

## SDG-17 Report

# 17 Partnerships for the Goals



Strengthen the means of implementation and revitalize  
the Global Partnership for Sustainable Development



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# ICFAI Foundation for Higher Education

## Report on

## SDG 17 Partnerships for the Goals

### Strengthening the Means of Implementation and Revitalise the Global Partnership for Sustainable Development



#### Preamble

Sustainability encompasses a paradigm shift in thought, behaviour, and operations that strives to fulfil the requirements of the current generation while safeguarding the capacity of resources to sustain future generations. The following are some essential aspects:

**Social and Environmental Responsibility:** Preserving natural resources, minimizing environmental damage, and minimizing carbon footprints are the primary objectives of sustainable practices.

**Social equity:** It is the practice of ensuring that all communities and individuals are treated fairly and equitably, and that decision-making processes take social justice and inclusiveness into account.

**Economic viability:** Sustainability aims to establish long-lasting economic systems that strike a balance between profitability and the adverse social and environmental consequences.

**Innovation and adaptability:** The adoption of innovation and adaptability is of the utmost importance in order to discover novel resolutions to preexisting challenges and effectively respond to evolving conditions.

**Holistic approach:** A holistic approach to decision-making entails taking into account the interdependencies among social, environmental, and economic factors.

**Education and awareness:** Advocating for education and raising awareness regarding sustainability contributes to the development of a responsible society and facilitates constructive transformation.

The university believes that through the implementation of sustainable practices across multiple domains, including resource management, policy formulation, business operations, and lifestyle selection, it is possible to strive for a more harmonious and balanced world that benefits both current and future generations.

### **Partnership for Goals**

The university strongly focuses on forging collaborations with international as well as national educational institutions and industry for fostering partnerships for implementation of sustainable development goals. These partnerships include development of academic curriculum related to SDGs, conducting field-based research for SDGs, conducting joint conferences, workshops, symposia and seminars. IFHE also strongly believes in community participation and development through inclusive programs.

### **Goals**

The goals of partnerships with ICFAI Foundation for Higher Education are -

- to develop curriculum related to SDGs and identify effective instructional methods to implementation;
- to conduct collaborative field research in the areas that impact SDGs and contribute to the social development;
- to conduct conferences, symposia, workshops and seminars on the themes related to SDGs;
- to organize educational programs in the community to promote implementation of SDGs and to make an impact on the society.
- to research, write and publish high quality and high impact case studies in the areas of SDGs and make them available for the community.

## Conferences

The university regularly conducts conferences in the areas of marketing, finance, human resources and operations. In all these conferences, there will be at least one session related to SDGs research. The university collaborates with reputed national and international institutions and business organizations in conducting academic conferences, workshops, symposia, conclaves, student fests, etc. <https://www.ifheindia.org/centre-of-excellence-for-digital-transformation> and <https://www.ifheindia.org/co-curricular-activities>

## Industry Conclaves

IFHE conducts industry conclaves jointly with the business organizations to discuss various cutting-edge developments in the business landscape. <https://www.ifheindia.org/distinguished-guest-speakers> and <https://www.ifheindia.org/centre-of-excellence-for-digital-transformation>

## Community Development Activities

In the community development activities, IFHE collaborates with local NGOs, Schools and Government Organizations. The university conducts legal aid programs, financial literacy workshops, sustainability initiatives, Swatcha Bharat activities, health and hygiene, wellness, etc. The university adapted five villages in the neighbourhood and contributes to their development. More information can be accessed at <https://www.ifheindia.org/corporate-social-responsibility> and <https://www.ifheindia.org/centre-for-women-development>

## Collaborations with International Universities

The University has Memorandum of Understanding (MoU) with several reputed universities different countries (<https://www.ifheindia.org/academic-industry-collaborations>). Such universities are given below:



In addition, the faculty members of the university are collaborating with faculty members from different universities across the world in undertaking collaborative research and publication of intellectual capital. These collaborations can be seen from the list of publications available at SCOPUS and Web of Science portals.

The faculty members of the university also collaborate with their counterparts in other Indian universities in undertaking collaborative research and publications.

## Case Studies

The Case Research Center (CRC) is a center of excellence at IBS, Hyderabad developing high quality internationally benchmarked case studies. The case studies are marketed under two brands - IBS Center for Management Research (ICMR) and IBS Case Development Center (IBSCDC). A dedicated and dynamic team works toward fulfilling the institution's mission of developing high quality case studies.

The team of case writers have published 59 case studies related to SDGs. Full details of case studies along with URL are provided below:

### 1 | 2022-2023 | SDG5

#### GLOWORK: A RECRUITMENT PLATFORM DEDICATED TO WOMEN IN SAUDI ARABIA

Nair, Jitesh; Pasala, Balaswamy

The case 'Glowork: A Recruitment Platform Empowering Women Employment in Saudi Arabia' describes Glowork's contributions to women's employment and empowerment in Saudi Arabia and how the platform fostered women's participation in and integration with the Saudi workforce through jobs in fields like banking, HR, sales, and design. The case touches upon how co-founder Khalid Alkhudair's personal experiences led to the establishment of the recruitment software platform Glowork. He found that educated women had very few options to search for opportunities to work in the kingdom. The conservative culture and all-male workplaces also impeded women from seeking jobs. The case then describes the initiatives taken by the Saudi government and the late King Abdullah through the Nitaqat program to empower and increase the number of women in the workforce. The case further discusses how Glowork partnered with a technology firm to develop an interactive platform and the various support services it offered to employers and job seekers. It describes the various initiatives taken by Glowork to offer work opportunities. Glowork introduced the concept of virtual offices to serve unemployed women in rural areas who could not travel to work alone due to the conservative customs of the region. This gave employers access to local talent and also allowed women to work from home. Glowork partnered with the Ministry of Labor and the Human Resource Development Fund that offered support for the various initiatives and gave access to unemployment data in the kingdom. It also tied up with universities and educational institutions. The case also focuses on Glowork's marketing efforts through an annual career fair that not only offered job opportunities but also conducted workshops for skill development. To offer better services, Glowork developed a new recruitment app. The case ends with the company's growth plans to serve women candidates from different backgrounds looking for work across industries and levels, especially those at senior levels in Saudi Arabia.

<https://www.icmrindia.org/Short%20Case%20Studies/Human%20Resource%20Management/CLHR092.htm>

## **2 | 2022-2023 | SDG9**

### **LEVI'S ADOPTING ROBOTIC PROCESS AUTOMATION TO LIBERATE ITSELF FROM MANUAL WORK**

Koti, Vinod Babu; Prasad, Namratha, V

The case "Levi's Adopting Robotic Process Automation to Liberate itself from Manual Work" describes the efforts of US-based clothing company Levi Strauss & Co. to adopt Robotic Process Automation (RPA) as part of its endeavor to bring about a digital transformation. The case provides detailed information on the implementation and benefits of its first two proofs-of-concept bots. Levi's was able to save nearly 500 hours of manual work with the installation of the first PoC bot and the second PoC bot was able to do the work that five people did for several hours over multiple days, saving nearly 750 hours of manual labor. The case also provides a glimpse into other key initiatives implemented by Levi's as part of its digital transformation. In addition, the case also talks about the future of RPA at Levi's, including the implementation of a new bot called Purchase Order Closure Bot, in 2022. Will Levi's huge investment in RPA pay off? What would be the long-term repercussions of the use of RPA in the clothing industry?

<https://www.icmrindia.org/casestudies/catalogue/Operations/OPER156.htm>

## **3 | 2022-2023 | SDG1, SDG3**

### **LIVING GOODS: DELIVERING QUALITY HEALTHCARE AND EMPOWERING WOMEN IN UGANDA**

Kumar, KBS; Perepu, Indu

Essential healthcare is not available to half of the people in the world, according to the World Health Organization. Most of these people are in underdeveloped and developing countries, where there is an acute lack of health workers, medicines, and funds. The problem is more pronounced in Africa, where there are only 2.3 health workers for every 1,000 people. While Africa accounts for 24% of the global disease burden, there are only 3% of the world's health workers in the continent. These are the issues that drew the attention of Chuck Slaughter (Slaughter), a Yale alumnus. Slaughter, who worked for an organization involved in providing essential medicines in the developing countries, saw with anguish how the lack of healthcare facilities in Africa was resulting in high mortality, especially among children. And he realized that the amount spent on a cup of coffee could save a child's life. Further research showed Slaughter that often, though the medicines were available, they were not reaching the needy due to challenges in last mile distribution. To address this issue, he started Living Goods, a social enterprise with exclusive focus on healthcare in Uganda in 2007. Slaughter was inspired by the business model of cosmetics company Avon and he started distributing medicines in the hinterlands in the country through a team of community health entrepreneurs (CHEs). Slaughter brought in several improvements in the supply chain and technology to deliver high quality medicines at a price that was lower than the Price prevailing in shops to the doorstep of the patients. To make the essential medicines more affordable, he included other products like stoves, solar lamps, soaps, shampoos, etc. and cross-subsidized the essential products. This benefited the consumers, as they could get the medicines without having to spend time and money on traveling to the nearest health center. Where the CHEs were concerned, selling the medicines and other products earned them extra money. By 2019, Living Good was active in three countries and had 10,628 CHEs. Impact studies that were conducted revealed that in the areas where Living Goods was active, the child mortality had come down by 27%; the price of anti-malarial drugs fell by 18%; and the spread of spurious drugs reduced. All this was done at an average cost of around US\$ 2 per person per year. Slaughter was looking at replicating the model and scaling it to improve the health of over 34 million people across the world by 2021. This called for building supply chains, developing a huge network of CHEs, and getting help from funding agencies and the support of local NGOs, especially in countries where Living Goods has little or no presence.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN183.htm>

**4 | 2022-2023 | SDG3****MYNTRA REVAMPS EMPLOYEE EXPERIENCE PROGRAM**

Nair, Jitesh; Pasala, Balaswamy

The case 'Myntra Revamps Employee Experience Program' describes how the retailer made use of the leave benefit policy as a lever to initiate a successful transformation of Myntra's employee experience program for a healthier, happier and productive workforce. The case seeks to highlight the importance of cultivating a sense of belonging and well-being among employees since it is considered a strong driver of employee engagement. The case describes how Myntra addressed this issue by replacing the sick leaves with wellness leaves to indicate a change in approach to employee welfare that considered mental and emotional wellness along with physical health. This was necessary for the company since the key drivers of employee engagement shifted significantly during 2020 as a result of the COVID-19 pandemic. Listening and acting on employee feedback, and top management support for the employee experience were a few key elements that led to the successful transformation of Myntra's employee experience program. The case then details on the different types of wellness leaves offered to employees such as infinite wellness leaves, wedding leaves, care leaves and vacation leaves. The case also touches upon existing leave policies which included surrogacy leaves, parental leaves, adoption leave, pet leaves (called pawternity leaves), and gender reassignment surgery leave. Myntra also enhanced its Medclaim policy that covered psychiatric consultation fees and extended support programs such as yoga sessions, meditation and emotional wellness webinars. The case ends with a brief mention of the impact of these initiatives which ensured that Myntra's workforce took good care of their mental and physical wellbeing and had a right balance among health, family, and career that resulted in an increase in employee engagement and leadership trust.

<https://www.icmrindia.org/Short%20Case%20Studies/Human%20Resource%20Management/CLHR089.htm>

**5 | 2022-2023 | SDG9****ONDC: DISRUPTING INDIA'S E-COMMERCE SPACE THROUGH AN OPEN NETWORK MODEL?**

Kumari, Shwetha; Nair, Jitesh

The case focuses on the Open Network for Digital Commerce christened ONDC, a globally first-of-its-kind initiative undertaken by the ministry of commerce and industry, India. ONDC was an attempt to democratize digital commerce in India by integrating e-commerce platforms through a network based on open-source technology to curb digital monopolies and standardize the on-boarding of retailers on e-commerce sites. The case describes first the e-commerce sector in India and its domination by a few major players like Flipkart and Amazon. The case then touches upon the various policies and regulations that were introduced to bring more transparency into the e-commerce ecosystem. The case examines in detail the need for an open network and the objectives of the ONDC initiative to digitize the entire value chain, standardize operations, promote inclusion of suppliers, derive efficiencies in logistics, and enhance value for consumers. This is followed by the steps taken by the Government of India to prepare for the implementation of this initiative. The case also touches upon the challenges for existing e-commerce players on account of the proposed new e-commerce rules and the criticism from various quarters of industry with some commenting that the ONDC was a solution searching for a problem. It also remained to be seen if the offline retailers would get a level playing field because of the ONDC initiative and how much it would help in providing more freedom of choice to consumers.

<https://www.icmrindia.org/casestudies/catalogue/IT%20and%20Systems/ITSY131.htm>

**6 | 2022-2023 | SDG13****EQUINOR'S GREEN TRANSITION INITIATIVE: GREEN MAKEOVER OR GREENWASHING?**

Kumari, Shwetha; Nair, Jitesh

The case study discusses the efforts of Equinor, a multinational oil, gas, and energy company, to transition to clean energy. Equinor was providing oil, gas, wind energy, and solar energy to more than 30 countries as of



2022. The case touches upon the oil and gas operations of Equinor that led to massive criticism by environmentalists against its various projects in ecologically sensitive areas and the oil spills it was involved in over the years. The case then describes Equinor's shift from its traditional business model whereby it established the New Energy Solutions unit as a dedicated business unit in 2015 to support the company's renewable energy expansion. The new division attempted to accelerate investments in the renewables space through a series of acquisitions. In 2018, the company rebranded itself from Statoil to Equinor to reflect its transition away from oil and gas. The case focuses on the company's other efforts toward clean energy transition after it announced plans to achieve carbon-neutral global operations by 2030 and to reduce absolute greenhouse gas (GHG) emissions in Norway to near zero by 2050. Equinor also decided to establish renewables as a separate reporting segment from the first quarter of 2021. In spite of Equinor's climate action pledges, the company faced criticism for what was described as its greenwashing practices. It sold half of the wind assets it had acquired earlier. Equinor was criticized for lack of transparency in reporting and for promoting fossil fuel gas by increasing its oil trading to levels that were nearly equivalent to what it produced. Amidst these developments, it remained to be seen to what extent the intent shown by the company's leadership would translate into measurable outcomes and if it would help Equinor achieve its net zero ambitions by 2050.

<https://www.icmrindia.org/casestudies/catalogue/Business%20Ethics/BECCG175.htm>

#### **7 | 2022-2023 | SDG13**

#### **EXXONMOBIL IN GUYANA: CAN THE NATION BALANCE ECONOMIC GROWTH AND CLIMATE CHANGE ISSUES?**

Kumari, Shwetha; Nair, Jitesh

The case study focuses on the challenges small developing nations face in dealing with large multi-national corporations. It deliberates upon the importance of framing and implementing robust economic policies that balance issues relating to the climate crisis and the country's economy. The case briefly describes the Guyanese economy and the earlier governments' push to support oil exploration in the region. It then details the entry of ExxonMobil into Guyana and how the oil company entered into a production licence agreement with the Guyanese government with the promise to boost the national economy. The case also looks at how the first oil discovery in May 2015 suddenly led to the small nation becoming the epicenter of the oil industry. This led to a flare up of century old border disputes between Venezuela and Guyana related to claims on the offshore oil discovery. The case then touches upon how the development of oil fields exposed Guyana's people and its economy not only to the climate impacts of greater fossil fuel combustion but to the profound risk of tying the country's future development to oil at a moment when the industry faced critical and inevitable decline. The case finally looks at the government's attempt to set up new regulations as a result of the need for transparency on the production licensing agreements with ExxonMobil and the first climate change constitutional case filed by Guyanese citizens to restrain ExxonMobil's plans to further explore and increase fossil fuel production off the country's coast. Responding to charges that the expansion of ExxonMobil's operations in Guyana violated citizens' constitutional right to a healthy environment and the rights of future generations, the Guyanese government introduced the local content policies that prioritized Guyanese nationals and companies in the procurement of some goods and services. Amidst these developments, what remained to be seen was whether the tiny nation could walk the tightrope between the opportunity of a lifetime to build an oil-based economy and pursuing a policy beyond oil that would set the stage for a stronger and vibrant nation for years to come.

<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON102.htm>

**8 | 2022-2023 | SDG9****PIX: CAN IT HELP CREATE A DIGITAL PAYMENTS ECOSYSTEM IN BRAZIL?**

Kumari, Shwetha; Nair, Jitesh

The case study, set in 2021, focuses on the instant payment digital platform PIX, an initiative of the government of Brazil. The case first touches upon the prevailing banking and financial system in Brazil and the current issues in the system. It then describes the objectives that led to PIX being launched including reducing cash transactions, improving financial inclusion, and offering an alternative to existing payment instruments. The case also draws a parallel upon some of the key aspects that led to India's UPI becoming one of the best instant payment systems in the world. It also focuses on the various steps taken by the Brazilian government to implement the instant payment system. Finally, the case takes a look at some of the challenges arising in these efforts despite early adoption by the population with almost 300 million PIX keys registered by both individuals and companies within a year of its launch. The success of PIX depends on whether PIX will be able to learn from India's UPI and create a better model that could be used by developing countries across the globe in the digital payment landscape.

<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON101.htm>

**9 | 2022-2023 | SDG9****UPI: A REVOLUTION IN INDIAN PAYMENT SYSTEM, BUT?**

Vijaya, Lakshmi, S; Nagendra Kumar, MV

The Unified Payments Interface (UPI) was developed by the National Payments Corporation of India (NPCI) as a solution to the problems created as a result of demonetization in India in the year 2016. UPI emerged as a simple, easy to operate, and cost effective solution for retail payments and settlements in India. Apart from banks, NPCI also permitted third party technology companies to provide payments services using the UPI platform developed by it. The demonetization in 2016 made people opt for cashless transactions and Covid-19 made these transactions highly popular across the country. UPI played an active and instrumental role in the retail payments and settlements processes in India. Despite the growing importance of UPI based payments and settlements, there has been concern over the growing number of frauds related to UPI. Though UPI is considered technically competent, lack of awareness and exposure in using the payment platforms has been creating problems for the users, with fraudsters taking them for a ride. With cashless transactions poised to grow exponentially, UPI needs to act quickly to reduce the chances of fraud occurring.

<https://www.icmrindia.org/short%20case%20studies/Finance/CLFIN038.htm>

**10 | 2022-2023 | SDG9****US FOODS BUILDING B2B FOOD SERVICE CUSTOMERS: A BRIDGE TO THE DIGITAL WORLD**

Koti, Vinod Babu; Prasad, Namratha, V

The case "US Foods Building B2B Food Service Customers: A Bridge to the Digital World" discusses the way the second-largest broad line food distributor in the US, US Foods, Inc. sought to differentiate itself by providing customers with innovative food offerings and a broad suite of e-commerce, technology, and business solutions. The case provides a brief history of the 150-year-old company and an overview of its business operations. It deliberates on how USF's customer-centricity enabled it to come up with novel food offerings that helped its customers stay ahead of the competition. USF was the leader when it came to providing technology to foodservice distributors. The case takes an in-depth look into how the company's technology offerings reduced the operating headaches of its customers and improved their bottom lines. The case also delves into the details of how USF launched certain innovative technologies during the COVID-19 pandemic that enabled it to make a business recovery, apart from leveraging emerging opportunities in the US food distribution industry. Despite being at the forefront of tech offerings in the B2B food distribution space, USF faced tough competition. Can the company become the market leader one day on the back of its tech offerings?

<https://www.icmrindia.org/casestudies/catalogue/Marketing/MKTG443.htm>

**11 | 2022-2023 | SDG8**

**CAN GOOGLE'S OVERHAULED EMPLOYEE PERFORMANCE REVIEW SYSTEM REDUCE EMPLOYEE TURNOVER?**

Koti, Vinod Babu; Prasad, Namratha, V

The caselet talks about the reasons for US-based multinational technology company Google LLC bringing about a change in its employee performance review system. The case provides a glimpse into the reasons that led Google to drop out of the list of Best Places to Work somewhere in the mid-2010s after having been on the list for quite a few years. The case documents how employee dissatisfaction at Google had soared further in the post-pandemic world, leading to a rise in employee turnover. The case provides key highlights from Google's employee survey – The Googlegeist Survey 2021 – which revealed the various HR areas that were a bone of contention for the company's employees. The case then mentions the various aspects of Google's new employee review system called the Googler Reviews and Development (GRAD) that was launched in May 2022. Unlike the earlier system, GRAD was expected to focus on employee development, learning, and progression throughout the year. So, can GRAD stem employee dissatisfaction at Google and once again make it one of the most coveted companies to work for?

<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB235.htm>

**12 | 2022-2023 | SDG5**

**JUDITH WILLIAMS' DIVERSITY & INCLUSION INITIATIVES AT SAP: ATTEMPTING TO CHANGE THE WORLD?**

Prasad, Namratha, V

The case documents the efforts of Judith Michelle Williams (Williams), Head of People Sustainability and Chief Diversity and Inclusion Officer (CDIO) at Germany-based multinational software corporation SAP SE, to make the company a diverse and inclusive workplace. The case takes a brief look at SAP's journey and provides the key highlights of Williams' career. It then elaborates on the various challenges that Williams encountered in her quest for improving D&I at SAP and the strategies she implemented to overcome them. In-depth information is provided as well about the way Williams harnessed diversity data to improve D&I and adopted Artificial Intelligence (AI) to combat unconscious bias in HR processes. The case also delves into the numerous initiatives undertaken by Williams to increase African-American representation at SAP. Apart from enforcing various D&I strategies for underrepresented groups, she sought to create a sense of belonging for them at SAP. Williams also took up the task to have a more diverse tech ecosystem. Can Williams' D&I efforts at SAP influence other companies, partners, and customers to adopt the same, enabling her to realize her desire to make the world more equitable?

<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB236.htm>

**13 | 2022-2023 | SDG9**

**CHINA'S MIDEA GROUP'S INTELLIGENT MANUFACTURING STRATEGY FOR CREATING A NEW HUMAN-MACHINE ECOSYSTEM**

Koti, Vinod Babu; Prasad, Namratha, V

The case "China's Midea Group's Intelligent Manufacturing Strategy for Creating a New Human-Machine Ecosystem" talks about the intelligent manufacturing strategy adopted by one of the world's leading home appliance-makers, China-based Midea Group Co. Ltd (Midea), in response to the changing technological trends in the home appliances industry. The case starts out by describing Midea's early days in China and the business practices it followed to revolutionize the home appliances industry there. It then documents how

Midea adapted its manufacturing processes as per the technological changes sweeping through the industry to register a meteoric rise in China. The case details how Midea adopted the 'One Midea, One System, and One Standard' strategy – under which it built its Artificial Intelligence (AI) driven industrial internet (IIoT) platform to standardize and systematize its key business areas. Later, the case describes in detail the digital transformation strategy undertaken by Midea through the adoption of AI, big data, and robotics in its manufacturing processes by collaborating with international automation companies. It explains how Midea achieved significant operational results and enhanced its market position by adopting the latest technologies. Will Midea become a pioneer in adopting robust technology in China and the world?

<https://www.icmrindia.org/casestudies/catalogue/Operations/OPER158.htm>

**14 | 2022-2023 | SDG12**

**NUDIE JEANS: AN 'IMPACT FIRST BRAND' CONTRIBUTING TO THE SUSTAINABLE FASHION INDUSTRY**

Koti, Vinod Babu; Prasad, Namratha, V

The case describes the efforts of Swedish denim brand Nudie Jeans Co. to make "owning a pair of jeans a sustainable practice". The case provides detailed information on the negative impact of cotton and jeans manufacturing on the environment. The case then describes the various sustainable business practices of Nudie that made jeans, shirts, and sweaters with 100% ethically sourced, organic cotton, or recycled cotton. Nudie also ensured that the workers involved in the production of its clothing were assured basic human rights and given living wages. The case provides a glimpse too into other key initiatives that Nudie implemented to enable its customers to make sustainability a part of their life. Nudie was lauded as an Impact First Brand, wherein the brand was created to fight for a cause. Can Nudie sustain itself and keep inspiring other brands to practice sustainability in manufacturing?

<https://www.icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG177.htm>

**15 | 2022-2023 | SDG9**

**RENDANHEYI - DRIVING INNOVATION THROUGH CORPORATE ENTREPRENEURSHIP AT HAIER**

Kumar, KBS

Rendanheyi, meaning integration of people and goals, was a platform of management practices implemented by China-based Haier Group. It helped the company transform from a conventional appliance manufacturer to an entrepreneurial company that was highly responsive to customer needs, and thus achieve 'zero distance from the user'. Introduced by its CEO, ZHANG Ruimin (Zhang), Rendanheyi was implemented in several phases lasting over a decade. In each phase several new practices were introduced which challenged the existing conventions of the way organizations were run. Rendanheyi changed Haier from a huge conglomerate to a highly nimble company of several microenterprises, each run by a CEO, and operated with its own agenda. Over the years the model became more encompassing, and Haier collaborated with customers, developers, research organizations and universities, and even competitors, in order to provide customers with what they wanted. For the next phase Zhang was looking at taking advantage of the Internet of Things (IoT), and using the gathered user data for user engagement and feedback, customization of products, and integration of users into manufacturing processes. It remained to be seen if Rendanheyi would be adopted by organizations across the world.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN189.htm>

**16 | 2022-2023 | SDG5**

**SHERYL SANDBERG: AN IT INDUSTRY ICON SUPPORTING WOMEN'S SELF-EMPOWERMENT**

Koti, Vinod Babu; Prasad, Namratha, V

This case discusses the leadership and career philosophy of Sheryl Sandberg (Sandberg), former COO of Meta Platforms Inc. (Facebook). The case starts off with a brief look at the early life of Sandberg and delves

into the way she made Google LLC's ad business an essential part of every advertiser's budget. Later, the case takes an in-depth look into the way she managed operations at Facebook, wherein she took up a range of responsibilities. She was considered to have played a pivotal role in making Facebook a social media giant and a multi-billion-dollar advertising powerhouse. Being one of the highest-ranking female executives in corporate America, Sandberg then used her stature and public speaking skills to try and bring about an equal and fair representation for women in the workplace. Through public forums, Sandberg sought to fight sexism and encouraged women to join the workforce. She authored two motivational books for women and was instrumental in the emergence of the Lean In movement, thereby creating her own brand of self-empowerment feminism. After nearly two decades of being at the helm of the top two IT companies and becoming one of the richest self-made billionaires in the world, Sandberg resigned from her position at Facebook in June 2022, to continue her philanthropic work and focus on her family life. With her trailblazing career behind her, can Sandberg continue to inspire and serve as a champion for women's causes?

<https://icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB238.htm>

### **17 | 2022-2023 | SDG13**

#### **SYSKA PARTICIPATING IN INDIA'S CARBON FINANCE BASED RURAL LIGHTING SCHEME**

Koti, Vinod Babu; Prasad, Namratha, V

The case "Syska Participating in India's Carbon Finance based Rural Lighting Scheme" discusses the particulars of the unique Public Private Partnership (PPP) between public sector entity Convergence Energy Services Limited (CESL) and India-based lighting solutions company Syska LED (Syska), to supply 10 million LED bulbs in the rural areas of India. This PPP was undertaken to support the Government of India's 'Gramin Ujala Scheme' (GUS), a customized program for rural India under which LED bulbs would be provided to people in these areas for Rs.10 – making them the lowest priced LED bulbs in the world. CESL offered Syska co-investment on a revenue sharing basis – where the costs and profits involved in LED distribution would be shared equally. The GUS was expected to claim carbon credits and sell them through an open process, the proceeds of which were to be shared equally by CESL and Syska. The scheme was the first social program in India to be financed entirely through carbon credits. Can this particular PPP serve as a template for more private players to collaborate with the government toward the common goal of climate change mitigation?

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR641.htm>

### **18 | 2022-2023 | SDG10; SDG16**

#### **THE YEMEN CRISIS: WILL THE CONFLICT EVER END?**

Faheem, Hadiya; Dutta, Sanjib

The case discusses the civil war in Yemen which had started in 2014 between the Houthis (also known as Ansar Allah, meaning 'Champions of God') and the Yemeni government led by then President Abdrabbuh Mansur Hadi (Hadi). The war started after the demand by the Houthis to reduce fuel prices and the formation of a new government failed with the Yemeni government. Consequently, the Houthis occupied the Presidential palace forcing Hadi to step down. Hadi then fled to Aden, the temporary capital of Yemen, and finally to Saudi Arabia. In March 2015, a Saudi-led coalition of Arab states supported by the US intelligence, attacked the Houthis to restore the internationally recognized Yemeni government. The attack led to a full-fledged war, killing 13 civilians in Yemen, in March 2015. The war had a devastating impact on the Yemenis as the Saudi-led coalition on one hand, and the Houthis on the other, bombed crucial infrastructure such as farmlands, water treatment facilities, healthcare facilities etc., creating a man-made humanitarian crisis in Yemen with people having no access to food. Over the years, the United Nations made several to resolve the conflict but failed to negotiate with the Houthis. The Houthis continued to launch missiles on the UAE and the Saudi Arabia as both the countries supported the internationally recognized Yemeni government. In April 2022, Hans Grundberg

(Grundberg) United Nations Special Envoy of the Secretary-General for Yemen, stated that the Houthis and the Yemeni government entered into a truce for two months. Under the agreement, both the parties mutually agreed to halt offensive military operations in the country. The truce went for six months and expired on October 2, 2022. The United Nations believed that there was some hope to resolve the conflict in Yemen had the truce been extended, however, the Houthis demand for salaries to be paid to their military and security personnel led to calling off the truce by both the parties. The US Special Envoy for Yemen Tim Lenderking expressed concerns over failure by the United Nations to extend the truce as he believed that the humanitarian situation would further worsen in Yemen and funding was inadequate to cater to the needs of the civilians. Going forward, the United Nations faced the challenge to reach a political settlement in Yemen. In addition to this, according to the United Nations Office for the Coordination of Humanitarian Affairs several actions were needed by the international community to strengthen the economy of Yemen – the worsening exchange rate was prohibiting people from affording food since majority of the food was imported in Yemen.

<https://icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB237.htm>

### **19 | 2022-2023 | SDG3**

#### **UNILEVER TO END MARKETING FOOD & BEVERAGES TO CHILDREN: CAN IT DRIVE A CHANGE?**

Ikrama, Syeda; Qumer, Syeda Maseeha

This case discusses global FMCG giant Unilever plc's (Unilever) new global principles for responsible marketing to children which include not marketing food and beverages to children under the age of 16 across both traditional media and social media. The principles will apply across Unilever's food and refreshment portfolio and the deadline for brands to comply with these new principles is January 2023. As a leading global consumer goods company, Unilever was committed to responsible marketing and advertising. In 2003, it was one of the first companies to apply specific measures for the marketing of its food and refreshment products to children owing to concerns about childhood obesity, the impact of social media, and the vast number of products to choose from. In 2020, Unilever announced it would stop marketing and advertising foods and refreshments to children under the age of 12 on traditional media, and under the age of 13 on social media channels. Unilever's new updated global principles for responsible marketing to children are aimed at the company committing itself to a future focused on purpose. However, it remains to be seen whether Unilever can deliver on its commitment and curb consumption of unhealthy products and influence other brands to follow suit.

<https://www.icmrindia.org/casestudies/catalogue/Marketing/MKTG448.htm>

### **20 | 2022-2023 | SDG9; SDG13**

#### **3M: LEADING THE WAY IN SUSTAINABILITY**

Prasad, Namratha, V

The case "3M: Leading the Way in Sustainability" mentions the various efforts of The 3M Company (3M) – a US-based multinational conglomerate – to become a sustainability leader. The case briefly mentions some of 3M's early efforts to protect the environment, starting from its pioneering Pollution Prevention Pays (PPP) program that began in 1975. It was in the 2010s that the company decidedly increased its focus on sustainability and formulated the Strategic Sustainability Framework, with 15 sustainability goals set for 2025. 3M claimed to have set the goals after conducting strategic interviews with over 50 stakeholder groups. Being world-renowned as an innovative company, 3M realized that to continue its run of innovative products, it had to focus on innovations that would reduce environmental impact and assuage rising consumer concerns about the environment. The case then documents 3M's 'Sustainability Value Commitment' (SVC) for all new products, wherein it sought to develop products that solved an environmental issue and/or addressed a societal concern. During product and packaging design, 3M looked at raw material choices with an eye on

building circular economy principles. The company also sought to source raw materials ethically and even employed supply chain digitization to support its sustainability and corporate social responsibility efforts. Will 3M, through its various efforts, succeed in helping its customers find a sustainable future?

<https://www.icmrindia.org/casestudies/catalogue/CSR%20and%20Sustainability/CSRS012.htm>

**21 | 2022-2023 | SDG3**

**JD HEALTH - BUILDING A FULL ECOSYSTEM OF HEALTH CARE AND HEALTH MANAGEMENT FOR CHINA**

Kumari, Shwetha; Nair, Jitesh

JD Health, the healthcare subsidiary of JD.com, entered the health industry by launching a pharmaceutical e-commerce business. It started by selling healthcare products online for the first time in 2013. In January 2016, JD Health started a platform for third-party pharmaceutical retail businesses and also opened JD Pharmacy, a first-party pharmaceutical business model, the same year. JD Health started independent operations in May 2019, aiming to build the most comprehensive 'internet + healthcare' ecosystem in the industry to give people easier access to better healthcare, no matter what their geographical location. The company offered pharmaceutical drugs and healthcare products on its platform, both as a marketplace that connected merchants to consumers and as a first-party, or 1P, direct retailer. It also offered online consultation with real life doctors and separately partnered with offline pharmacies that could provide location-based 24/7 delivery as part of an omnichannel initiative to complement its core e-commerce business. Its closest competitors were Alibaba Health, Ping a Good Doctor, and Meituan for its e-commerce business. The company had high ambitions, its goal being to create a full ecosystem of healthcare and health management for the most populous country in the world. Experts wondered whether JD Health would, in fact, become the leading online healthcare provider in China.

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR651.htm>

**22 | 2022-2023 | SDG8**

**SIEMENS DESIGNS LARGE-SCALE REWARDS & RECOGNITION PROGRAMS TO EMBED AN OWNERSHIP CULTURE AMONG EMPLOYEES**

Nair, Jitesh; Pasala, Balaswamy

The case 'Siemens Designs Large-scale Rewards & Recognition Programs to Embed an Ownership Culture among Employees' describes the company-wide R&R program of Siemens that helped it balance its business autonomy due to the decentralized organizational structure with higher corporate-level visibility and control requirements. The R&R programs 'Champions' and 'You Answered' helped Siemens AG reinforce core values such as responsibility, innovation, and excellence among employees in its business units in the US and the UK. The case touches upon the corporate plan 'Vision 2020' put in place by Siemens AG in 2015 to drive performance through profitable growth and significant investments in innovation. The case then describes the core values of the two R&R programs, the program objectives, the program design, and how it was implemented and aligned to the corporate Vision 2020 are described in detail. In January 2022, Siemens UK won the award for 'Most Motivational Benefits' as part of the 2021 Employee Benefits Awards program. The case ends with Siemens AG's further extension of the Vision 2020 to Vision 2020+.

<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB245.htm>

**23 | 2022-2023 | SDG2**

**TWIGA – A B2B AGRITECH STARTUP'S INNOVATIVE SOLUTION TO IMPROVE FOOD SECURITY IN KENYA**

Kumar, KBS; Perepu, Indu

Twiga, a mobile-based B2B tech platform, supplied fresh fruits and vegetables sourced from farmers in rural Kenya directly to small and medium sized vendors and to kiosks known as Mama Mobgas, in Nairobi. It was founded by Grant Brooke, a US-based researcher, and Peter Njojo who was with Coca-Cola Africa, with the aim of addressing the issues plaguing the fresh produce supply chain in Kenya. Twiga linked the informal vendors to the farmers through its proprietary cashless mobile technology platform. It matched the supply from small scale farmers with the demand from vendors, procured fresh produce from the farmers, and organized efficient supply chains with the help of logistics and warehouse platforms, to have the orders delivered to the vendors. In the process, Twiga eliminated the middlemen, minimized post-harvest losses, and lowered the price of the fresh produce. Twiga's highly scalable and replicable model created a manifold impact, and was expected to help in fixing Kenya's economy by controlling food prices and by reducing the share of disposable income that people spent on food (which was 45%). Twiga's model was found to be highly suitable for addressing the challenge of food insecurity, food safety, and food inflation that the world was facing.

<https://www.icmrindia.org/CaseStudies/catalogue/IT%20and%20Systems/ITSY133.htm>

#### **24 | 2022-2023 | SDG8**

##### **WALT DISNEY'S MOVE TOWARDS AN 'INCLUSIVE' ENVIRONMENT**

Nair, Jitesh; Pasala, Balaswamy

The case focuses on the various changes made by Disney in operational activities as part of increasing inclusivity in its parks, content business, and workplace. To achieve this objective Disney added an 'Inclusion' Key to the four existing keys of Safety, Courtesy, Show, and Efficiency that had formed the company's core set of values for over 60 years. Disney made changes to both backstage and front stage operations. The case touches upon the company's focus on promoting diversity in content as well as the workforce. Disney aimed to create more content that would appeal to a wider demographic, and ensure that needs from across its diverse consumer base were met by the shows and films it produced. Disney also sought to improve diversity and put in place inclusive practices for employees in its creative and production teams. The case then focuses on how Disney strove to increase diversity and inclusion in its top leadership roles. The case finally touches upon the various awards and recognitions that the company received as a result of its renewed approach to inclusivity.

<https://icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB246.htm>

#### **25 | 2022-2023 | SDG7; SDG13; SDG17**

##### **ENVIRONMENTAL SUSTAINABILITY INITIATIVES AT JOHNSON & JOHNSON VISION**

Zafar, Faria; Dutta, Sanjib

Johnson & Johnson Vision (J&J Vision), the ophthalmology products division of the Johnson & Johnson (J&J) group of companies, had five yearly plans in place since 2016 called 'Health for Humanity'. These plans were intended to help create social, environmental, and economic value for its stakeholders and society at large. J&J Vision embraced the goals under J&J's 'Health for Humanity' 2025 to help the parent company achieve its goals. With the aim of improving the environmental health of the planet, as part of 'Health for Humanity', J&J Vision focused on three areas – addressing climate change, reducing waste, and protecting natural resources. Though the company was able to make progress in achieving the goals it had set, it also faced challenges in its path to achieving sustainability in its operations. One major challenge was collaborating with its suppliers and industry peers to reduce Scope 3 emissions. Dealing with diverse regulatory policies in different countries was another challenge that the company encountered while implementing its environmental sustainability goals. To overcome these challenges, the company decided to collaborate with its suppliers as well as peers to develop a knowledge pool and improve supplier capability in the entire optometry industry.

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR654.htm>



**26 | 2023-2024 | SDG5****MARIA KLAWE – PROMOTING GENDER DIVERSITY AND INCLUSION IN STEM EDUCATION AT HARVEY MUDD COLLEGE**

Anirudhan, Anil; Dutta, Sanjib

The case 'Maria Klawe – Promoting Gender Diversity and Inclusion in STEM Education at Harvey Mudd College' is about gender diversity and inclusion in STEM education at the Harvey Mudd College (HMC). The case starts off with Maria Klawe's (Klawe) announcement that the college had achieved a milestone in gender parity with 50 percent of the graduates in the STEM field being women in the year 2019. Klawe as President of HMC from 2006 had put in consistent efforts and initiatives to achieve gender parity, inclusion, and diversity both at the student and faculty level. The case details the career growth of Klawe over the years and her association with various organizations and educational institutions and also dwells upon STEM education and women's representation across the world with some interesting statistics. The initiatives toward inclusion and diversity at HMC are discussed in detail. The impact of Klawe's initiatives on HMC and other educational institutions is put forth in the case. The case ends with future initiatives that can be taken up by educational institutions and organizations toward gender diversity and inclusion. Will the gender diversity and inclusion initiatives taken by Klawe continue in HMC? Will other colleges tread the path taken by HMC? Will the technology industry adopt similar initiatives in their organizations? These remain to be seen.

<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB249.htm>

**27 | 2023-2024 | SDG13; SDG17****PEPSICO'S SUSTAINABILITY STRATEGY TO BUILD A POSITIVE VALUE CHAIN**

Kumari, Shwetha; Nair, Jitesh

The case describes PepsiCo's sustainability related initiatives that encompassed its operations, products, and supply chain partners. PepsiCo's sustainability strategy targeted every stage of the value chain. The case first touches upon the early initiative taken by the company in 2006 through the establishment of its 'Performance with Purpose' program. It also mentions the company's ambitious commitments to science-based climate goals made in 2016. The case then describes the initiatives including PepsiCo's Sustainable Farming Program and its Water Strategy, Renewable Electricity, and Recyclable Packaging initiatives. The case then focuses on PepsiCo's renewed pledge and its recent initiatives Pep Positive, "Sustainable from the Start" program for Supply Chain Partners, and the PepsiCo Supplier Code of Conduct. Amid these developments, it remained to be seen whether PepsiCo had put in place the key components essential to build a successful roadmap to achieve its climate change targets.

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR656.htm>

**28 | 2023-2024 | SDG9****SAP'S INNOVATION APPROACH: BOOST STARTUPS AND INTRAPRENEURSHIP**

Prasad, Namratha, V

The case "SAP's Innovation Approach: Boost Startups and Intrapreneurship" talks about the various initiatives taken by Germany-based multinational software company SAP SE (SAP) to support startups – whether internal or external – as part of its innovation approach and to keep its position in the marketplace. The case gives a brief glimpse into the various programs undertaken by SAP through the years to support external startups by providing technology access, financial support, marketing know-how, and even its employees' skills. It also takes an in-depth look at the company's intrapreneurship programs, which were stated to have provided the company with several intrinsic benefits. SAP also had a purpose-driven innovation agenda, as part of which it strove to encourage inclusive entrepreneurship and startups from developing countries such as Brazil and India. Over the years, SAP claimed to have played a role in the emergence of several innovative

startups that transformed the global technology landscape. Can SAP's global standard for startup-driven innovation be emulated by other technology companies?

<https://icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB248.htm>

**29 | 2023-2024 | SDG5**

STARLING BANK'S ANNE BODEN—THE FOUNDER AND CEO OF A 'PROFITABLE' CHALLENGER BANK IN THE UK

Anirudhan, Anil; Dutta, Sanjib

The case 'Starling Bank's Anne Boden – The Founder and CEO of a 'Profitable' Challenger Bank in the UK' is about Anne Boden (Anne) and the digital banking startup 'Starling Bank' (Starling) which she had started in the UK. Starling operated as a digital bank without having any physical branches. All the banking transactions were done through the mobile app or the website of Starling. Anne faced a lot of challenges in the initial stages of her startup such as securing funds for the startup and dealing with the problem of her directors quitting from the venture during the startup's early days. Eventually she overcame the challenges and went on to grow her digital bank in the UK. Starling's business model was a combination of technology and simplicity. Starling focused on sustainable banking in order to differentiate itself from the traditional legacy banks and became a bank that was customer and environment friendly. The sustainable banking initiatives involved the implementation of paperless banking and use of recycled plastic for its debit cards. Finally, the case ponders on the future plans of Starling, the succession plans of Anne and also on the future strategies to counter the competition from other digital as well as traditional banks. It remained to be seen if Anne's plans bring forth the required results and help Starling to reach newer heights as the 'starling bird'

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN197.htm>

**30 | 2023-2024 | SDG8**

HILFR'S LABOR MODEL: A FIRST FOR GIG WORKERS OF THE PLATFORM ECONOMY

Nair, Jitesh; Pasala, Balaswamy

The case examines the mismatch between existing labor-systems and platform businesses in Europe with reference to the early initiatives of Hilfr, a Danish online cleaning platform. Hilfr signed a collective agreement with the Danish trade union, The United Federation of Danish Workers (3F) that offered significant guarantees for self-employed workers working for Hilfr. The case then touches upon how the Danish Competition and Consumer Authority (DI) stated in 2020 that such agreements stipulating minimum fees for freelance domestic workers did not align with the EU Competition law. The case finally focuses on the efforts of the European Commission (EC) to ensure that EU competition rules do not stand on the way of collective agreements aimed at improving the working conditions of self-employed people. The case can be used by executives and management students to examine the need for collective bargaining process in the gig economy, and the role of companies, trade unions and the government agencies in this process. It also delves into the legal challenges that companies encounter in their efforts to be responsible businesses and take the lead to create a win-win opportunity for employers and employees.

<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB250.htm>

**31 | 2023-2024 | SDG12; SDG13**

PSUDO – SETTING NEW STANDARDS FOR SNEAKER MANUFACTURING

Zafar, Faria; Perepu, Indu

The case describes a sustainable way of manufacturing sneakers, which happen to be a major contributor of global greenhouse emissions. The material used in sneakers, like petroleum-derived plastics, left a heavy carbon footprint on the environment. As there were frequent introductions of new sneaker designs, many

sneakers were getting tossed into landfills, contributing to greenhouse gas emissions. Most of the sneakers were manufactured in low-cost manufacturing facilities in China or Vietnam and later shipped to the USA. Though this offered a lean supply chain to sneaker companies, it also came with its own challenges, like increased cost of reverse logistics, high inventory costs, etc. Psudo Inc., founded in the year 2020 by Michael Rich and Kortney Rich, sneaker manufacturers in the USA, intended to change the way sneakers were manufactured. It manufactured sustainable sneakers and offered affordable, lightweight shoes. The company offered sneakers that were manufactured using locally sourced and recycled materials in the USA and were made with eco-friendly recycled fabric. The company was slowly gaining ground with customers as well as in terms of funding. It had huge plans for the future, which included setting up an omnichannel distribution network, collaboration with various designers and artists to come up with newer designs of sneakers, and also entering the circular economy wherein the customers could return used sneakers, which could be recycled into a new pair.

<https://www.icmrindia.org/casestudies/catalogue/Operations/OPER160.htm>

**32 | 2023-2024 | SDG12**

**SHEIN: ETHICAL COST OF ULTRA-FAST FASHION**

Zafar, Faria; Perepu, Indu

SHEIN, a Chinese online retailer of apparel and accessories, had taken the world of ultra-fast fashion by storm with its low cost products. Even though the price of products from SHEIN was very low as compared to other ultra-fast fashion brands, the designs always followed the latest trends in the fashion industry. The love for SHEIN products was spread all over the social media by its host of fashion influencers. But behind the sheen of its trendy clothes lay an ugly story replete with unethical practices. The case details how SHEIN flouted labor laws with impunity in its supply chain. The working conditions were abysmal in the workshops where SHEIN products were manufactured. The workers had no access to the basic safety and environmental benefits that a workplace should provide. These working conditions were against the Chinese labor laws but the workers could not complain as they were working without any formal contract with the workshops. SHEIN was also very secretive when it came to producing data about its supply chain. For the same reason, SHEIN was in the lowest level grades of the Fashion Transparency Index. SHEIN was also criticized for culturally insensitive products, and for plagiarizing pictures and designs. In spite of following unethical practices, SHEIN was a winner in the ultra-fast fashion segment. People seemed to turn a blind eye to the unethical practices of the company. After multiple complaints, SHEIN did an audit of its supply chain and drew up a code of conduct for its suppliers. It would be interesting to see if the company keeps its word and eliminates unethical practices from its supply chain.

<https://www.icmrindia.org/Casestudies/catalogue/CSR%20and%20Sustainability/CSRS013.htm>

**33 | 2023-2024 | SDG10**

**SHUBHAM HOUSING DEVELOPMENT FINANCE – SOCIAL IMPACT THROUGH FINANCIAL INCLUSION**

Kumar, KBS; Perepu, Indu

India-based Shubham Housing Development Finance Ltd. (Shubham) was established in 2011 primarily to cater to the home loan needs of people involved in informal employment. Shubham had put in place a customized credit program where personnel from the company visited the borrowers, interacted with them, and determined their loan requirements, monthly income, expenses, and EMIs. Through this method, many people with informal employment were brought under the purview of formal banking and formal loans.

<https://www.icmrindia.org/casestudies/catalogue/finance/FINC206.htm>

**34 | 2023-2024 | SDG12****BACK MARKET AND THE GLOBAL E-WASTE CRISIS**

Qumer, Syeda Maseeha

The case discusses Paris based renewed electronics online marketplace Back Market's efforts to tackle the global e-waste crisis by offering a sustainable alternative to new tech, through the creation of an online marketplace specializing in selling professionally refurbished electronic and household appliances. Founded in 2014, Back Market is one of the world's first online marketplaces dedicated to selling refurbished consumer electronics. The company's mission is to empower people to buy tech sustainably by offering a high quality, accessible, and more eco-friendly alternative to buying new electronic products. Back Market operates in 16 countries that include the US, France, Germany, the UK, Spain, and Japan. The case explores how e-waste is a complex environmental issue and the role companies like Back Market can play to combat it. E-waste is the fastest growing and most toxic waste in landfills – harming humans and the environment. Around 50 million metric tons of e-waste are generated globally every year. The case describes how Back Market is tackling the problem of e-waste by giving expertly restored devices a second life and offering them at affordable prices with exceptional customer service, quick shipping, and quality guarantees thrown in. The online marketplace brings together professional third party refurbishers providing high-quality electronics and environmentally responsible customers looking to purchase used products. Rather than refurbishing devices directly, Back Market works with independent vendors who act as its sourcing partners. The company earns a 10% commission on each sale. By prolonging the life of millions of consumer electronic devices, Back Market is creating low-cost access to high quality products such as refurbished iPhones, iPads, laptops etc. Reportedly, the purchase of a refurbished smartphone saves approximately 91% of CO2 emissions, 68800 liters of water, and 129 grams of precious metal. However, the company has been facing some challenges in its fight against e-waste including expanding to new markets, sustaining growth, broadening the scope of refurbishment from mostly smartphones and tablets to other segments such as gaming consoles and smart home products, and encouraging tech companies to reconsider how they designed and built their devices. The biggest challenge for the company will, however, lie in building consumer trust in refurbished tech and influencing consumer behavior in order to make refurbished their first choice for electronic purchases. With e-waste being such a critical issue for the planet as well as for human life, what can the three co-founders of Back Market, Thibaud Hug de Larauze (CEO), Vianney Vaute (CCO), and Quentin Le Brouster (CTO), do to ensure that its commitment and efforts go far enough to drive change on the ground? What more can Back Market do to capitalize on its commitment and encourage more consumers to use its refurbished products?

<https://www.icmrindia.org/casestudies/catalogue/CSR%20and%20Sustainability/CSRS015.htm>

**35 | 2023-2024 | SDG5****HEMALATHA ANNAMALAI: WOMAN PIONEER OF INDIA'S ELECTRIC VEHICLE REVOLUTION**

Koti, Vinod Babu; Prasad, Namratha, V

The case "Hemalatha Annamalai: Woman Pioneer of India's Electric Vehicle Revolution" talks about the efforts of Hemalatha Annamalai (Annamalai) in establishing Ampere Vehicles Pvt. Ltd. (Ampere), an early mover in India's electric vehicles (EV) market. Annamalai was a serial entrepreneur who hit upon the idea of disrupting the Indian automobile industry with EVs and did extensive market research in that regard. She then set up Ampere in 2008 with the aim of achieving "business growth with social inclusiveness". The case documents Annamalai's efforts to introduce a range of EVs with the intention of making the maximum social impact, especially in rural markets. The case describes the way she handled critical business challenges and led Ampere to become one of the leading brands in the Indian personal and last mile mobility EV segment. Though Annamalai exited Ampere in 2019, she continued to serve as a mentor to new entrepreneurs and

provided investment to novel ventures in the EV industry. Can successful entrepreneurs like Annamalai inspire others to achieve their entrepreneurial ambitions?

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN198.htm>

**36 | 2023-2024 | SDG9**

**IKEA BUILDS SMALLER FORMAT STORES – COMES CLOSER TO CUSTOMERS**

Anirudhan, Anil; Dutta, Sanjib

This case is about the strategy adopted by Inter IKEA Systems B.V. (IKEA) of opening small stores (Planning Studios and Touch Points) within city limits in place of large big format stores on the city outskirts. IKEA was also implementing newer technologies like Augmented Reality (AR app) and focusing more on online sales with home delivery to cater to the change in the millennial preference for ease of commutability and minimalistic furniture. The change in strategy was implemented as more millennials were settling down in the cities and were looking for multi-utility furniture suitable for smaller living spaces. The market conditions and trends were more toward online sales, use of new technologies, and smaller stores within the city centers. IKEA was focusing more on online sales with plans to tie up with Amazon and Alibaba. Will its new strategy bring results? Will it be the end of the large blue and yellow big box?

<https://www.icmrindia.org/casestudies/catalogue/Marketing/MKTG453.htm>

**37 | 2023-2024 | SDG9**

**YOU MAWO: USING 3D PRINTING TECHNOLOGY TO INTRODUCE A NEW EYEWEAR CONCEPT**

Koti, Vinod Babu; Prasad, Namratha, V

The case “You Mawo: Using 3D Printing Technology to Introduce a New Eyewear Concept” discusses German eyewear brand You Mawo’s efforts to utilize 3D printing technology to create sustainable and customized eyewear. The case starts out by exploring the background and vision of the founders of You Mawo. It discusses the reasons that pushed them to adopt 3D printing technology to produce their premium eyewear. In particular, the case lays out the advantages that 3D printed eyewear has over traditional eyewear. It highlights the findings of a life cycle analysis (LCA) which revealed that You Mawo’s 3D printed eyewear had a significantly lower carbon footprint and generated less waste than traditional eyewear. The case documents the positive market reception received by You Mawo and discusses the company’s future expansion plans. Can 3D printed eyewear become a mainstream product one day? Considering the premium tag on You Mawo’s eyewear, can the company become a dominant player one day in the €140 billion global eyewear market?

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR662.htm>

**38 | 2023-2024 | SDG13**

**CLIMEWORKS – EMPOWERING PEOPLE AND COMPANIES TO FIGHT GLOBAL WARMING WITH DAC TECHNOLOGY**

Anirudhan, Anil; Dutta, Sanjib

The case “Climeworks – Empowering People and Companies to Fight Global Warming with DAC Technology” is about the Direct Air Capture (DAC) technology utilized by Climeworks, a Swiss company, for carbon removal and sequestration. Global warming had become a global problem and climate change was affecting millions across the globe. Startups such as Climeworks had come up with innovative technologies to capture carbon in a sustainable and secure way. The case discusses the growth of the startup and its business model along with the DAC technology used by the company. The various plans offered by the company helped corporates achieve their sustainable goals under UN-SDG 13. Even though the DAC technology was expensive, analysts opined that the contribution made by the technology was also required in addition to various other measures to combat global warming, for an urgent reduction in global warming that posed a threat to the global community. It remained to be seen whether Climeworks would succeed in its quest to play an important part in carbon

removal, facilitate businesses in achieving their sustainable goals, and help reduce global warming while at the same time making the DAC technology more affordable.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN202.htm>

**39 | 2023-2024 | SDG12**

**NEPRA'S "LET'S RECYCLE" INITIATIVE – TACKLING INDIA'S SOLID WASTE MANAGEMENT PROBLEM**

Anirudhan, Anil; Dutta, Sanjib

The case "Nepra's "Let's Recycle" Initiative – Tackling India's Solid Waste Management Problem" is about the solid waste management solution and circular business model of Nepra Resource Management Pvt Ltd (Nepra), a startup based in Gujarat, India. Nepra recycled the solid wastes at its Material Recovery Facilities (MRF) using its 'Let's Recycle' initiative and its circular economy business model. Nepra utilized the latest technologies for its operations and also empowered women waste pickers by paying them fair wages and employing them at its MRF. The company involved corporates in its solid waste collection initiatives with its Extended Producers Responsibility (EPR) initiative. Nepra planned to expand all over the country and to bring the entire informal waste management sector to the formal sector. It remained to be seen how Nepra's sustainable waste management initiatives would pan out in the future and whether it would be able to solve India's huge waste management problem.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN203.htm>

**40 | 2023-2024 | SDG10; SDG12**

**COTOPAXI: CREATING SUSTAINABLE SOCIAL IMPACT**

Kumari, Shwetha; Nair, Jitesh

The case study describes the social impact model put in place by Cotopaxi. The company considered sustainability at every stage of the product's life cycle and supply chain to become the first B Corp certified company in the US. The case also touches upon how the company caught the attention of millennials through various promotional activities. The case first touches upon the inspiration that led to the founder's incorporation of the company and how they caught the attention of millennials through various promotional activities. It then describes the social impact model of Cotopaxi that had a social-focused mission. Every piece of outdoor gear and apparel sold was tied to a humanitarian cause in the world's poorest countries, especially healthcare, education, and livelihood. The company also launched the Cotopaxi Foundation to partner with various non-profits to distribute 1% of revenues in the form of multi-year grants. It was the first B Corp certified company in the US. Cotopaxi decided to consider sustainability at every stage of a product's life cycle. In 2022, Cotopaxi planned to expand its use of repurposed and recycled materials and offer customers options to increase the lifespan of its products to prevent them from throwing the products away. The question is, can Smith balance his vision of social impact with the demands for scaling up the business and provide returns to Bain Capital Double Impact. Will he need to tweak his social impact business model in order to grow rapidly?

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN209.htm>

**41 | 2023-2024 | SDG9; SDG12**

**ECOKAARI: UP-CYCLING WASTE PLASTICS INTO FABRICS**

Kumari, Shwetha; Nair, Jitesh

The case describes how Pune-based Nandan Bhat (Bhat) founded EcoKaari, a social enterprise, with the aim of coming up with a circular business model where traditional Indian craftsmen would create handcrafted fabrics using upcycled plastics. The case touches upon the early challenges that Bhat faced, which led him to change his mode of operations and come up with a manufacturing process that was completely manual and did not use any form of energy. Ecokaari also employed local artisans and offered a sustainable livelihood for them. Ecokaari's products included garments, handbags, home decor products, footwear, accessories, and office stationery that were sold online as well as through stores. The case then describes how EcoKaari

sought to attract customers as well as extend the life of the products by offering free lifetime repair services for its products and a returns management facility whereby customers could return the product to the company after its life-time. By 2022, EcoKaari had the capacity to annually upcycle about 1.7 million plastic waste bags and other items through two units in Pune, Maharashtra and Bellary, Karnataka. The question was how Nandan should go about scaling up the initiative given that most of the processes were labor intensive and the sourcing of plastic waste was also localized to a large extent.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN208.htm>

**42 | 2023-2024 | SDG9**

**MARUT DRONES – USING TECHNOLOGY TO SOLVE SOCIAL ISSUES**

Zafar, Faria; Perepu, Indu

Marut Dronetech Private Limited (Marut Drones), a startup based in Hyderabad, India, used drones to address social issues like the mosquito menace, surveillance, land surveying, etc. It used data analytics, Internet of Things, Artificial Intelligence, and Machine Learning for mosquito eradication, afforestation, medicine delivery, etc. and to come up with a disease prediction system. Marut used the drone technology to address the issues faced by farmers. It used drones to spray pesticides, agri-automation, afforestation etc. The drones were also used to deliver essential medicines to public health centers which were difficult to reach. Marut partnered with the local government for disinfecting waterbodies, and for dropping seed balls for afforestation

<https://icmrindia.org/casestudies/catalogue/Business%20Environment/BENV049.htm>

**43 | 2023-2024 | SDG3**

**NESTLÉ'S DIVERSIFICATION THROUGH PALFORZIA: THE SETBACK AND LESSONS**

Koti, Vinod Babu; Prasad, Namratha, V

The case "Nestlé's Diversification through Palforzia: The Setback and Lessons" explores Swiss multinational food and beverage conglomerate Nestlé S.A. (Nestlé)'s failure to capitalize on its blockbuster hopeful peanut allergy medicine – Palforzia. The case mentions the various reasons that drove Mark Schneider (Schneider), who became CEO of Nestlé in 2017 to acquire Aimmune Therapeutics (Aimmune), the company that had developed Palforzia, for a whopping US\$ 2.1 billion, a 174% premium on Aimmune's share price, in 2020. The case then documents the various factors that led to Palforzia failure to gain acceptance among both patients and doctors, causing it to be relegated to a niche therapy. Schneider realized the difficulties of launching a successful drug and so began contemplating strategic alternatives for it. Though analysts commended Nestlé's quick course correction in response to the Palforzia setback, they wondered whether the company had adequately assessed the risks associated with product development and market competition before acquiring Aimmune. The case raises the broader question of how companies can effectively balance the inherent risks in launching innovative products like Palforzia with their potential rewards, thereby framing a viable diversification strategy.

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR663.htm>

**44 | 2023-2024 | SDG13**

**SCIENCE BASED TARGETS INITIATIVE (SBTi) – A SCIENTIFIC APPROACH TO DEFINE AND ACHIEVE THE CARBON EMISSIONS REDUCTION TARGETS**

Vijaya, Lakshmi, S; Nagendra Kumar, MV

The Science Based Targets Initiative (SBTi) was a step taken by leading non-profit organizations engaged in protecting and sustaining the global environmental systems. We Mean Business (WMB), a coalition, was formed to bring together all global business organizations to commit themselves to achieving the objectives of climate change initiatives. SBTi was an effort led by WMB. Its primary purpose was to aid companies in formulating their climate change strategies. This assistance was facilitated by tapping into the collective knowledge and expertise of prominent non-profit organizations and global networks focused on environmental

preservation. The SBTi achieved this through the creation of a scientifically grounded framework. Within this initiative, member companies gained the opportunity to establish climate targets that were rooted in scientific principles, drawing on collaborative expertise and shared knowledge. Additionally, the initiative aimed to propagate the concept of adopting Science Based approaches worldwide and extending its influence to private sector entities within the WMB network and those beyond its scope. Despite these endeavors, SBTi needed help to establish a formal institutional mechanism. This case study helps understand how SBTi intervenes in climate change initiatives, employing the Theory of Change Model and the Diffusion of Innovation Theory. <https://icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG179.htm>

**45 | 2023-2024 | SDG12; SDG13**

**UNILEVER'S SUSTAINABLE SOURCING**

Samantarai, Munmun; Dutta, Sanjib

This case discusses multinational consumer goods company Unilever's cost reduction through sustainable sourcing. In March 2021; Unilever reported that it had reduced operating costs by \$1.5 billion since 2008. In 2010; Unilever launched the Unilever Sustainable Living Plan (USLP); aimed to make its business operations more sustainable; ecologically friendly; and socially beneficial. The company set a goal of sourcing 100% of its agricultural raw materials sustainably by 2020. Although the company made significant progress in its commitment to 100% sustainable sourcing; it could not hit the target within the set deadline. Unilever; however; continued to work toward achieving the parameters in the USLP beyond 2020. But there were several challenges like its complex global supply chain; certification policies on sustainable sourcing; sourcing from smallholder farmers who lacked knowledge or training; achieving full traceability and transparency across complex supply chains; etc.; that the company was facing in scaling up its sustainable practices. Given the wide range of raw materials sourced and the length and complexity of its supply chain; it remained to be seen whether the company would be successful in achieving its ambitious goal of 100% sustainable sourcing and continue to save on costs.

<https://www.icmrindia.org/casestudies/catalogue/CSR%20and%20Sustainability/CSRS016.htm>

**46 | 2023-2024 | SDG9; SDG12; SDG13**

**VAAST BIKES: BUILDING A NICHE BRAND THROUGH SUSTAINABLE PRODUCTS AND PROCESSES**

Nair, Jitesh; Pasala, Balaswamy

The case describes how VAAST Bikes based in the US planned to grow the company in a non-conventional way by making environmentally friendly sustainable bike frames using magnesium. The case also touches upon the company's Vibrant Cycling Ecology Pledge that promised to operate the business mindfully with environmental responsibility at the forefront of all its business decisions and actions. Next, the case describes in detail the various products that VAAST launched. The bicycle company targeted all segments of customers and offered city and urban bikes, all-road and mountain bikes, road bikes, and urban and youth bike models. To further prioritize its environmental responsibility, the company introduced its first e-Bike known as the E/1. On March 16, 2023, the company won a sustainability award at the inaugural FIT Sport Design Awards for its road bike, the R/1. VAAST further focused on adopting sustainable delivery packaging and put in place an entirely plastic-free bike packaging. It used 100 percent recyclable materials made from recycled products. The new packaging was implemented across its complete line of bikes at the company's cost. Does VAAST Bikes have a sustainable business model in place? What challenges could VAAST Bikes face in growing its business?

<https://www.icmrindia.org/casestudies/catalogue/CSR%20and%20Sustainability/CSRS017.htm>



**47 | 2023-2024 | SDG9****ADIDAS: SUSTAINABILITY BOND**

Nagendra Kumar, MV; Perepu, Indu

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.

<https://www.icmrindia.org/CaseStudies/catalogue/Finance/FINC210.htm>

**48 | 2023-2024 | SDG8; SDG10****ENBRIDGE: A DIVERSITY, EQUITY & INCLUSION (DEI) LEADER IN THE ENERGY INDUSTRY**

Nair, Jitesh; Pasala, Balaswamy

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.

<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB257.htm>

**49 | 2023-2024 | SDG8****ETSY'S GROWTH STRATEGY IN INDIA: EMPOWERING ARTISANS**

Koti, Vinod Babu; Prasad, Namratha, V

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?

<https://www.icmrindia.org/casestudies/catalogue/Marketing/MKTG460.htm>

**50 | 2023-2024 | SDG12; SDG13**

**H&M – CAN THE FAST FASHION GIANT TRANSITION INTO GREEN FUTURE?**

Kumar, KBS; Perepu, Indu

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 Loop 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.

<https://www.icmrindia.org/casestudies/catalogue/business%20ethics/BECG184.htm>

**51 | 2023-2024 | SDG4; SDG9; SDG10**

**LEAD'S INTEGRATED EDTECH SOLUTION: COMBINING TECHNOLOGY, CURRICULUM AND PEDAGOGY TO TRANSFORM TRADITIONAL EDUCATION**

Nair, Jitesh; Pasala, Balaswamy

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?

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN210.htm>

#### **52 | 2023-2024 | SDG8**

##### **'PESKY FISH'S 'PORT TO PLATE' TECHNOLOGY PLATFORM: REINVENTING THE SEAFOOD SUPPLY CHAIN**

Kumar, KBS; Perepu, Indu

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.

<https://www.icmrindia.org/Short%20Case%20Studies/Operations/CLOM025.htm>

#### **53 | 2023-2024 | SDG13**

##### **BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES**

Kumar, KBS; Perepu, Indu

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.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN212.htm>

**54 | 2023-2024 | SDG4****PHYSICSWALLAH – A DISRUPTER IN THE INDIAN EDTECH INDUSTRY**

Zafar, Faria; Perepu, Indu

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 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.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN214.htm>

**55 | 2023-2024 | SDG2; SDG9****PURE HARVEST SMART FARMS – A TECHNOLOGY-ENABLED AGRIBUSINESS STARTUP ADDRESSING THE FOOD SECURITY CHALLENGES IN THE MIDDLE EAST**

Zafar, Faria; Perepu, Indu

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.

<https://www.icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN216.htm>

**56 | 2023-2024 | SDG3****ZIPLINE: NAVIGATING THE RWANDA SKIES TO MAKE MEDICAL SUPPLIES ACCESSIBLE TO MILLIONS ON LAND**

Samantarai, Munmun; Dutta, Sanjib

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?

<https://www.icmrindia.org/casestudies/catalogue/Operations/OPER162.htm>

**57 | 2023-2024 | SDG12**

**DANONE: REALIGNING SUSTAINABILITY FOR PROFITABILITY?**

Kumari, Shwetha; Nair, Jitesh

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?

<https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR677.htm>

**58 | 2022-2023 | SDG5**

**WHAT SCHEME DOES BANK OF BARODA HAVE FOR ME?**

Bhiwapurkar, Krutika; Gupta, Manish; Dutta, Sanjib

This case narrates the story of Krutika Bhiwapurkar (Krutika), an intern at Bank of Baroda, India, who had been struggling to figure out and match the schemes the bank had to offer with the profiles and requirements of the customers. Primarily, she had only two schemes to offer. One scheme was the Pradhan Mantri Mudra Yojana Scheme and the other was the Mahila Shakti scheme. She had to first understand these schemes and, based on her knowledge of them, offer them to the customers based on their profiles and requirements. It was a difficult task as she was only an intern with limited knowledge of the functioning of the banking industry. One fine day, she had five customers who were asking her for schemes relevant to each one of them. Krutika now has a job on hand. How will she deal with each customer?

[http://www.ibscdc.org/Case\\_Studies/Finance,%20Accounting%20and%20Control/Finance/FCF0033.htm](http://www.ibscdc.org/Case_Studies/Finance,%20Accounting%20and%20Control/Finance/FCF0033.htm)

**59 | 2023-2024 | SDG9**

**INDIA'S MOON MISSION CHANDRAYAAN-3: FROM FAILURE TO SUCCESS**

Hairsh, R; Dutta, Sanjib

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?

[http://www.ibscdc.org/Case\\_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm](http://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm)

## **Conclusion**

Collaborations is a way of life in IFHE. In the community development activities, IFHE collaborates with local NGOs, Schools and Government Organizations. Collaborations in academics are aimed at conducting conferences, workshops, joint research projects, symposia, colloquia, etc. At the faculty level, collaborations result in joint publications, development of case studies, authoring of books and book chapters, etc. Collaborations with business organizations result in industry conclaves, guest lectures, etc. IFHE is a vibrant and happening institution for collaborations in 24x7.