Will he be able to successfully negotiate intricate regulatory frameworks? Will Zipline be able to make enough money to manufacture enough Zips to meet the increasing need for medical supply drone delivery?
39	LDEN224	824-0075-1	November, 2024	2025	BURN MANUFACTURING: FUELING SUSTAINABILITY THROUGH PRODUCT AND FINANCING INNOVATION IN AFRICA	https://icmrindia.org/case-study-details?casecode=LDEN224	SDG7; SDG5; SDG3; SDG8; SDG13	This case study focuses on BURN Manufacturing, a pioneering clean cookstove manufacturer in Kenya, and its efforts to provide sustainable cooking solutions across sub-Saharan Africa. As of July 2022, biomass fuels still accounted for 85% of household cooking energy in the region, highlighting the urgent need for more efficient alternatives. Co-founder Peter Scott spearheaded BURN's mission by developing fuel-efficient cookstoves, including charcoal, wood, and electric models, followed by LPG stoves. The company emphasized R&D through the BURN Design Lab and pursued continuous innovation to enhance product efficiency. BURN also established a full carbon value chain, incorporating sustainable manufacturing processes and partnering with credit cooperatives to offer financing options. A gender-focused distribution strategy was employed, training local women to promote cookstoves within their communities, boosting adoption rates. Despite challenges in scaling, BURN implemented financing innovations such as carbon financing and green bonds. The company collaborated with e-commerce platforms, supermarkets, microfinance institutions, and social organizations to accelerate the adoption of clean cooking solutions, particularly in underserved regions. BURN's impact extends to over 20 million lives, reducing carbon emissions, improving women's health, and providing financial benefits. The case is ideal for management courses on Sustainable Business Growth, Financing Mechanisms, and Operational Challenges in Emerging Markets, particularly for social enterprises.
40	HROB271	424-0125-1	November, 2024	2025	NAVIGATING UNIONIZATION: TESLA'S BATTLE WITH NORDIC LABOR UNIONS	https://icmrindia.org/case-study-details?casecode=HROB271	SDG8; SDG10	The case study "Navigating Unionization: Tesla's Battle with Nordic Labor Unions" discusses the intense and closely-watched clash that started between US-based multinational automotive and clean energy company Tesla Inc. (Tesla) and Nordic labor unions in October 2023. Elon Musk, who led Tesla – known for its innovative technologies and 'ultra-hardcore' work culture – was staunchly anti-union and had previously striven to quell unionization efforts at Tesla's US plants. However, Musk's anti-union stance did not go down well with Industrifackett Metall (IF Metall), a Swedish trade union that had been striving to have employee contract talks with Tesla for the previous five years. Tesla's approach clashed with the deep-rooted union culture in Nordic countries, where high unionization rates and strong labor protections were the norm. IF Metall then called a strike at the company, in which it was joined by various other Nordic labor unions. As a result, postal workers, garbage collectors, repair center personnel, port workers, electricians, and cleaners refused to do business with Tesla, leaving it to find various alternative ways of running its operations. The case study provides insights into the broader implications for multinational corporations operating in regions with strong labor protections. It highlights the potential challenges and necessary adaptations needed by companies like Tesla when expanding into markets with a different labor environment. How can Musk demonstrate ethical leadership and derive an amicable solution for this conflict between corporate practices and strong labor laws?
41	HROB270	424-0127-1	November, 2024	2025	ZALANDO: MAKING FASHION INCLUSIVE	https://icmrindia.org/case-study-details?casecode=HROB270	SDG5	The case explores Europe's biggest online fashion and lifestyle retailer Zalando's commitment to making fashion more inclusive and how it embedded Diversity and Inclusion (D&I) across its business operations as an employer, fashion platform, and business partner. Zalando wanted everyone right from its employees to its partners, models, and customers, to feel equally valued, heard, and empowered. To achieve this goal, it launched its Diversity & Inclusion (D&I) Strategy, "do.BETTER," in May 2021 that included a comprehensive action plan with 12 commitments organized across four pillars: Talents, Leaders, Customers, and Partners. As part of its diversity commitment, it had onboarded over 70 Black-owned brands to the Zalando Fashion Store as of 2023. Zalando was also one of the first online fashion platforms in Europe to offer an extensive assortment for disabled customers. In May 2023, Zalando launched an Inclusive Designer Footwear collection targeting underserved shoppers such as Drag Queens and Trans Women in 25 European markets. For its employees, Zalando built an inclusive workplace that provided fair access to opportunities. In 2022, Zalando launched its first company-wide D&I survey to help it better understand the needs of employees. It continued to invest strongly in supporting women in tech careers and leadership roles. By the end of 2023, women accounted for almost half (47.4%) of Zalando's workforce and held 25.9% of roles across Zalando tech job families. Though Zalando had made progress toward many of its D&I goals, going forward the challenges before Co-CEOs of Zalando, would be to sustain and deepen the fashion retailer's commitment to the areas of D&I, constantly improve diversity in all areas of the business, and help shape a fashion industry where everyone felt wanted.

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42	LDEN225	825-0004-1	December, 2024	2025	AETNA AT CROSSROADS: CAN KAREN LYNCH LEAD THE COMPANY BACK TO HEALTH?	https://icmrindia.org/case-study-details?casecode=LDEN225	SDG3	The case describes how CVS Health CEO Karen Lynch took swift action to address financial and operational challenges at Aetna. CVS Health's insurance division, after a financial report showed a 39% decline in Aetna's operating income and a 9% drop in CVS Health's net income. Lynch responded by making leadership changes that included the exit of Aetna's president, Brian Kane, and assuming direct oversight of Aetna alongside CFO Tom Cowhey, drawing on her prior experience as Aetna's former president. The case focuses on the complex factors contributing to Aetna's financial difficulties, such as Medicaid redeterminations, risk adjustment accruals, increased service utilization, and a decline in Medicare Advantage star ratings. The case also discusses Lynch's strategic response, which included a \$2 billion cost-saving initiative and plans to open new Oak Street Health clinics, emphasizing both cost control and investment in growth areas. The case then touches upon the leadership challenge of balancing decisive action with the risk of disrupting stability, raising critical questions about timing, leadership transitions, and the need to reassure shareholders. Targeted at MBA and Executive MBA students, this case study is ideal for courses in Strategic Management, Leadership, and Corporate Governance. It offers opportunities to students to explore topics like crisis management, stakeholder engagement, performance improvement strategies, and the complexities of leading in a challenging environment.
43	LDEN226	825-0005-1	December, 2024	2025	CHEFAA – REVOLUTIONIZING HEALTHCARE ACCESS IN THE MIDDLE EAST THROUGH PATIENT-CENTRIC E-HEALTH PLATFORM	https://icmrindia.org/case-study-details?casecode=LDEN226	SDG3	Chefaa, a health-tech startup founded by Doaa Aref and Dr. Rasha Rady, addresses the challenges faced by patients with chronic illnesses using an AI-powered app that connects patients with nearby pharmacies. Chefaa's platform enables patients to order, schedule, and refill medications, making healthcare more accessible and affordable. With its simple interface, the app caters to users with minimal technological expertise, ensuring broad accessibility. Within 18 months, Chefaa had recorded over 150,000 orders and \$2.25 million in sales. The company strategically expanded its offerings and partnerships, launching new services such as Chefaa Prime, an alternative health insurance program tailored for developing countries. Partnerships with Baheya Hospital and Paymob to facilitate payments through the BNPL (Buy-now-pay-later) format further enhanced its service delivery, driving digital transformation in pharmacies and improving patient care. By 2023, Chefaa had expanded into Saudi Arabia, solidifying its position in the MENA region. This case is ideal for MBA students in Entrepreneurship, Technology Innovation, and Healthcare Management courses. It offers insights into technology-driven innovation, market expansion strategies, and social entrepreneurship, making it a valuable resource for faculty teaching courses on Business Strategy, Digital Health, and Emerging Markets. The case is particularly relevant for discussions on business model development, strategic partnerships, and ethical considerations in tech-driven startups, appealing to educators looking to provide a comprehensive understanding of entrepreneurship in the digital age.
44	HROB274	425-0005-1	December, 2024	2025	IS DROPBOX'S 'VIRTUAL FIRST' MODEL REDEFINING THE FUTURE OF WORK?	https://icmrindia.org/case-study-details?casecode=HROB274	SDG3; SDG8	The case study "Is Dropbox's 'Virtual First Model' Redefining the Future of Work?" explores the long-term feasibility of US-based technology company Dropbox Inc.(Dropbox)'s 'Virtual First' model (VFM) – an approach for remote work that it had first adopted following the outbreak of COVID-19 pandemic. The case starts out by mentioning the reasons that drove Dropbox to shift to a completely remote work environment in mid-2020. It then lays out the various changes that Dropbox made to its organization – culture, HR practices, communication methods, etc. – in order to make a smooth and irreversible transition to remote work. The case mentions how VFM enabled Dropbox to enhance flexibility, improve employee satisfaction, and achieve a diverse talent pool unrestricted by geographical limitations. It also sets out the limitations of VFM that could raise challenges in future for the company. The case ends with a look at how other organizations were going back to their old working styles after the pandemic, creating pressure on Dropbox to do the same. Nonetheless, Drew Houston (Houston), the CEO of Dropbox, intended to continue with VFM as he believed that it was what his employees wanted. Is Houston right in thinking that approaches such as VFM will be the 'Future of Work'?
45	MKTG470	125-0004-1	December, 2024	2025	THE TRAVAILS OF 'BEYOND MEAT': ARE MEAT ALTERNATIVES STILL THE FUTURE OF FOOD?	https://icmrindia.org/case-study-details?casecode=MKTG470	SDG3; SDG9; SDG12	The case study "The Travails of 'Beyond Meat': Are Meat Alternatives still the Future of Food?" discusses the disruption that Beyond Meat, Inc. (BM), a US-based plant-based meat alternatives company, brought in the food industry and analyzes the possibility of meat alternatives becoming mainstream food products in the future. The case starts with a brief insight into the entrepreneurship journey of BM's Founder and CEO, Ethan Brown (Brown), – who believed that one should eat what they love while helping the environment, the climate, and themselves. The case provides a significant insight into BM's innovative product development process, wherein products were designed keeping in mind the needs and wants of customers. The case then goes into detail about BM's market segmentation, positioning, and targeting strategies. Despite early success and worldwide popularity, BM encountered growth stagnation within a few years, leaving it to undertake a business reset. The case mentions the various factors that negatively impacted BM, the key reason being that the plant-based meat revolution was on the wane. Can Brown effectively bolster BM's growth by devising new product and marketing strategies? What factors does the industry as a whole need to improve to usher in a cultural shift from meat from animals to plant-based food?
46	LDEN229	825-0018-1	January, 2025	2025	ATHER ENERGY: PIONEERING ELECTRIC MOBILITY IN INDIA	https://icmrindia.org/case-study-details?casecode=LDEN229	SDG9; SDG11	The case "Ather Energy: Pioneering the Future of Electric Mobility in India" describes how Ather Energy revolutionized electric mobility in India and positioned itself as a torchbearer in the electric two-wheeler market. This case discusses how Ather Energy capitalized on a sustainable production approach and positioned itself as a beacon of innovation and sustainability. It talks about the technology embedded in electric scooters and the necessity of building charging infrastructure in India. The case ends by taking a look at the future plans of the company.

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47	BECG191	725-0010-1	January, 2025	2025	BRITISH PETROLEUM'S LOFTY DE-CARBONIZATION PLANS AND ITS U-TURN	https://icmrindia.org/case-study-details?casecode=BECG191	SDG3; SDG7; SDG12; SDG13	The case "British Petroleum's Lofty De-Carbonization Plans and its U-Turn" is about the de-carbonization initiatives of British Petroleum (BP). In 2023, Bernard Looney (Looney), CEO of BP, announced that the company planned to slow down the commitments it had made in 2020 on de-carbonizing its business. Even though its increased focus on fossil fuels led to BP posting profits, the company had to contend with allegations of greenwashing. The case discusses the carbon transition initiative taken by BP and its impact. The allegations of climate and environmental activists are put forward in the case. The case ends with the dilemma Looney faces in justifying the company's decision to slow down its carbon transition initiatives while trying to restore the public's faith in BP.
48	OPER164	625-0006-1	January, 2025	2025	FASTCAP'S LEAN TRANSFORMATION: DRIVING OPERATIONAL EXCELLENCE	https://icmrindia.org/case-study-details?casecode=OPER164	SDG9	FastCap LLC, a US-based product development company, was known for its innovative woodworking tools and commitment to continuous improvement through Lean principles. Founded in 1997 by Paul Akers, FastCap's Lean journey was inspired by Akers' experiences with Japanese companies like Toyota and Lexus, which emphasized Lean practices for efficiency. Initially driven by Akers' passion, Lean at FastCap soon became a company-wide initiative involving employees in continuous improvement. At FastCap, Lean practices included the 3S approach—Sweep, Sort, and Standardize—where employees organized their workspace and planned for the day ahead. Morning meetings were held to discuss sales, improvements, and challenges, fostering collaboration and problem-solving. Lean tools like Kaizen, Kanban, and Visual Management were employed to streamline processes. FastCap's hallmark was its "2-Second Lean" philosophy, which encouraged employees to make small, incremental improvements in their tasks, leading to significant long-term benefits. This empowered workforce contributed to new product development, cost reduction, and high-quality standards. FastCap raised prices only three times in over 20 years due to continuous efficiency improvements. Akers advocated Lean worldwide, offering workshops, tours to Japan, and sharing process improvement videos, helping spread Lean principles across industries.
49	BECG192	625-0007-1	January, 2025	2025	FROM WASTE TO WORTH: DELL'S STRATEGY FOR A CIRCULAR ECONOMY	https://icmrindia.org/case-study-details?casecode=BECG192	SDG7; SDG9; SDG11; SDG12	The case study "From Waste to Worth: Dell's Strategy for a Circular Economy" explores US-based multinational technology company, Dell Technologies, Inc. (Dell)'s pioneering approach to integrating sustainability into its business model. The case highlights how Dell contributed to the circular economy by leveraging innovative strategies to transform electronic waste (e-waste) into valuable resources. It embraced principles like modularity, reparability, and standardization. The case study examines Dell's closed-loop recycling program, wherein discarded electronics were repurposed into new products and sustainable materials like ocean-bound plastics were used in its production methods and packaging. Dell operated the world's largest take-back program, offering recycling services in 78 countries and territories. The case details Dell's Environmental, Social, and Governance (ESG) Goals plan, which it sought to achieve by the year 2030. Dell's adoption of a circular economy framework was intended to reduce its environmental footprint and create new value propositions for customers and stakeholders. Nonetheless, the company faced a host of challenges in its sustainability journey. Can Dell continue to maintain affordability for its customers, while investing in costly sustainable materials, modular designs, and advanced recycling processes?
50	LDEN228	825-0019-1	January, 2025	2025	SELFINA: EMPOWERING WOMEN THROUGH MICRO-LEASING IN TANZANIA	https://icmrindia.org/case-study-details?casecode=LDEN228	SDG1; SDG5; SDG8	The case discusses about how social entrepreneur Victoria Kisyombe (Kisyombe) founded Sero Lease and Finance Ltd. (SELFINA), a social enterprise which provided micro-leasing services to the marginalized women in Tanzania. Women in Tanzania found it difficult to obtain finances from financial institutions to start a business since they did not have any land or asset in their name owing to the customs and traditions prevailing in the country. To tackle this challenge, Kisyombe started SELFINA in 2002 as a micro-leasing facility wherein women who did not own any asset or land and had minimal or no business experience could take equipment on lease from SELFINA and start a business. As of 2023, SELFINA had provided 25,000 leases and had made a positive impact on the lives of 440,000 people, providing US\$22 million in credit. In addition to this, the company had helped 200,000 people in Tanzania come out of poverty. By 2023, SELFINA had served 12 districts in Tanzania. The company planned to open more offices in Tanzania and expand into other regions in East Africa. The company received more demand for assets for micro-leasing than it could finance due to financial constraints. Should SELFINA expand geographically? What are the pros and cons of geographical expansion for Kisyombe's for-profit social venture? What should Kisyombe do to make SELFINA financially sustainable?
51	BECG193	725-0034-1	March, 2025	2025	ADDED SUGAR IN BABY FOOD TURNS BITTER FOR NESTLE	https://icmrindia.org/case-study-details?casecode=BECG193	SDG3	This case is about the unethical business practices followed by Nestlé in its baby food products across the world. A report by International Baby Food Action Network (IBFAN) and Public Eye, a Swiss investigative agency, reported that Nestlé's baby food sold in India and some other countries in Asia, Latin America, and Africa contained high levels of added sugar. The report also stated that Nestlé was selling the same baby food without added sugar in developed countries such as the United Kingdom and Germany. The case discusses the growth of Nestlé from its humble beginnings in 1866 into one of the largest Food and Beverages companies in the world. The baby food controversy details are put forth in the case along with the particulars of the double standards practiced by Nestlé in adding sugar in baby foods only in some countries and its unethical marketing practices. The ill effects of added sugars in baby food are discussed in the case with analysts/experts expressing their viewpoints. The next part of the case deals with the previous controversies in which Nestlé was involved. The case ends with details of the action taken by various countries and agencies against Nestlé and of the company's plans for the future. According to analysts, the controversy was expected to affect Nestlé's revenues in the future.

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52	HROB276	425-0046-1	March, 2025	2025	CREATING AN INCLUSIVE WORKPLACE: INITIATIVES FOR NEURODIVERSE INDIVIDUALS AT AMAZON INDIA	https://icmrindia.org/case-study-details?casecode=HROB276	SDG5	The case study explores the Aurora program's attempts to promote an inclusive workplace while examining Amazon India's neurodiversity hiring strategy. In November 2023, Amazon India launched the Aurora program to harness the talents of individuals with learning disabilities, continuing its commitment to diversity, equity, and inclusion (DEI). Under the leadership of HR Director Liju Thomas, Amazon India implemented various programs to create a more inclusive workplace, emphasizing the importance of equity and opportunity for all employees. The Aurora program highlighted the possibilities for businesses, demonstrated Amazon's commitment to fostering fair employment opportunities, and underscored the potential for businesses to integrate neurodiverse talent successfully as part of its broader DEI strategy. Amazon India focused on integrating neurodiverse individuals into a wider range of roles, recognizing their unique problem-solving abilities and innovative thinking. This case is ideal for graduate-level courses in Diversity, Equity, and Inclusion (DEI), and Human Resource Management. It is particularly suitable for faculty teaching DEI concepts who want to explore real-world applications of inclusive hiring practices and the challenges of implementing such initiatives in a large, multinational company. By analyzing Amazon India's approach, students will gain valuable insights into the complexities of fostering an inclusive workplace and the strategic importance of DEI in driving organizational success.
53	FINC217	125-0031-1	February, 2025	2025	PEPSICO'S GREEN BONDS	https://icmrindia.org/case-study-details?casecode=FINC217	SDG13; SDG9; SDG7; SDG12	In 2021, PepsiCo Inc. (PepsiCo) unveiled its goal to achieve net zero emissions by 2040. To achieve its target, the company started issuing Green Bonds. The case talks about the company's Green Bond issue and provides the scope to bring in various important dimensions related to the bond issue. It also helps students to learn about the calculation of Current Yield (CY), Yields to Maturity (YTM), and Yield to Call (YTC) using PepsiCo's Green Bond issue.
54	BSTR689	325-0102-1	March, 2025	2025	POLYBEE: PROVIDING DRONE-POWERED POLLINATION SOLUTION	https://icmrindia.org/case-study-details?casecode=BSTR689	SDG2; SDG9; SDG12	In 2024, Singapore-based ag-tech startup Polybee launched drone-powered pollination to boost horticulture efficiency. The drones were designed to perform bee-like functions in places where they were scarce. Founded by Siddharth Yadav, the drones were equipped with artificial intelligence and used digital phenotyping to help farmers make better informed decisions about their produce and how to make more profits. The company believed that drone pollination would be able to enhance food security by optimizing the value chain. Some analysts believed that drones were a viable option for pollination, while others opined that despite the innovative technology, drones could not replace bees. As per experts, except for a few large companies and investors, the technology might not be accessible to all. While on the one hand, inaccuracies in yield prediction methods resulted in downstream challenges for growers and breeders when making decisions regarding pricing, there was a lack of scalable, high throughput phenotyping and crop registration solutions. It would be interesting to see whether Polybee will be able to emerge as a technically and economically feasible alternative to bees to address the problem of crop pollination. Going forward, it would be interesting to see how Siddharth will grow his business.
55	MKTG473	525-0059-1	May, 2025	2025	OLIPOP: A MARKETING SUCCESS STORY	https://icmrindia.org/case-study-details?casecode=MKTG473	SDG12	The case illustrates the marketing success story of OLIPOP, a US based prebiotic soda brand that disrupted the healthy beverage market in the US through a well-executed integrated marketing strategy. OLIPOP was launched in 2018 by Ben Goodwin (Goodwin) and David Lester (Lester) with the mission of improving consumer health at scale. Unlike traditional soft drinks, OLIPOP contained plant-based fiber, prebiotics, and botanicals that supported digestive health – without compromising on the sweet, fizzy, and flavorful experience consumers expected from soda. Available in 17 flavors, the drink was sold online through its website, subscription service, and Amazon, as well as in over 30,000 retail stores across the US. Its appeal to both Gen Z and millennials was driven by a bold integrated marketing approach – leveraging digital platforms, social media, influencer and celebrity endorsements, content marketing, and sales promotions to deliver consistent brand messaging across all touchpoints. Generating an annual revenue of about US\$400 million in 2024, OLIPOP emerged as a market leader in the healthy soda space in the US. The case discusses the challenges OLIPOP could face going forward. These included scrutiny over health claims, growing competition in the US beverages market, premium pricing, market expansion, maintaining brand authenticity, and innovating and developing new flavors while meeting a growing demand for sustainable sourcing and environmentally friendly packaging.
56	CSRS020	725-0047-1	May, 2025	2025	PATAGONIA'S NEW OWNERSHIP STRUCTURE: RAISING STANDARDS IN ENVIRONMENTAL RESPONSIBILITY?	https://icmrindia.org/case-study-details?casecode=CSRS020	SDG12; SDG13; SDG15	The case discusses US based outdoor apparel company Patagonia's new ownership model designed to uphold the company's values, support environmental causes, and fight climate change. Yvon Chouinard, founder of Patagonia, and his family gave up ownership of Patagonia to two new entities. The first was the Holdfast Collective, a new 501(c)(4) nonprofit organization that would privately control 98% of Patagonia's stock. The remaining 2% of shares, consisting entirely of voting stock, would go into the Patagonia Purpose Trust, a more legalistic structure created to protect the company's values and mission. This case describes Chouinard's commitment to environmental and social responsibility and how he transformed Patagonia into a world leader in environmental sustainability. However, Chouinard felt that Patagonia's dedication to the environment was not enough to combat global warming and ecological destruction. In an effort to address environmental crises and protect the company's purpose, Chouinard decided to give away ownership of the company. The case discusses the reason behind the bold move and its implications. The move immediately came under fire from critics who claimed that it was a convenient way for the Chouinard family to effectively maintain control over Patagonia, almost entirely avoiding taxes in the process. Moreover, some analysts felt that the transfer of ownership of Patagonia could lead to a possible conflict in future between the trust, the beneficiaries of the non-profit, and the employees. The case questions whether Patagonia's new ownership model would become a new gold standard for business responsibility and mark any fundamental change to the system and the way businesses take responsibility for their impact on people and planet.

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57	MKTG474	525-0060-1	May, 2025	2025	TUPPERWARE IN TROUBLE	https://icmrindia.org/case-study-details?casecode=MKTG474	SDG9	US-based manufacturer of food storage containers Tupperware Brands Corporation (Tupperware) filed for Chapter 11 bankruptcy protection in September 2024. At this point of time, the company declared assets of about \$500 million to \$1 billion and liabilities of \$1 billion to \$10 billion. Tupperware had been struggling to continue as a business for quite a long time. To overcome its problems, the company tried to turn the business around, but was unsuccessful. It eventually ended up filing for bankruptcy. According to industry experts, it became evident that the party was over for Tupperware as it had fallen victim to the Innovator's Dilemma and had failed to adapt to modern consumer trends. Others felt that Tupperware's bankruptcy filing marked a significant step toward restructuring the company's debt and operations. The company was later taken over by lenders and got a new name, 'The New Tupperware Company'. The new company was expected to rebuild with a start-up mentality and expand its operations in core global markets. How can Tupperware navigate these testing times? Will The New Tupperware Company be able to bring back the old legacy of the brand? What strategy can the company adopt to revitalize the brand?
58	CSRS019	725-0049-1	April, 2025	2025	UNILEVER SCALES DOWN ITS SUSTAINABILITY COMMITMENTS: GOOD MOVE OR GREEN DECEPTION?	https://icmrindia.org/case-study-details?casecode=CSRS019	SDG1; SDG6; SDG3; SDG12; SDG13	The case discusses global FMCG giant Unilever's radical refocus of its sustainability strategy that included extending deadlines for taking action as well as reducing the scale of its targets for environmental, social, and governance (ESG) measures to focus on growth. Amidst years of disappointing growth and dwindling stock performance and under pressure from shareholders to cut costs and generate profit, Hein Schumacher (Schumacher), who assumed the role of CEO in July 2023, introduced a revised and more focused ESG strategy. The new strategy involved structuring the company's sustainability around four pillars – climate, nature, plastics, and livelihoods – with division heads and brand managers setting progress metrics. As part of the revamped strategy, Schumacher axed a range of ESG targets, including pledges to halve food waste, hire more disabled staff, and cut the use of plastic. The consumer goods company also walked back its previous commitment to slash its use of virgin plastics by 50% by 2025, with the updated target focusing on a 30% reduction by 2026. Unilever's downgrading of its ESG commitments received mixed reactions. While some people commended the shift, others expressed disappointment. Going forward, the challenges ahead of Schumacher include the tough task of building upon his predecessors' sustainability legacy while striking an appropriate balance between purpose and financial success, maintaining profits, and boosting growth.
59	BSTR693	325-0178-1	June, 2025	2025	APPLE'S FORAY INTO HEALTHCARE: THE NEXT FRONTIER FOR DISRUPTION?	https://icmrindia.org/case-study-details?casecode=BSTR693	SDG3; SDG9	The case study "Apple's Foray into Healthcare: The Next Frontier for Disruption?" discusses the implications of US-based multinational technology company Apple Inc.'s strategic expansion into the healthcare sector. The case starts out by analyzing Apple's streak of disruptive innovation in the consumer electronics industry. It then provides details about the company's evolving role from a consumer electronics giant to a key player in the consumer digital health space. The case examines how Apple leveraged its existing gadgets – particularly the iPhone, Apple Watch, and AirPods – to disrupt the wearable medical devices market. It also explains how Apple capitalized on its APIs – such as HealthKit, ResearchKit, and CareKit – to build a robust health-related ecosystem around its devices. These APIs enabled developers, healthcare providers, and researchers to access and integrate the health data collected by Apple devices to track vital health metrics, participate in medical research, and manage personal wellness through third-party apps. Despite effectively bridging the gap between consumer electronics and healthcare technology, Apple faced various challenges with regard to regulatory compliance, data governance, and competition. Can the company leverage its strong brand name and gain the necessary regulatory approvals that will help lit to eventually disrupt the entire digital health market?
60	BSTR692	325-0179-1	June, 2025	2025	CAN WATERGEN'S 'WATER FROM AIR' TECHNOLOGY SOLVE GLOBAL WATER SCARCITY?	https://icmrindia.org/case-study-details?casecode=BSTR692	SDG3; SDG6; SDG7; SDG9; SDG11	The case "Can Watergen's 'Water from Air' Technology Solve Global Water Scarcity?" discusses the capability of Israel-based Watergen Ltd. (Watergen) to address the global water scarcity crisis through its innovative atmospheric water generation (AWG) devices. The case begins by taking a brief look at the motivation that drove the development of Watergen's AWG devices. Watergen created AWG devices targeted at the commercial, residential, and industrial sectors, apart from providing solutions for water generation during humanitarian crises and natural disasters. Gradually, Watergen became the global leader in the AWG market. Despite the Watergen brand having a layer of social responsibility due to its offering of sustainable solutions for water scarcity, the company still had a long way to go in gaining wide scale market adoption. The case provides details about the challenges plaguing the company that were proving to be detrimental to its growth, market adoption, and overall success. Michael Mirilashvili (Mirilashvili), President and CEO of Watergen, was faced with the challenge of getting people to move away from traditional water sources and also realizing the value of AWG devices. What can he do?
61	BSTR694	325-0180-1	June, 2025	2025	IS A FRESH LEASE OF LIFE AT HMT'S PRAGA POSSIBLE?	https://icmrindia.org/case-study-details?casecode=BSTR694	SDG8; SDG9	The case study, "Is a Fresh Lease of Life at HMT's Praga Possible?" discusses the possibility of an eventual turnaround being achieved at Praga Tools Limited (Praga), a unit of HMT Machine Tools Limited (HMTMTL) – a wholly owned subsidiary of Indian Central Public Sector Enterprise (CPSE), HMT Ltd. (HMT). Praga – a precision tool manufacturing unit – had seen a period of significant growth and development, particularly from the 1960s to the 1990s, which could be considered its "golden period." However, once India's economy was liberalized in 1991, Praga could not withstand the onslaught of global competitors with their advanced technologies. The case discusses the various challenges plaguing the company – systemic inefficiencies, outdated technology, limited modernization, and poor workforce engagement. The various revival efforts made by the Government of India (GoI) through the decades had yielded limited results and Praga was experiencing mounting losses. As of 2025, the GoI had clarified that it intended to expand HMTMTL's various divisions including Praga, but had yet to come up with another revival plan. Amid growing global and domestic opportunities in the machine tools industry – prompted by AI, IoT, and the 'Make in India' initiative – analysts believed that Praga's revival was still possible with focused investment in modernization, employee upskilling, and inclusive management practices. What do you think?

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62	ITSY146	925-0019-1	June, 2025	2025	VIRTUAL MODELS, REAL IMPACT: LALALAND.AI'S DISRUPTION OF ONLINE FASHION	https://icmrindia.org/case-study-details?casecode=ITSY146	SDG8; SDG9; SDG10; SDG11; SDG12	The case study, "Virtual Models, Real Impact: Lalaland.ai's Disruption of Online Fashion," discusses the disruption unleashed by Lalaland.ai (Lalaland) – a Netherlands-based fashion-tech AI startup – on the fashion industry. The case talks about the founders including CEO Michael Musandu (Musandu)'s motivations to set up the company that leveraged Generative Adversarial Networks (GANs) to create hyper-realistic, customizable digital models, representing diverse body types, ages, and skin tones. The case documents the various benefits that were provided by Lalaland to fashion brands, retailers and fashion designers. The company not only had a broader mission to challenge norms in fashion representation and promote diversity in digital spaces, but also presented a scalable commercial solution. By offering superior visual accuracy for customers, the platform aimed to reduce waste, lower costs, and eventually contribute to a more sustainable and inclusive e-commerce experience. Nonetheless, the case also raises pertinent questions about the potential of AI to eventually replace humans in another major industry and the impact this could have on livelihoods and creativity. Can Musandu successfully scale Lalaland, without causing long term repercussions in the thriving fashion industry?
63	CSRS021	825-0047-1	July, 2025	2025	HIMALAYAN CATARACT PROJECT: ERADICATING AVOIDABLE BLINDNESS THROUGH MEDICAL INNOVATION, GLOBAL COLLABORATION AND COMPASSIONATE CAPITALISM	https://icmrindia.org/case-study-details?casecode=CSRS021	SDG3	According to the World Health Organization, cataracts are the leading cause of vision impairment. The burden of cataracts was high among the people in middle and low-income countries. Apart from aging, malnutrition, exposure to ultraviolet rays for a long time, altitudes, and weather were the causes for the prevalence of cataract among these people. Cataracts needed a surgical procedure in which the cataract was extracted from behind the cornea, and an intraocular lens (IOL) was placed. This restored the vision of the patients. This procedure was expensive due to the high cost of the IOLs, the equipment required, and the procedure involved. Its availability was limited to a few secondary and tertiary care facilities in a few countries. Dr. Sanduk Ruit from Nepal and Dr. Geoffrey Tabin (Tabin) from the USA addressed these challenges through their non-profit organization, Himalayan Cataract Project Cureblindness (HCP). Over three decades, they restored the vision of more than 1.4 million people. HCP used an IOL and a procedure that Ruit developed, altogether costing US\$ 20. Through its outreach camps, it performed surgeries in Nepal's hinterlands. The doctors realized, though, that their reach was limited, and to address the challenge of preventable blindness, they needed to transfer their knowledge to local doctors worldwide. HCP developed local capacity in several countries by training doctors, optometrists, and staff. It also developed infrastructure in several countries to provide high-quality patient care. HCP trained over 19,500 eye care professionals and provided basic treatment to 14.5 million people. Its timely interventions were successful in preventing blindness among thousands of people. As HCP continued to expand its operations, there was much that remained to be done. With the global burden of cataracts expected to increase further due to climatic changes and global warming, HCP needed to expand rapidly to reverse the rate of blindness in middle-income and poor countries.
64	LDEN231	825-0049-1	July, 2025	2025	PABIBEN RABARI: BRINGING INDIGENOUS CRAFTS BACK TO LIFE AND EMPOWERING RURAL WOMEN ARTISANS	https://icmrindia.org/case-study-details?casecode=LDEN231	SDG1; SDG8; SDG9	Pabiben Rabari (Pabiben), a woman of the Rabari community in Gujarat (India), became an internationally acclaimed artisan from a daily wage worker. The Rabari community, known for its rich traditions, and exquisite embroidery, apparently put a ban on the embroidery work for societal reasons resulting in the traditional intricate skill heading toward extinction. Pabiben wanted to not only preserve the art form from dying but also to provide a livelihood to women using their exquisite needlework skills. In 2015, Pabiben started her business under the name Pabiben.com. The Rabari artisans made varieties of bags, gift items, and many other things and sold them through the website to buyers in India and abroad. As of 2023, the organization had around 500 SKUs with cumulative sales of Rs. 2 crore and provided employment to 300 women artisans. Just as the demand for the embroidered goods was rising, Pabiben and her enterprise faced challenges in scaling up the business. Pabiben faced competition from other players. Furthermore, expanding her reach nationally or internationally would require strategic partnerships, and also more funds. Would Pabiben be able to raise the funds, grow the business and continue providing a livelihood to more artisans?
65	LDEN234	825-0050-1	July, 2025	2025	THE CAPTAIN OF CHANGE: LEADERSHIP LESSONS FROM LISA LUTOFF-PERLO	https://icmrindia.org/case-study-details?casecode=LDEN234	SDG5	The case focuses on the remarkable career of Lisa Lutoff-Perlo, the first and only woman CEO of a cruise line. Lisa, who joined Royal Caribbean Group (RCG) as a district sales manager in 1985, became the CEO of Celebrity Cruises in 2014. Known for her transformative leadership skills, Lisa introduced a new range of cruise ships called the Edge series. She fought her way up to break the glass ceiling at the organization and tirelessly strove to increase diversity by improving the representation of female employees at all levels of the organization and in the cruise industry. The strategic initiatives Lisa took contributed to the financial growth of RCG. She left the cruise industry in 2024 to head the FIFA World Cup 2026 Miami host committee. The new role brought in a unique set of challenges and opportunities for her. Lisa needs to leverage her cruise industry experience to manage one of the most popular sporting events in the world. The case prompts inquiry into leveraging leadership skills in new roles, the role of gender in executive roles, and the importance of innovation to succeeding in a competitive environment.

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66	HROB287	425-0090-1	August, 2025	2025	CHEVRON'S NEURODIVERSITY PROGRAM: FOSTERING INCLUSION	https://icmrindia.org/case-study-details?casecode=HROB287	SDG8	The case study explores Chevron's initiative to address high unemployment rates among neurodivergent individuals by launching a neurodiversity hiring program. Recognizing that 10 to 20 percent of the global population is neurodiverse, and with 85 percent of people on the autism spectrum in the US unemployed, Chevron aimed to expand opportunities for this group, leverage neurodiversity as a competitive advantage, and reinforce its commitment to diversity and inclusion. Launched in 2019, the program began as a three-month paid internship, providing training and career support across various roles within the company. Successful interns were offered full-time positions suited to their abilities. The pilot program at Chevron Stations Inc. (CSI) hired 10 Station Support Representatives (SSRs) with intellectual and developmental disabilities for roles in California's Central Coast and Santa Barbara regions. These SSRs were responsible for merchandising, stocking, cleaning, maintenance, and customer service. The case highlights the benefits of the program for both the company and neurodivergent employees and positions Chevron's approach as a model for leveraging diversity. This case study is an excellent resource that offers practical insights into the implementation and benefits of neurodiversity programs, making it a valuable teaching tool for courses focused on creating inclusive workplace cultures, strategic HR practices, and leveraging diversity for competitive advantage.
67	BSTR699	325-0325-1	September, 2025	2025	ACWA POWER'S COLLABORATION WITH CHINA'S BELT AND ROAD INITIATIVE: GLOBAL GROWTH OR STRATEGIC DEPENDENCE?	https://icmrindia.org/case-study-details?casecode=BSTR699	SDG7; SDG6; SDG13	ACWA Power, a Saudi-listed global leader in renewable energy and desalination, has rapidly expanded internationally through strategic partnerships, particularly with Chinese firms under the Belt and Road Initiative (BRI). Since establishing a Beijing office in 2009, ACWA Power has leveraged Chinese financing, EPC contractors, and investment partners to secure over US\$30 billion in projects, including pioneering ventures in wind, solar, desalination, and green hydrogen. By 2023, the company had launched its ambitious "ACWA Power 2.0" strategy aligned with Saudi Vision 2030, aiming to triple assets under management to USD 250 billion by 2030. However, ACWA Power could face strategic dilemmas. Its deep reliance on Chinese partnerships —while accelerating growth — raises concerns about overdependence, particularly with BRI coming under scrutiny for debt sustainability, geopolitical risks, and environmental impacts. With global calls for greener finance and low-income countries struggling with BRI-related debt, CEO Marco Arcelli must consider whether to double down on China-led collaborations or diversify partnerships globally to safeguard long-term independence and resilience. This case can be used in International Business, Strategic Management, and Sustainability & Energy Management courses. Topics include strategic alliances, global expansion, risk diversification, energy transition, and geopolitical risk management.
68	MKTG480	525-0108-1	September, 2025	2025	LAHORI ZEERA – CAN THE DISRUPTIVE INDIAN BEVERAGE BRAND CHALLENGE GLOBAL GIANTS?	https://icmrindia.org/case-study-details?casecode=MKTG480	SDG3; SDG9	The case "Lahori Zeera – Can the Disruptive Indian Beverage Brand Challenge Global Giants?" discusses the meteoric rise of India-based beverage company Archian Foods Private Limited (Archian) –popularly known by its flagship beverage brand name Lahori Zeera (Zeera) to emerge as one of the fastest-growing beverage companies in India. The entrepreneurship journey of Zeera's three founders, including its CEO Saurabh Munjal (Munjal) is described in detail. The three founders recognized and leveraged a market gap – the lack of mass market ethnic/traditional beverages in India's large non-alcoholic beverage market — and built Lahori Zeera to fill that void. The case highlights the key strategies that the founders undertook with regard to product innovation, competitive pricing, and grassroots distribution that eventually played a key role in Zeera's success. The founders managed to "desify" the fizzy drink experience and make it more culturally relevant to Indian consumers. Starting out as a bootstrapped venture, Zeera eventually attracted investors who funded the company's scaling initiatives. The case takes an in-depth look into Zeera's challenges, particularly the intense competition from major industry players, including the cola giants, Pepsi and Coke. As of 2025, Zeera was on the cusp of a major market breakthrough. It was in the process of using its investor funds to go in for product diversification, distribution expansion, and international market entry. Can Munjal successfully lead Zeera on the path to becoming an Indian beverage giant?
69	LDEN235	825-0067-1	September, 2025	2025	MARC KOSKA – A SOCIAL ENTREPRENEUR ON A MISSION TO 'AUTO-DISABLE' A HIDDEN MEDICAL CRISIS	https://icmrindia.org/case-study-details?casecode=LDEN235	SDG3; SDG9; SDG12; SDG17	The case "Marc Koska – A Social Entrepreneur on a Mission to 'Auto-Disable' a Hidden Medical Crisis," documents the gritty journey undertaken by Marc Koska (Koska) to ensure a world where all unsafe medical injections were eliminated. The case starts out by documenting the early life of Koska and the extensive research that he undertook to learn about syringe reuse in the medical field that led to contamination and consequently disease transmission. The innovation process Koska used to develop the "K1" Auto-Disable Syringe (ADS) that had a lower manufacturing cost than a typical ADS and was reasonably priced, is explained in detail. Later, the case discusses in depth the challenges Koska faced in getting the "K1" syringe adopted by the medical community. The case in particular describes Koska's efforts to get international relief organizations and government authorities to adopt the "K1" through extensive lobbying, mainly through his nonprofit SafePoint Trust UK (SPT). By the mid-2010s, Koska claimed to have sold almost two billion units of the "K1" ADS, thereby saving billions of lives. Koska continued his endeavor to eliminate unsafe injections and in the mid-2010s, he launched a unique low-cost prefilled injector. He then embarked on another journey to popularize his new product by entering into partnerships and distributing licenses. Koska has another challenge on his hands in trying to replace the traditional syringes with his prefilled injector for all injection purposes. Do you think he will eventually succeed?

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70	BECG196	726-0001-1	November, 2025	2026	CHRISTIAN DIOR'S VIOLATION OF SUPPLY CHAIN ETHICS: A THREAT TO THE BRAND?	https://icmrindia.org/case-study-details?casecode=BECG196	SDG8; SDG10; SDG16	This case study, "Christian Dior's Violation of Supply Chain Ethics: A Threat to the Brand?" explores the negative brand impact that Christian Dior SE (Dior) due to a lapse in regulatory compliance within the supply chain of its Italian unit. In 2024, Italian prosecutors launched a formal investigation into Dior's Italian unit's subcontractors, which uncovered serious violations such as hiring of illegal immigrants, poor labor conditions, and worker exploitation. Consequently, the Italian unit of Dior was placed under court administration for one year. The scandal sparked media scrutiny and public backlash, which threatened the integrity and exclusivity of the Dior brand. The case examines how unethical supply chain practices contradicted Dior's 'Made in Italy' label, which has been traditionally associated with high-quality craftsmanship and ethical standards. Following the scandal, Dior distanced itself from the concerned subcontractors, developed several best practices in its supply chain, implemented stringent procedures for selecting and monitoring its suppliers, and supported initiatives aimed at assisting victims of labor exploitation. The case highlights the risks that luxury brands faced when outsourcing production and the consequences of weak supply chain controls. The case calls for discussion on legal accountability, brand reputation management, and the growing importance of ethical sourcing in the global fashion industry.
71	BSTR700	326-0005-1	November, 2025	2026	FARMACIAS SIMILARES: DISRUPTING THE MEXICAN HEALTHCARE SYSTEM BY TARGETING THE BOTTOM OF THE PYRAMID	https://icmrindia.org/case-study-details?casecode=BSTR700	SDG3; SDG10	The case "Farmacias Similares: Disrupting the Mexican Healthcare System by Targeting the Bottom of the Pyramid" provides an overview of the way Mexico's largest pharmacy chain, Farmacias de Similares SA de CV (FS), disrupted the Mexican healthcare system by offering affordable generic medicines to customers at the Bottom of the Pyramid. The case starts out by providing an in-depth look at the issues plaguing the Mexican healthcare system that restricted the growth of generic medicine companies. The case then documents how a change brought about by the Mexican government in the health law opened up the generic medicine market and enabled FS to target the underserved BoP market through its pharmacy outlets that sold its branded generic medicines at low prices. FS then created the pharmacy-doctor business model, wherein it opened a health clinic within each of its pharmacies, which enabled it to make further inroads into the BoP segment. The case describes how FS created a popular mascot – the friendly and cheerful Dr. Simi – to create customer awareness about generic medicines and dispel any misconceptions about them, and how this also played a major role in its market success. Ultimately, FS went on to create a blue ocean in the Mexican healthcare system and its success enabled it to make a market entry into various other Latin American markets. Eventually, several other players entered the Mexican healthcare market, each one targeting the BoP segment with a similar business model. Can FS compete effectively in the market by leveraging its strong brand image and vast network and one day emerge as the largest pharmacy chain (by points of sale) in the world?
72	ECON105	226-0004-1	November, 2025	2026	MEXICO CITY GRAPPLING WITH WATER SCARCITY: CAN IT BALANCE SOCIAL AND ENVIRONMENTAL CONCERNS?	https://icmrindia.org/case-study-details?casecode=ECON105	SDG3; SDG6	This case study examines the water crisis in Mexico City, capital of Mexico and the most populous city in North America. The case examines the complex aspects of water problems, such as the effects of climate change, environmental degradation, government policies, and rapid urbanization that lead to inequitable access to clean drinking water for underprivileged communities in large cities. It describes the historical sustainable methods of managing water in Mexico City and how the absence of a holistic integrated water management system, accelerated by rapid urban population growth and government indifference, led to Mexico City looking at Day Zero in 2024. The case study delves in detail into the depletion of the Cutzamala reservoir system and the city's aging pipeline infrastructure that resulted in a loss of 30% to 40% of its piped water because of leaks and illicit connections. It also touches upon the key recommendations from experts and institutions including corporate policies on water usage, restoration of wetlands, and implementation of rainwater harvesting systems that were discussed as potential mitigation strategies. With the looming threat of a "day zero" scenario where the Cutzamala system was no longer able to meet the city's water needs, the case underscores the urgency for immediate and sustainable short-term and long-term water management solutions. The case acts as an example for other cities throughout the world, showcasing the need to tackle difficult environmental problems with a well-rounded strategy that takes social and environmental aspects into account. It remains to be seen how Mexico City can create a more resilient and sustainable future for the city and its people.
73	BECG198	726-0002-1	December, 2025	2026	'WELL-BEING OUT OF WASTE' – ITC'S SUSTAINABLE WASTE MANAGEMENT PROGRAM	https://icmrindia.org/case-study-details?casecode=BECG198	SDG1; SDG8; SDG11; SDG12; SDG17	The case 'Well-Being Out of Waste' – ITC's Sustainable Waste Management Program" is about the sustainable waste management program of ITC Limited (ITC), an Indian conglomerate. ITC's 'Well-Being Out of Waste' (WOW) initiative helped create awareness among the public about sustainable waste management and waste segregation at source into solid and wet waste. The WOW program was carried out with the active participation and involvement of the local municipal authorities. The WOW initiative also provided training to waste pickers in waste segregation and paid them fair wages. Apart from the WOW program, ITC implemented various sustainable initiatives at its other divisions and also developed sustainable packaging solutions at its ITC Life Sciences and Technology Center (LSTC) in Bengaluru. It remained to be seen how ITC's sustainable waste management initiatives would pan out in the future and whether its collaboration with the government and NGOs would bring forth the desired results.
74	LDEN239	826-0005-1	December, 2025	2026	ABEEGO'S REUSABLE BEESWAX FOOD WRAPS – DISRUPTING THE PLASTIC FOOD WRAP INDUSTRY?	https://icmrindia.org/case-study-details?casecode=LDEN239	SDG9; SDG12	The case is about the sustainable food wraps produced by Abeego Designs (Abeego), a Canadian company started by Toni Desrosiers (Toni). Abeego produced reusable beeswax wraps that customers could use to store leftover foods in the refrigerator and keep them fresh over a long period of time. The case dwells upon the need for sustainable food wrap solutions and focuses on the need to eliminate the usage of single use plastic for packaging leftover foods. The case discusses Toni's entrepreneurial journey and the various challenges she faced in setting up her startup and trying to ensure its growth. Abeego's sustainable initiatives are discussed along with its future plans. In the future, Toni planned to grow her startup, diversify into new sustainable products, and distribute the products all over the world. Would Toni be able to maintain her company's growth with its sustainable food wrap solutions? Will Abeego be able to disrupt the traditional plastic food wrap industry with its beeswax wrap? That remained to be seen.

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75	OPER165	626-0002-1	December, 2025	2026	ALGRAMO: PROVIDING A CIRCULAR PLATFORM TO SOLVE THE GLOBAL WASTE PROBLEM	https://icmrindia.org/case-study-details?casecode=OPER165	SDG12	The case "Algramo: Creating a Circular Solution to a Global Waste Problem" is about the sustainable packaging solutions and circular business model taken up by Algramo, a startup based in Chile. Algramo provided reusable containers and pouches to consumers to purchase their daily needs of consumer goods from the supermarkets. The company also provided door-to-door delivery services of the consumer goods to its customers on electric tricycles. The case dwells on the need for sustainable packaging solutions and also focuses on the need to eliminate the usage of single-use plastic for the packaging of essential commodities. The case discusses the entrepreneurial journey of Jose Manuel Moller (Moller) and the various challenges faced. The circular business model of Algramo and its sustainable packaging solutions are discussed in detail, along with the impact of the business model on consumer product prices and the environment. The future plans of the company are further discussed in the case. Would Moller be able to maintain his company's growth with its sustainable packaging solutions? Will Algramo be able to disrupt the traditional supply chain industry for FMCG products with its reusable packaging and distribution business model? That remained to be seen.
76	HROB290	426-0008-1	December, 2025	2026	EMBRACING NEURODIVERSITY: THE MICROSOFT WAY	https://icmrindia.org/case-study-details?casecode=HROB290	SDG10	This case highlights how American multinational corporation Microsoft Corporation (Microsoft) believed that to be an inclusive company, it needed to hire neurodivergent talent. The company's 2015 pilot program known as the Autism Hiring Program focused on hiring neurodivergent employees. In 2017, another initiative known as the Neurodiversity@Work Employee Round Table was started, headed by Neil Barnett (Barnett), Director, Inclusive Hiring and Accessibility at Microsoft. Under this initiative, some of largest employers in the US began working together to welcome neurodivergent employees at the workplace, and to acknowledge and leverage their strengths. In 2022, the members of the Roundtable launched the Neurodiversity Career Connector – a job search portal to connect neurodivergent candidates with job opportunities at companies which had an inclusive culture. Going forward, Microsoft faced the challenge of scaling up its neurodiversity programs since it had plans to bring the principles and practices it had learned from its diversity initiatives and expand them to its wider workforce in the US as well as outside.
77	CLBE030	726-0003-1	December, 2025	2026	PANCHATANTRA – RIGHT MIND AND WICKED MIND	https://icmrindia.org/case-study-details?casecode=CLBE030	SDG16	'Panchatantra' is a collection of stories and fables that dates back to 200 BCE. The story of Dharmabuddhi and Papabuddhi demonstrates the importance of ethical behavior and handling a crisis mindfully. This story is suitable for teaching a course in ethics and ethical behavior, and crisis management.
78	HROB291	426-0010-1	December, 2025	2026	SALESFORCE AND THE FUTURE OF WORK: PREPARING FOR AN AI-DRIVEN WORKPLACE	https://icmrindia.org/case-study-details?casecode=HROB291	SDG9	The case "Salesforce and the Future of Work: Preparing for an AI-Driven Workplace" discusses the various measures being taken by US-based cloud computing and software company Salesforce, Inc. (Salesforce) to transform its business and workforce through the adoption of Artificial Intelligence (AI). The case opens with a detailed account of Salesforce's product innovation strategy, showing how the company adapted its offerings in step with the evolution of AI, from predictive machine-learning models to generative AI technologies. The case also provides an insight into the way Salesforce integrated AI into its business processes to optimize operations, automate routine tasks, and enable a more agile and innovative workforce. To prepare its employees to thrive in an AI-driven future, Salesforce incorporated AI training into its employees' reskilling and upskilling programs. The case describes in detail how Salesforce trained its employees to use its agentic AI platform, Agentforce, to prepare them for a future that required new skills and capabilities as AI agents took on more responsibilities. The case highlights the strategic challenges and employee development issues that Salesforce faced in building a hybrid workforce in which humans and AI agents collaborated. Can Salesforce successfully build a workforce ready for the 'Future of Work'?
79	BECG197	726-0004-1	December, 2025	2026	THE SCALING UP NUTRITION (SUN) MOVEMENT: A GLOBAL COLLABORATION TO END MALNUTRITION	https://icmrindia.org/case-study-details?casecode=BECG197	SDG17; SDG1; SDG2; SDG3; SDG4	The case is about The Scaling Up Nutrition (SUN) Movement, a country-driven multi-stakeholder and multi-sector global collaboration that harnesses the broad capacities of public and private sectors to end malnutrition in all its forms and supports achievement of the Sustainable Development Goals (SDGs). With the governments of the SUN member countries in the lead, the Movement unites people – from civil society, the United Nations (UN), donors, businesses, and researchers – in a collective effort to end malnutrition by 2030. As of 2024, the Movement included +4,000 civil society organizations, +1,400 businesses, 5 UN agencies, and a strong donor network. The case discusses how malnutrition is a global health problem and the rationale behind the launch of the SUN Movement. Reportedly, since the launch of the Movement, the number of children under 5 affected by stunting had decreased from 171 million to 144 million globally as of 2020. Some of the key challenges before the alliance were to convene stakeholders from various sectors and foster a transparent and collaborative environment to end the malnutrition crisis, overcome shortfalls in governance, and obtain sustainable funding. It remains to be seen whether this broad and inclusive Movement will be successful in achieving sustainable and equitable reductions in malnutrition for all by 2030.

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80	BSTR703	326-0011-1	December, 2025	2026	THE TECH PHOENIX: SATYAM'S 100-DAY TURNAROUND	https://icmrindia.org/case-study-details?casecode=BSTR703	SDG16	The case discusses the 100-day turnaround of Satyam Computers Services Limited (Satyam), the then fourth largest IT services company in India, by the board nominated by the Government of India (GoI) in April 2009. The GoI sprang into action soon after the then chairman and founder B Ramalinga Raju (Raju) confessed to an accounting fraud of INR70 billion or US\$1.4 billion in January 2009. Soon after Raju's confession, the GoI intervened and dissolved the existing board of Satyam and nominated veterans to resurrect the company. The GoI-appointed board faced the Herculean task of restoring fiscal sanity, ensuring business continuity of operations, and engaging with the Satyam employees to keep them motivated in reviving Satyam. Since most of the consumers were concerned over the continuity of projects, the board assured them that the company would complete the projects on time. The new board tackled all the challenges and in March 2009, it started the registration process for bringing in a strategic investor for Satyam. On April 13, 2009, Tech Mahindra stood as the highest bidder and acquired Satyam. After the acquisition, Satyam was renamed as Mahindra Satyam. The international media appreciated the public-private partnership between the GoI and the board of directors it had appointed for successfully reviving the company without tax payers' money having to be injected. Going forward, Mahindra Satyam had to tackle the challenges of settling the lawsuits against Satyam, restating its financial accounts, client attrition, and excess manpower.
81	BECG199		January, 2026	2026	COCA-COLA'S U-TURN ON SUSTAINABILITY COMMITMENTS: FROM AMBITIOUS GOALS TO ADJUSTMENTS	https://icmrindia.org/case-study-details?casecode=BECG199	SDG11; SDG12; SDG17	In December 2024, US-based beverage giant, The Coca-Cola Company (Coca-Cola), faced criticism globally after it scaled back its packaging goals. The backlash was against the company's decision to revise its 'voluntary environment goals' and introduce a number of new goals which reportedly replaced Coca-Cola's previous targets in the areas of water, packaging, and emissions. Coca-Cola had set an ambitious goal of achieving 100% recyclable packaging by 2025 and increasing the use of recycled material in primary packaging to 50% by 2030, but in its revised goal, the company pushed back the use of recycled material in its packaging targets significantly to 30-35% along with extending the timeline for achieving the goals from 2030 to 2035. Executive Vice President and Chief Communications, Sustainability and Strategic Partnerships Officer Bea Perez framed the move as a necessary "evolution." The company cited operational barriers as a reason for the announcements. The operational barriers included a constrained supply of food-grade recycled plastic and disparate global recycling infrastructure. It remained to be seen how would Bea manage Coca-Cola's commitment to sustainability in the light of operational barriers in meeting targets? How would she be able to strike a balance between the goals and the ground realities?
82	MKTG486		January, 2026	2026	DUOLINGO'S AI-FIRST STRATEGY: HAS THE LOSS OF THE HUMAN TOUCH ALIENATED THE QUIRKY BRAND?	https://icmrindia.org/case-study-details?casecode=MKTG486	SDG9; SDG8; SDG16	This case study "Duolingo's AI-First Strategy: Has the Loss of The Human Touch Alienated the Quirky Brand?" examines the chaos that followed the announcement that US-based mobile learning platform Duolingo, Inc. (Duolingo)'s was going to increase AI integration through its AI-first strategy. The case begins with an in-depth look at how Duolingo – over the years – had improved learning experiences by integrating AI into its platform, including its in-house AI system, Birdbrain. The case then talks about the pertinent details of Duolingo's AI-first strategy that was announced by its CEO Luis von Ahn (Von Ahn) in April 2025. Von Ahn had set out to position AI as a central component of the company's future growth aiming to create more personalized and efficient experiences for users. However, the wording of his announcement led Duolingo users and social media commentators to interpret the strategy as undervaluing the creative contributions of employees and favoring technology over human involvement. That led Duolingo to face immense backlash and even subscription cancellations, leading to a reputational crisis. Many Duolingo users even argued that AI-generated lessons lacked depth, cultural context, and the engaging tone associated with human-created content. Von Ahn then worked to rebuild trust by engaging with Duolingo's stakeholders and assuring them that the company's AI strategy would not negatively impact its human resources. While Duolingo's AI-first model offered cost benefits and growth potential, the case underscores the need for companies to strike a balance between technological advancement and retaining the human element. Can Von Ahn successfully achieve this?
83	BSTR708		January, 2026	2026	MICROSOFT'S AI PUSH: A ROADBLOCK TO ACHIEVING ITS CARBON EMISSION GOALS?	https://icmrindia.org/case-study-details?casecode=BSTR708	SDG7; SDG9; SDG12; SDG13; SDG17	In May 2024, US-based tech giant Microsoft reported that the company's carbon emissions for the year had gone up by 30 percent compared to 2020. The rise in emissions was attributed to the company's construction of a large number of data centers to support its AI and cloud computing services. The carbon footprint surge was a setback to Microsoft's ambitious target of becoming carbon negative by 2030. In early 2020, Brad Smith (Brad), President, Microsoft, announced the company would eliminate all of the carbon it had released and become carbon negative that by 2030. However, the company's unrestrained drive to become a global leader in AI emerged as a roadblock to its achieving its carbon negative goals. As of 2024, Microsoft operated 200 data centers, 190 points of presence (PoPs), and more than 60 data center regions. Will Microsoft be able to balance the growing demand for AI and cloud services with the urgent need to reduce carbon emissions? Will the company succeed in attaining its ambitious target of becoming carbon negative by 2030? What should Microsoft do to achieve the target? These were the questions troubling Brad and he knew he needed to quickly find the right answers.

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84	BSTR705		January, 2026	2026	NORTHVOLT: A SWEDISH BATTERY MAKER'S RISE AND FALL	https://icmrindia.org/case-study-details?casecode=BSTR705	SDG7; SDG13	The case narrates the journey of Swedish battery manufacturer Northvolt from when it was one of the leading producers of electric vehicle (EV) batteries in Europe to its filing for bankruptcy. Founded in 2016, the company emerged as a tough competitor to Asian battery manufacturers dominating the European market. With billions of dollars in funding, strong support from the Swedish government, and significant partnerships with automotive manufacturers, Northvolt rapidly grew to become a well-funded and significant battery manufacturer. However, the company's overly ambitious expansion goals, lack of focus, serious production and quality issues, order cancellations, and stiff competition led to severe cash flow problems over the years and to loss of investor confidence. In 2024, Northvolt voluntarily filed for Chapter 11 bankruptcy protection in the U.S Bankruptcy Court for Texas. With setbacks caused by both internal and external factors, Northvolt found itself in a dilemma between restructuring quickly and risking liquidation. With it having filed for Chapter 11 bankruptcy and stakeholders maintaining a close watch, it remained to be seen whether Peter Carlsson, CEO of Northvolt, would be able to steer the company through such turbulent times. What strategies can Northvolt use to make a comeback?
85	BSTR707		January, 2026	2026	WILL OXXO BE ABLE TO REPLICATE ITS LATIN AMERICAN CONVENIENCE STORE SUCCESS IN THE US?	https://icmrindia.org/case-study-details?casecode=BSTR707	SDG9; SDG1	The case study "Will OXXO be Able to Replicate Its Latin American Convenience Store Success in the US?" contemplates the possibility of OXXO – Latin America's largest c-store chain and part of Mexican multinational company, Fomento Económico Mexicano, S.A.B. de C.V (FEMSA) – leveraging its core competencies in retail to achieve success in a completely new and challenging market – the US. The case starts out by documenting the evolution of OXXO from its humble beginnings in the late 1970s in Mexico, into a dominant force through effective localization and strategic store locations. OXXO also grew through continuous diversification – both geographically and in business operations. Another key driver of OXXO's success was its strategy to leverage its stores to provide a range of financial services to the unbanked population in Mexico, thereby playing a crucial role in bringing about financial inclusion. The case provides details of how OXXO even leveraged technology in that endeavor and eventually became a vital player in Mexico's fintech landscape. OXXO had strong global ambitions. Having a dominant position in Latin America and a foothold in Europe, OXXO had set its eyes on conquering the highly competitive US retail market. Can OXXO establish a strong presence in the US retail industry, or will it face challenges in replicating its success outside Latin America?
86	OPM0041	624-0017-1	February, 2024		INDIA'S MOON MISSION CHANDRAYAAN-3: FROM FAILURE TO SUCCESS	https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm	SDG9; SDG12; SDG16; SDG17	At 6.04 pm on August 23, 2023, India achieved the unique and enviable distinction of becoming the first nation to land a spacecraft close to the moon's south pole. This achievement signalled the successful conclusion of a major endeavour taken up by the Indian Space Research Organization (ISRO). "India is on the Moon," exulted S Somanath, ISRO's Chairman, amidst resounding cheers at ISRO's satellite tracking center near Bengaluru in South India. ISRO had attempted a lunar landing earlier in 2019. At that time, everything seemed to have gone perfectly well almost right up to the very end. However, the lander unexpectedly crashed on the moon's surface after having gone out of communication and control. By succeeding in its second attempt in 2023, ISRO not only showcased to the world its capability in space technology, but also demonstrated the organization's ability to bounce back from failure. What were the factors that enabled this? What were the managerial lessons that ISRO could replicate in future projects, that other relevant organizations could follow as well?
87	LDS0053	825-0028-1	March, 2025		K SURIYA PRABHA: SPEARHEADING THE KNOWLEDGE OF ARTIFICIAL INTELLIGENCE IN RURAL COMMUNITIES IN INDIA	https://www.ibscdc.org/Case_Studies/Leadership/Leadership,%20Organizational%20Change%20and%20CEOs/LDS0053.htm	SDG4	This case study explores the inspiring journey of K. Suriya Prabha, who was driven by a desire to bridge the educational and technological divide between urban and rural India, particularly with school children in mind. She founded the YouCode Intelligence Solutions with the aim of introducing Artificial Intelligence education to children in the under privileged rural villages of Tamil Nadu, India. The study mentions the numerous challenges, including those of financial constraints, logistical difficulties, and social barriers that Prabha faced. Prabha's efforts underscore the importance of education as a tool for empowerment and how it is a critical need for children to prepare them for a future in a technology driven world.
88	FAC0067	125-0032-6	March, 2025		TECHNICAL NOTE: STORYTELLING AND SOCRATIC METHOD AS A HYBRID PEDAGOGICAL TOOL FOR TEACHING FINANCE TO MANAGEMENT STUDENTS	https://www.ibscdc.org/Case_Studies/Finance,%20Accounting%20and%20Control/Finance,%20Accounting%20and%20Control/FAC0067.htm	SDG4	Several factors may hinder the implementation of Outcome-Based Education (OBE) in a finance course within a management program. These include being accustomed to a sum-based approach and the inability to visualize business situations effectively. Hence, the need of the hour is to combine innovative pedagogies to help attain learning outcomes in finance, as institutes target skillability rather than rote examination learning. This technical note entails a unique formalized hybrid model that leverages storytelling to engage students in learning and teaching, followed by the Socratic method of teaching, which helps cement the concepts taught in class. The method has the virtues of both behaviorism and constructivism – the two pedagogical schools of thought that can engage the student in the teaching-learning process and help attain the overall goals of outcome-based education.
89	MM0093	525-0069-1	June, 2025		SBI YONO: CHALLENGES GALORE	https://www.ibscdc.org/Case_Studies/Marketing/Marketing%20Strategies/sbi-yono-challenges-Case%20Study.htm	SDG9	With the audacious goal of making it available to all Indians, State Bank of India (SBI) debuted YONO, a revolutionary super app, in 2017. However, as of March 2023, it only had 60.7 million users, falling short of its goal of 100 million customers due to intense competition. Fintech behemoths like GPay, Paytm, and PhonePe, who controlled the market with their user-friendly interfaces and aggressive marketing campaigns, were among the difficulties SBI YONO faced. Users lost faith in the service due to problems with the registration process, sporadic server outages, and unexpected crashes. Chairman Mr. Khara and his team recognized that comprehensive strategies were required to restore prominence. Through data analytics, they sought to prioritize personalization, improve user experience, and expedite procedures. The main areas of focus were cooperation with other service providers, increased continuous innovation, and stronger security measures. SBI YONO aimed to strengthen its position in the digital banking sector by emphasizing user-centric design, promoting digital literacy, and leveraging cutting-edge technologies like artificial intelligence and machine intelligence. SBI YONO sought to transform Indian banking and establish itself as the go-to supplier for millions of consumers through these initiatives.

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90	MM0094	525-0087-1	July, 2025		RAJESH'S MARKET SEGMENTATION DILEMMA AT FRESHWAVES	https://www.ibscdc.org/Case_Studies/Marketing/Marketing%20Strategies/MM0094.htm	SDG12	FreshWaves Beverages, a fast-growing player in India's health beverage market, is facing a slowdown in sales due to rising competition and changing consumer preferences. With only one quarter left before annual reviews and a limited marketing budget of INR 20 million, Marketing Head Rajesh Kumar must urgently take a relook at the company's broad-based strategy to choose one of three sharply defined target segments – Urban Health Enthusiasts, Active Seniors, or Eco-conscious Millennials – each presenting unique opportunities and challenges. His strategic choice will significantly influence FreshWaves' future positioning, investor trust, and competitive advantage.
91	HRM0094	425-0083-1	July, 2025		TRAINING EFFECTIVENESS AT NGS FOODS	https://www.ibscdc.org/Case_Studies/HRM/HRM0094.htm	SDG8	This case is about a fast food retail startup which invested a lot of time and money in training its new hires. The founder of this startup, who himself had over 15 years of experience as a senior HR executive, was keen on understanding the overall effectiveness of the training program. The case gives basic facts and figures pertaining to the cost incurred, cost per hour, change in the KSAs of the trainees, and the impact of training on identified employees. The case should help the students in understanding the different metrics involved in the measurement of training effectiveness. It will also help the students in preparing the training cost spreadsheet using the raw data provided in the case. Furthermore, with the limited time and budget allocated for the training exercise, the students as future managers should be able to calculate the key training effectiveness metrics and do the cost-benefit analysis.
92	GOV0067	725-0079-1	October, 2025		MADAM Q AND THE SLAP CONTROVERSY	https://www.ibscdc.org/Case_Studies/Corporate%20Governance/GOV0067.htm	SDG3; SDG16	In the socio-political sphere, a troubling trend has emerged of angry individuals publicly slapping or inking political celebrities. Any enthusiasm people may have had for political celebrities has often given way to annoyance, disgust, rage, or discontent with them. With the help of social media and other platforms, these incidents are broadcast and gain previously unheard-of visibility. They are recorded, broadcast, and circulated, sparking political discussions and disputes. These instances of public discomfort come as an embarrassment to political celebrities who use image marketing. Such protest demonstrations are pervasive problems in the modern political system. This case is an endeavor to sensitize society to changing emotional vibrations. This case has been developed from a true story in which an Indian political celebrity, Madam Q (fictionalized) made a derogatory remark about a section of people and later had an altercation with a member of the security force at an airport.
93	OPM0044	625-0035-1	September, 2025		POWERING LIVELIHOODS' COLLECTIVE DEPLOYMENT OF DRE LIVELIHOOD TECHNOLOGIES	https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0044.htm	SDG7; SDG8; SDG9; SDG12; SDG17	In 2001, the Council on Energy, Environment, and Water (CEEW) and Villgro Innovations Foundation (Villgro) collaborated in a joint venture and established Powering Livelihoods (PL). This case examines the financial and strategic dilemmas faced by PL in 2025, as it considered moving from isolated pilots of decentralized renewable energy (DRE) livelihood technologies to a collective deployment model. PL had previously supported technologies such as solar silk reeling machines, horticulture processors, solar refrigerators, micro solar pumps, vertical fodder units, dryers, and dehydrators across rural India, showing measurable livelihood impact. The proposed collective deployment program promised wider adoption and deeper impact through clustered installations for self-help groups (SHGs), farmer producer organizations (FPOs), and rural microenterprises. However, the program required US\$520,555 in investment, raised from reserves, CSR-linked grants, and concessional loans. The board debated whether the funding structure and intermediate cash flows were sustainable, and whether traditional appraisal methods adequately captured financial viability and social impact. The case challenges students to assess financial structures, revenue projections, and impact trade-offs in scaling renewable energy technologies for rural livelihoods.
94	MM0095	525-0110-1	September, 2025		TESLA ENTERS INDIA: CAN IT CRACK THE PRICE SENSITIVE EV MARKET?	https://www.ibscdc.org/Case_Studies/HRM/HRM0095.htm	SDG9	The case puts the students into the shoes of Tesla's India Country General Manager, Prashant Mehta, who has to decide on a 12–18-month go-to-market plan for Tesla India under policy and pricing constraints. Tesla must reconcile its premium global positioning and capital expenditure with India's realities: a price-sensitive market, high import duties on completely built units, charging-infrastructure gaps, and strong mid-market EV rivals.
95	OM0044		January, 2026		CLEANER APPAREL VALUE CHAINS — TIRUPUR PILOT UNDER THE UNIDO-GEF INDIA INITIATIVE	https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20Management/OM0044.htm	SDG6; SDG8; SDG9; SDG12; SDG13	When Dr. Anita Verma, UNIDO's Project Coordinator for South Asia, visited Tirupur in 2023, she stood at the crossroads of India's textile boom and its environmental burden. The case "Cleaner Apparel Value Chains, Tirupur Pilot under the UNIDO-GEF India Initiative" explores this moment, focusing on a real United Nations Industrial Development Organization (UNIDO) and Global Environment Facility (GEF) project designed to eliminate hazardous chemicals and promote sustainable production in India's apparel sector. To be implemented by 2029, the initiative spans eight major clusters, including Tirupur, India's knitwear capital, and involves about 320 pilot units nationwide. With an Environmental and Social Management Plan (ESMP) budget of USD 300,000 and a total GEF contribution of around USD 7 million, the project blends technical support, policy engagement, and cleaner technology demonstrations to build circular value chains. Tirupur's environmental challenges, extensive chemical use, high water and energy intensity, and pollution, frame the project's ambition to reduce 18,375 tons of harmful chemicals, cut 350,000 tCO ₂ -equivalent in direct emissions, and improve the livelihoods of 40,000 direct and 80,000 indirect beneficiaries. This case invites students to analyze UNIDO's Social Cost Benefit Assessment (SCBA) approach and explore how global sustainability frameworks can create shared value in industrial clusters.